

Elliott School of International Affairs

THE GEORGE WASHINGTON UNIVERSITY

Bylaws of the Elliott School of International Affairs

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PREAMBLE:

The mission of the Elliott School of International Affairs is to educate the next generation of international leaders, to conduct research and produce scholarship that advances understanding of important global issues, and to engage the public and the policy community in the United States and around the world, thereby fostering dialogue and shaping policy solutions.

These Bylaws establish the means and procedures by which the faculty of the Elliott School exercise their responsibilities in fulfilling the School's mission. The construction, validity and effect of these Bylaws will not contravene regulations established by the Trustees, the University, or the provisions of the George Washington University *Faculty Code*.

ARTICLE I: Membership in the Faculty of the Elliott School

- (1) The voting membership of the School will consist of:
 - the Dean of the School;
 - regular, active status faculty budgeted to the school (primary appointments including tenure-track faculty and tenured faculty and non-tenure track contract faculty); and
 - such other faculty as may be granted a secondary appointment to the faculty of the Elliott School (under the criteria and procedures outlined in Article VII, Section 8).
- (2) Appointments of new members of the primary faculty will accord with the policies and procedures set forth in Articles IV, V, VI, and VII, Section 1 of these Bylaws. The academic title of primary faculty with departmental affiliations will be their academic rank and name of their discipline or field followed by the phrase "and International Affairs." The academic title of primary faculty without a departmental affiliation will be their academic rank followed by the phrase "of International Affairs." Primary Elliott School faculty who have a secondary appointment elsewhere in the University may include information about that appointment in their title following their primary title in International Affairs.
- (3) The transfer of a faculty member's primary status, either to the School from another unit of the University or from the School to another unit, will be negotiated by the Dean in consultation with the Dean's Council. A request by a faculty member with a departmental affiliation to end that affiliation will be reviewed by the Dean of the Elliott School.
- (4) *Ex officio* membership in the faculty of the School is extended to the President of the University and the Provost, and, during their terms of office, non-voting membership to the chairs of departments that include primary members of the faculty as well as chairs of the foreign language departments.

- (5) Emeritus members of the faculty of the School, as defined by the *Faculty Code*, will have all the privileges of membership except the right to vote at faculty meetings.

ARTICLE II: Meetings

- (1) The Dean, or the Dean's designate, will chair all meetings of the faculty. Internal minutes of the meeting will include the proceedings, deliberations, and outcomes of a meeting other than personnel issues.
- (2) Stated meetings of the faculty will be held at least once at the beginning and at least once at the end of each semester (fall and spring), unless otherwise decided by the faculty or by the Dean in consultation with the Dean's Council. The Dean will determine the dates and times of stated meetings and will notify the faculty at least two weeks (14 days) prior to the meeting date.
- (3) The stated meeting at the end of the fall semester will be the occasion for the election of members to the Dean's Council and for the election of representatives to the Faculty Senate. The stated meeting at the end of the spring semester will be the occasion for the election of members to the Appointment, Promotion, and Tenure Committee.
- (4) The agenda for the next faculty meeting will be circulated to all members of the faculty of the School at least seven days before a stated meeting. Business not on the agenda may be brought before the meeting by a two-thirds vote of those present and voting.
- (5) Special meetings of the faculty may be called by the Dean or upon the written request to the Dean by ten members of the faculty. At least one week's notice to the faculty will be given for such meetings along with the meeting's agenda.
- (6) A quorum consists of a number equivalent to one-half of the primary faculty of the School.
- (7) Faculty meetings will be open to all members of the faculty of the School, to elected or appointed representatives of the School's official undergraduate and graduate student organizations, and to such other persons as the Dean or the faculty of the School may invite, provided that the faculty may, by a majority vote of those present and voting, declare a meeting closed to any or all of the non-members present.
- (8) Except as otherwise provided in these Bylaws or in the parliamentary authority adopted in these Bylaws, decisions of the faculty of the School must be adopted by a majority vote of those present and voting. Members of the faculty who, for unavoidable reasons, must be absent from a stated meeting may submit a written proxy to the Dean for any item on the agenda circulated prior to the stated meeting, with the following exception: where the matter for faculty vote concerns appointment to, promotion, or tenure in the faculty of the Elliott School.

- (9) The rules contained in the current edition of *Robert's Rules of Order Newly Revised* will govern the faculty of the School in all cases to which they are applicable and in which they are not inconsistent with these Bylaws and any special rules of order the faculty of the School may adopt.

ARTICLE III: Dean's Council, Committees, and School Organizations

The Dean will be an *ex officio* member of all committees. A majority of the members of a committee will be a quorum.

Faculty members in the Elliott School serving on committees as defined in this section as well as on search committees are charged with acting in the best interests of the School. In cases of serious conflict of interest, faculty should consider, or may be asked to consider, recusal from certain decisions.

- (1) The Dean's Council

The faculty will elect seven of its members to two-year terms on the Dean's Council, staggered so that at least three members are elected in each academic year. At least four will be primary faculty members. Membership will include at least one member of the primary faculty from each of the departments of economics, history, and political science. No more than two members of this committee may be from the same department.

- (a) Faculty will submit nominations for the Dean's Council for election at the stated faculty meeting at the end of the fall semester.
- (b) The Dean's Council will normally meet once in each month during the academic year.
- (c) The Dean's Council:
- will act on behalf of the faculty on any matter within the faculty's jurisdiction which may require action between the meetings of the faculty and will report through the Dean at the stated meetings of the faculty a summary of actions taken on behalf of the faculty since the last report;
 - may serve in an agenda-making capacity to prepare such actions and proposals as the Dean or the Council itself may wish to present to a meeting of the faculty;
 - will serve as a policy review body to assist the Dean in resolving specific programmatic problems and as a policy planning body to explore and define future programmatic and faculty recruitment directions;
 - will nominate candidates for election to the Appointment, Promotion, and Tenure Committee and to the Faculty Senate;

- may appoint such other committees as will assist it in the performance of its functions;
- will be the principal committee of the faculty on all disciplinary matters; and
- will advise the Dean on student appeals concerning petitions relating to academic status or requirements.

(2) The Appointment, Promotion and Tenure Committee

The faculty will elect seven of its members to two-year terms on the Appointment, Promotion and Tenure Committee (hereafter referred to as the APT Committee), staggered so that at least three members are elected in each year. Membership will normally include at least one member of the primary faculty from each of the departments of economics, history, and political science. No more than two members of this committee will be from the same department. Two members of this committee will be tenured associate professors and five will be tenured full professors. No more than one associate professor may be elected from any department.

- (a) The Dean's Council will nominate persons to this committee for election by the faculty at its stated meeting in April. Additional nominations may be made prior to the meeting or from the floor.
- (b) The Dean may appoint an Associate Dean to act as convener and chief administrative officer of the committee.
- (c) Committee members will recuse themselves from voting on recommendations which affect faculty affiliated with their department but may attend the meeting, participate in discussion, and count toward the quorum. Associate professors will recuse themselves from voting on recommendations for a candidate proposed for promotion to full professor. Positive recommendations for promotion and tenure require the concurrence of a majority of committee members making up the quorum and a minimum of three non-recused voting members.
- (d) The functions and procedures of this committee are set forth in Articles IV, V, VI, and VII below.

(3) Program Directors and Academic Program Committees

- (a) For each academic program of the School, the Dean will appoint a program director who will chair a program committee whose members, also appointed by the Dean, will be selected as the Dean and program director deem appropriate.
- (b) The program director will monitor the quality of the program and its budget and, in conjunction with the program committee, may recommend changes in the

curriculum of the program to the Dean. The committee will assist the director in publicizing the program, planning and carrying out special events, and in recommending the appointment of part-time faculty to teach new courses or to replace faculty on leave.

- (c) The Dean may appoint an Associate Dean to act as convener and chief administrative officer of a committee of program directors which will meet, normally once a month during the academic year, to make recommendations to the Dean on matters of common concern.

(4) Special Committees

A Special Committee is a committee established for a limited period of time to look into and make recommendations concerning a specific problem. The Dean, Dean's Council, or the faculty of the School may from time to time appoint a Special Committee, specifying the time by which the committee should have completed its assignment.

(5) Temporary Replacements on Committees

The faculty of the School will elect a temporary replacement for any member of the Dean's Council or of the Appointment, Promotion and Tenure Committee, who is on leave of absence or sabbatical or who is temporarily unable to perform committee duties. The committee in question ordinarily should nominate a replacement to fill such a temporary vacancy, provided that nominations also may be made from the floor. The replacement should be consistent with the membership distribution of the committee as established in the relevant portions of these Bylaws. Elections for replacement members may also be held by e-mail ballot, provided that an opportunity for nomination be provided to all faculty members prior to the balloting.

(6) Student Organizations

The School recognizes undergraduate and graduate student organizations that meet established criteria for official Elliott School student organizations. Recognized student organizations establish their own internal rules and procedures.

(7) Faculty Senate Representation

At its stated meeting at the end of the fall semester, the faculty will elect members of the primary faculty in alternate years to serve as the School's representatives in the Faculty Senate for two-year terms or until successors are elected. The faculty members will be professors, associate professors, or assistant professors in full-time service who have tenure as of the academic year next succeeding the date of election. The Dean's Council will nominate one eligible faculty member to stand for election to each vacant seat in the Senate; additional nominations may also be made prior to the meeting or from the floor. If the nominee of the Dean's Council is the only candidate to be nominated, then a motion to close the nominations must pass by a two-thirds vote of the faculty present. If there is

more than one candidate for election to the Senate, voting will continue until the requisite number of candidates receive a majority vote.

ARTICLE IV: General Principles and Criteria for Appointment, Reappointment, Promotion, and Tenure of Tenure-Track Faculty

(1) General Principles

- (a) The Dean, in consultation with the Dean's Council and relevant department chairs and directors of the School's research centers, institutes, and programs, will define and allocate new or vacated full-time primary faculty positions.
- (b) Appointments, renewals, terminations, promotions, tenure, compensation and all other terms and conditions of employment will be made solely on the basis of merit and in accordance with the University's rules regarding equal employment opportunity, except that upon a specific showing that the academic needs of the School have changed with respect to a particular position, that factor may also be considered in determining whether tenure will be recommended.
- (c) Faculty members are entitled to be informed periodically as to whether they are making satisfactory progress toward promotion or contract renewal. The Dean will convey such information after consultation with members of the APT Committee and with department chairs when the faculty member has a departmental affiliation. Such information as the Dean may convey will not constitute a commitment to recommend promotion.
- (d) Members of the tenure-track primary faculty are entitled to be informed, upon request, of their probable status with regard to attaining tenure. Upon such request, the Dean will convey such information after consultation with members of the APT Committee and with department chairs when the primary faculty member is affiliated with a department.
- (e) To assist the Dean in conveying the information mandated by subsections c and d, above, members of the primary faculty will submit Faculty Development Reports in accordance with a schedule determined by the Dean and the APT Committee.

(2) Criteria for Appointment, Reappointment, Promotion, and Tenure of Faculty

- (a) The Dean, the APT Committee, and the members of the faculty will in the case of each person under consideration for appointment, reappointment, promotion or tenure apply the following criteria, bearing in mind that outstanding scholarship, excellence in teaching, service, and policy engagement are the principal attributes sought:

General Criteria for Appointment or Reappointment:

- An outstanding record of scholarly research;
- An outstanding record of undergraduate and graduate teaching
- Engagement with policy issues and the policy community: such interest and engagement is a necessary but not sufficient condition for appointment, reappointment, promotion, or tenure; and
- Service to the School, a relevant department or program, and the University; service to a professional organization or academic discipline/field.

(b) Criteria for Appointment by Rank

In addition to fulfilling the general criteria stated above for appointment or reappointment set forth in the preceding subsection, faculty will be recommended for appointment by rank under the following criteria:

- (1) *Recommendations for appointment at the rank of assistant professor* normally will be reserved to those
 - who show promise of effective undergraduate and graduate teaching; and
 - whose scholarly or professional activity shows promise of substantial contribution in a specific discipline or interdisciplinary field of study.
- (2) *Recommendations for appointment at the rank of associate professor* will normally be reserved to those
 - who show evidence of effective teaching;
 - whose scholarly or professional activity is judged to have made a substantial contribution in a specific discipline or interdisciplinary field of study;
 - who demonstrate engagement with policy issues and the policy community; and
 - who give evidence of active and continuing service to the School, a department or program (as relevant), the University, and their field.
- (3) *Recommendations for appointment with tenure at the rank of associate professor* will normally be reserved to those
 - whose published scholarly work is judged to have made, and shows clear potential to continue to make, a substantial peer-reviewed contribution in a specific discipline or interdisciplinary field of study;
 - who show evidence of effective teaching; who demonstrate engagement with policy issues and the policy community; and
 - who give evidence of active and continuing service to the School, a department or program (as relevant), the University, and their field.
- (4) *Recommendations for appointment or promotion to the rank of professor* will normally be reserved to those

- whose published scholarly work is judged to have made significant, substantial and distinguished peer-reviewed contributions to a specific discipline or interdisciplinary field of study, resulting in national or international recognition;
- who give evidence of sustained effectiveness in teaching
- who give evidence of active and continuing involvement in professional, educational, and policy-related activities outside the classroom, including, for example, service and leadership positions in professional associations and on major national or international agencies and organizations; and
- who give evidence of active and continuing involvement in service to the School, a department or program (as relevant), the University, and their field.

(c) Criteria for Appointment to an Endowed Chair

- (1) The criteria for faculty members appointed to endowed chairs in the Elliott School, whether currently existing or to be established by donors and the School in the future, shall be the same as those set forth in the preceding General Criteria IV (2) (a), and Criteria for Appointment by Rank for regular full-time faculty IV (2) (b).
- (2) The Dean, after consulting with the Dean's Council, may waive a search for the holder of an endowed chair in favor of an internal appointment. An internal appointment will require the Dean's formal nomination, APT committee review and vote, and review by the Dean's Council as well as the Provost's final approval.

ARTICLE V: Procedures for Recruitment and Appointment of Tenure-Track Primary Faculty

Upon receiving authorization from the Provost to recruit new faculty, the Dean, in consultation with the Dean's Council and relevant department chairs and unit directors, will draft a description of the position and appoint a search committee of at least three members.

- (1) Search committees will comprise faculty members of the School from at least two disciplines or fields.
- (2) The chair of a search committee will keep relevant department chairs or unit directors fully informed. In cases in which the advertised position is identified with a department, or in instances where a search may lead to an appointment with a departmental affiliation, the search committee chair will seek the advice of the chair of that department and will furnish that chair in a timely manner with relevant information and documentation.
- (3) Search Procedures:

- (a) The chair of the search committee will be responsible for assuring the Dean that a search conforms to University policy and, in the committee's final report, will confirm that the committee procedures have conformed to the University's faculty recruitment policies. In considering candidates for a position, the committee will adhere to the criteria for rank and tenure status set forth in Article IV, Section 2, of these Bylaws.
- (b) Public announcement of the position to be filled will in all cases:
 - (1) be placed in *The Chronicle of Higher Education* and at least one professional journal, newsletter, or online venue associated with the discipline(s) or field(s) in which applicants are being sought and venues that reach diversity candidates;
 - (2) include a description of the position following guidelines established by the Office of Faculty Recruitment and Personnel Relations; and
 - (3) announce the date on which the review of applications will begin.
- (c) Depending on the level of the position and the preferences of the affiliated department (if any), solicitation of reference letters will follow established policies and practices in the relevant discipline/field and for that rank.
- (d) During campus interviews, candidates will be treated equally and in accordance with University procedures. This stipulation applies in particular to scheduling meetings with faculty and students, formal and informal presentations, lunches, dinners, receptions, and other events.
- (e) At the conclusion of the interview process, the chair of the search committee will:
 - (1) in the case of a faculty position with affiliation to a department, report to the Dean and the chair of the relevant department the names, credentials, and the recommended tenure status and rank of those candidates whom the committee has selected, together with a report explaining how and why the committee reached its recommendations, and request the relevant department to review these candidates; or
 - (2) in the case of a faculty position without affiliation to a department, report to the Dean and the Elliott School's APT Committee the names, credentials, and recommended tenure status and rank of those candidates whom the search committee has selected, together with a report explaining how and why the committee reached its recommendation; and
 - (4) request the APT Committee to review and vote on these candidates.

- (f) In the case of a faculty position with a departmental affiliation, the department will, by majority vote, either through an elected standing committee or by the departmental faculty acting as a committee of the whole, determine whether the candidate presented by the search committee warrants appointment at the recommended tenure status and rank, applying both departmental and School criteria. The chair of the department will forward the department's determination to the Dean, together with relevant documentation from the search committee and the department.
 - (g) The Dean may, upon consultation with the Dean's Council, and if the Dean deems the department/unit to have recommended an unqualified or inappropriate candidate, decline to recommend appointment to the Provost.
 - (h) For faculty without a departmental affiliation, the Dean and Dean's Council will review the APT Committee's recommendation. On the recommendation of the Dean's Council, the Dean will request the Provost to approve the appointment of the candidate to the School alone. Such appointment may include the Dean's recommendation for tenure-track status or appointment with tenure. In forwarding the Council's recommendation, the Dean will assure the Provost that the candidate has met the criteria for appointment set forth in Article IV, Section 2, of these Bylaws.
 - (i) The Dean or the Dean's designee will conduct final negotiations with a candidate in consultation, where applicable, with the relevant department chair.
- (4) When a faculty member is recruited and appointed to an endowed Chair in the Elliott School, the procedures followed shall be the same as those set forth in the preceding articles; with the exception as laid out in Article IV (2) (c).

ARTICLE VI: Procedures for Reappointment, Promotion and Tenure of Tenure-Track Primary Faculty

- (1) Procedures Respecting Reappointment, Promotion and Tenure of Tenure-Track Primary Faculty with a Departmental Affiliation:
 - (a) Recommendations respecting the reappointment, promotion and/or tenure of tenure-track faculty with a departmental affiliation will originate in the departments and follow established departmental procedures and criteria. Tenure and/or promotion decisions require approval by a majority of the tenured members of the department faculty of equal or higher rank.
 - (b) Upon receiving such a departmental recommendation, the Dean will seek the advice of the APT Committee with respect to reappointment, promotion and/or tenure.

In judging whether the criteria for reappointment, tenure and/or promotion have been met, the APT Committee will solicit and consider documentation furnished by the faculty member, the faculty member's department, the Dean, and when appropriate, by the director of a School institute, center, or program.

- (c) Informed by advice from the APT Committee, the Dean will act on recommendations for reappointment, promotion and/or tenure.
- (2) Procedures Respecting Reappointment, Tenure, or Promotion of Tenure-Accruing Primary Faculty without a Departmental Affiliation.

In cases where a member of the tenure-accruing faculty is without a departmental affiliation and has a tenured or tenurable relationship only to the School, the APT Committee will stand in the place of a department in making recommendations respecting reappointment, tenure, and/or promotion. In its deliberations, the APT Committee will apply the criteria for reappointment, tenure or promotion of primary faculty as specified in Article IV, and will follow the procedures required by the Provost. To assist the APT Committee, the Dean will appoint a special committee of at least three tenured members of the primary faculty of appropriate rank and expertise, which will solicit independent external reviews of the faculty member's scholarly work, and solicit and consider documentation furnished by the faculty member, relevant institute, center, or program director(s), and the Dean with regard to scholarship, teaching and service. The Special Committee will report to the APT Committee, which will make a recommendation to the Dean regarding promotion or tenure. The APT Committee's recommendation will be reviewed by the Dean and the Dean's Council, and, together with the Dean's Council's recommendation, the Dean will refer the APT Committee's report to the eligible members of the faculty for a vote at the next stated faculty meeting, for which a quorum is defined in Article II, section 6. Voting eligibility at such meetings is subject to University policy. Recommendations for reappointment, tenure, and/or promotion require the approval of a majority of eligible faculty members present and voting.

ARTICLE VII: Procedures and Criteria for Appointment, Reappointment, and Promotion of Other Categories of Faculty

- (1) Procedures and Criteria Respecting Appointment, Reappointment, and Promotion of Regular Full-Time Non-Tenure-Track Faculty: Professors of International Affairs

Faculty who hold full-time non tenure-accruing appointments may be appointed primarily for their ability to contribute to the teaching programs and administrative needs of the School. Their terms of appointment will be for an initial term of three years, with the possibility of an additional three-year term. In cases of demonstrated excellence of service, subsequent contracts may be awarded for five-year periods, renewable upon a successful review in the fifth year. The proportion of effort expected of such appointments in the categories of teaching, research, policy engagement, and service will be specified in the appointment letter and may be adjusted in successive reappointments.

Individuals who hold a terminal degree in an academic discipline will be given the academic title of lecturer, assistant, associate, or professor of international affairs depending on qualifications and experience. Disciplinary or research center/institute/program affiliations may be added with the concurrence of the relevant units. Whether affiliations with an academic department constitute secondary or courtesy appointments, as defined by the *Faculty Code*, will be a matter for the relevant unit to decide.

(a) Procedures for Appointment

All such appointments will require an appropriate search as outlined in Article V above. The APT committee will review and vote on the appointment and forward its recommendation to the Dean for review by the Dean's Council and final decision by the Dean.

(b) Criteria for Reappointment and Promotion:

- (1) In accordance with Article IV.A.6 of the *Faculty Code*, with respect to those individuals carrying the title of professor of international affairs, with academic rank below the level of full professor, the primary criteria for reappointment and promotion will be those contained in Article IV, Section 2, of these Bylaws, with the understanding that the weight assigned to each of the four categories of teaching, scholarship, policy engagement, and service will correspond to the weights stated in the individual's appointment letter, and that no category is assigned a value of zero.
- (2) In accordance with Article IV.A.6 of the *Faculty Code*, with respect to decisions regarding reappointment and/or promotion of those individuals carrying the title Professor of International Affairs, with the rank of full professor, the criteria for reappointment and promotion will be substantially comparable, though not necessarily identical to, the criteria contained in Article IV, Section 2, of these Bylaws.

(c) Procedures for Reappointment and Promotion:

- (1) The Dean will make periodic evaluations of the performance of faculty in the foregoing categories. These evaluations will be based on their annual reports and on the advice of the associate deans, relevant unit directors and/or department chairs, as appropriate. The Dean will submit his/her evaluations to the APT Committee and seek its recommendations with respect to reappointment. The faculty and the Dean will act on these recommendations.
- (2) In the case of reappointment of faculty on multiple-year contracts, the APT Committee will review such evaluations during the penultimate year

of the appointment according to the timetable established yearly by the Provost for the appropriate rank, and will make recommendations to the Faculty and the Dean as to whether the appointment should be terminated or renewed. If the faculty member has an affiliation with a department or other unit, the relevant unit, following its internal procedures, will report to the APT Committee its recommendation regarding renewal of the contract and its decision regarding the departmental affiliation, which the APT Committee will include in arriving at its recommendation. If the appointment is not renewed, the faculty member will be given a terminal one-year appointment at the end of his or her current appointment.

- (3) In the case of promotion of a faculty member with a departmental affiliation, the department, following its own internal procedures, will report to the APT Committee its recommendation regarding promotion and its decision regarding continuation of the departmental affiliation. Recommendations for promotion require approval of a majority of the tenured members of the departmental faculty of equal or higher rank. In other cases, the APT Committee will consult with the relevant center or institute director or program director. After such consultation, the Committee may recommend promotion. Criteria for promotion will be those contained in Article IV, Section 2, with the understanding that the weight assigned to each of the four categories of teaching, scholarship, policy engagement, and service will correspond to the weights stated in the individual's appointment letter, and that no category is assigned a value of zero.

- (2) Procedures and Criteria Respecting Appointment, Reappointment, and Promotion of Regular Full-Time Non-Tenure-Track Faculty: Professors of the Practice of International Affairs

Individuals who may or may not hold a terminal degree in an academic discipline but who, by virtue of their professional experience in international affairs, may make a significant contribution to the teaching or administrative needs of the school, may be appointed to the faculty of the School with the title of professor (or associate professor) of the practice of international affairs.

Their terms of appointment will be for an initial term of three years, with the possibility of an additional three-year term. In cases of demonstrated excellence of contribution, subsequent contracts may be awarded for five-year periods, renewable upon a successful review process in the fifth year. The proportion of effort expected of such appointments in the four categories of teaching, research, policy engagement, and service will be specified in the appointment letter. Scholarship/research includes an active record of scholarly publication and/or public engagement on policy matters related to the individual's areas of expertise, including but not limited to position papers, articles in policy-related journals, opinion columns in newspapers, or entries on policy-related internet venues. Disciplinary or other unit affiliations may be added with the concurrence

of the relevant department or unit. Whether affiliation to an academic department constitutes secondary or courtesy appointments, as defined by the *Faculty Code*, is a matter for the department to decide.

Appointees will carry teaching, research, and/or administrative responsibilities commensurate with the terms and salary of the appointment as specified in their appointment letter.

(a) Procedures for Appointment

All such appointments will require an appropriate search as outlined in Article V above, and must be reviewed by the Dean's Council and the Dean on the recommendation of the APT Committee. In the case of a proposed appointment as a professor of the practice of international affairs, the APT Committee will seek the views of the relevant program director(s) before making its recommendation.

(b) Criteria for Reappointment and Promotion:

In accordance with Article IV.A.6 of the *Faculty Code*, with respect to those individuals carrying the title of professor of the practice of international affairs, with academic rank below the level of full professor, the primary criteria for reappointment and promotion will be those contained in Article IV, Section 2, of these Bylaws, with the understanding that the weight assigned to each of the four categories of teaching, scholarship, policy engagement, and service will correspond to the weights stated in the individual's appointment letter, and that no category is assigned a value of zero.

In accordance with Article IV.A.6 of the *Faculty Code*, with respect to decisions regarding reappointment and/or promotion of those individuals carrying the title of professor of the practice of international affairs, with the rank of full professor, the criteria for reappointment and promotion will be comparable* to the criteria contained in Article IV, Section 2, of these Bylaws.

(c) Procedures for Reappointment and Promotion:

- (1) The Dean will make periodic evaluations of the performance of faculty in the foregoing categories. These evaluations will be based on their annual reports and on the advice of the associate deans, relevant center, institute, and program directors and/or department chairs, as appropriate. The Dean will submit his/her evaluations to the APT Committee and seek its recommendations with respect to reappointment. The Faculty and the Dean will act on these recommendations.
- (2) In the case of reappointment of faculty on three-year/five year appointments, the APT Committee will review such evaluations during the

final year of the appointment according to the timetable established yearly by the Provost for the appropriate rank, and make recommendations to the the Dean as to whether the appointment should be terminated or renewed. If the faculty member has an affiliation with a department, the department, following its own internal procedures, will report to the APT Committee its recommendation regarding renewal of the contract and its decision regarding the departmental affiliation, which the APT Committee will include in arriving at its recommendation. If the appointment is to be terminated, the faculty member will be given a terminal one-year appointment at the end of his/ her appointment.

- (3) In the case of promotion of a faculty member with a departmental affiliation, the department, following its internal procedures, will report to the APT Committee its recommendation regarding promotion and its decision regarding the continuation of the departmental affiliation. Promotion recommendations require a majority vote of the tenured members of the departmental faculty of equal rank or higher. In the case of promotion of a faculty member without a departmental affiliation, the APT Committee will consult with the unit director. After such consultation, the APT Committee may recommend promotion to the faculty of the school. Recommendations for promotion for a faculty member without departmental affiliation require a majority vote of the tenured faculty of the School of equal or higher rank present and voting. Criteria for promotion in rank will be those contained in Article IV, Section 2, with the understanding that the weight assigned to each of the four categories of teaching, scholarship, policy engagement, and service will correspond to the weights stated in the individual's appointment letter, and that no category is assigned a value of zero.

- (3) Procedures and Criteria for Appointment, Reappointment, and Promotion of Full-Time Research Faculty.

Individuals appointed primarily for their ability to conduct scholarly or policy-relevant research in collaboration with other Elliott School faculty, and whose salary comes totally or primarily from external sources, will be given the title of research professor (or research associate professor or research assistant professor) of international affairs. Such appointments normally carry affiliation with one of the School's centers, institutes, or programs. The term of appointment is usually one year (renewable) but may also be for two or more years (renewable) if long-term funding has been secured.

- (a) Procedures for Appointment

Research faculty are appointed by the Dean on the nomination of a unit director or an individual faculty member with the endorsement of a unit director. The APT Committee will review and vote on the nomination and forward its recommendation to the Dean. The Dean's Council will review and discuss the

nomination and the ATP recommendation and advise the Dean who will then make a final decision. Criteria for appointment will include a record of policy-relevant research on international issues and evidence of current and/or potential external funding.

(c) Criteria and Procedures for Reappointment and Promotion

For those individuals carrying the title of research (or associate research or assistant) professor of international affairs, the primary criteria for reappointment and promotion will be a strong and continuing record of policy-relevant research on international issues and evidence of current and/or potential external funding, support from the director of their relevant unit, and a commitment of office space from their relevant unit.

The procedures for evaluating and recommending the reappointment of full-time research faculty will conform where applicable to the procedures set forth in Article VII, Section 1(c) of these Bylaws.

- (d) The Dean may, as is deemed appropriate, submit to the APT Committee the names of research faculty who are candidates for promotion. The APT Committee will review the candidate(s), applying the criteria set forth in each individual's appointment letter and the procedures established by Section 1(c) of this article. The APT will recommend the candidate(s) for promotion to the Faculty for a vote at the next stated meeting. Recommendations for promotion require the approval of a majority of the school faculty of appropriate rank present and voting.

(4) Procedures and Criteria for Appointment and Reappointment of Practitioners-in-Residence

- (a) The Dean may appoint a Practitioner-in-Residence (hereafter referred to as a Practitioner) after consultation with the APT Committee, the Dean's Council, and the relevant unit director. A practitioner will be a person of distinction in international affairs whose appointment will normally coincide with temporary leave or secondment from their regular employment.
- (b) Practitioners will be appointed for a one-year or two-year term, renewable. At the end of the first year in one-year appointments or at the end of the second year in two-year appointments, the Dean will evaluate their performance on the basis of annual reports, course evaluations (if teaching is involved in the appointment), and input from associate deans, department chairs, or unit directors, as appropriate. On the Dean's submission of his/her evaluation to the APT Committee, the latter will make a recommendation to the Dean as to whether the appointment should be terminated or renewed.

(5) Procedures and Criteria for Appointment, Reappointment, and Promotion of Part-Time Teaching Faculty (Lecturers and Professorial Lecturers).

- (a) Procedures and criteria for the appointment, reappointment and promotion of part-time faculty are governed by the Collective Bargaining Agreement between the University and the union representing part-time faculty, lecturers and professorial lecturers. Under these provisions, part-time teaching faculty may be appointed by the Dean for periods of a semester, parts of an academic year, or, in special circumstances, for longer periods. Appointments of regular part-time Faculty members shall generally be for one academic year.
 - (b) Reappointment of a part-time teaching Faculty member shall take place in accordance with the procedures and criteria outlined in the Collective Bargaining Agreement.
 - (c) Lecturers who complete the Ph.D. may be promoted to professorial lecturer at the time of their next appointment.
- (6) Procedures and Criteria for Appointment and Reappointment of Visiting Faculty
- (a) The Dean may appoint visiting professors after consultation with the APT Committee and the relevant unit director.
 - (b) Visiting professors will be appointed annually or for a term not to exceed two academic years.
 - (c) Visiting professors will meet the same criteria for appointment as those which apply to primary faculty.
- (7) Procedures and Criteria for Appointment of Visiting Scholars, Post-doctoral Fellows, and Pre-doctoral Fellows
- (a) The Dean may accord the status of visiting scholar, post-doctoral fellow, or pre-doctoral fellow to qualified individuals in accordance with guidelines and procedures established by the Dean's Council.
 - (b) The relevant unit director must specify office space for the individual; non-residential appointments are not allowed.
- (8) Procedures and Criteria for Appointment to Secondary Membership in the Elliott School Faculty

Secondary faculty membership is open to full-time regular faculty of the University (tenure- and non-tenure track, and tenured) who are engaged in three of the following four criteria: teaching, scholarship, policy engagement, and service contributing to the School.

- (a) Nominations to the secondary faculty may be proposed to the Dean of the Elliott School by any member of the primary faculty, with the concurrence of the nominee's department chair and cognizant Dean. Nominations will be reviewed by the School's Appointment, Promotion and Tenure (APT) Committee, which will make a recommendation to the Dean for submission to the faculty for their vote. Election to secondary faculty membership may occur at any stated meeting of the faculty.
 - (b) Secondary faculty may attend all faculty meetings and vote on all matters coming before the faculty, subject to the rank and tenure restrictions applicable to primary faculty members.
 - (c) Secondary faculty, after consultation with the appropriate cognizant officials in the faculty member's home unit, may be asked to serve on School committees and to perform administrative services for the School.
 - (d) Secondary faculty may add the phrase "and International Affairs" to the title of their primary affiliation.
 - (e) Secondary faculty appointments will be for a term of three years, renewable upon request of the faculty member and after review and recommendation by the Elliott School's APT Committee and vote by the School faculty. Secondary faculty appointments end automatically upon termination of a faculty member's regular, active-status appointment.
 - (f) As of the enactment of these Bylaws, all secondary faculty who are currently appointed to the Elliott School will be asked to reaffirm their commitment to the School and provide a statement about their contribution to the School over the previous three years in teaching, research, policy engagement, and service to the School. Reappointment will be reviewed and voted on by the APT Committee and reviewed by the Dean's Council.
- (9) Procedures and Criteria for Appointment to Courtesy Membership in the Faculty of the Elliott School

Courtesy faculty membership is extended to faculty as defined by the Faculty Code and appointed in accord with the policies and procedures set forth in section 8 of this article, above.

- (a) Nominations for a courtesy faculty appointment may be proposed to the Dean of the Elliott School by any member of the primary faculty, with the concurrence of the nominee's department chair and Dean. Nominations will be reviewed by the School's APT Committee, which will make a recommendation to the Dean for review by the Dean's Council.
- (b) Courtesy faculty may attend all faculty meetings, but may not vote and do not otherwise have governance rights within the School.

- (c) Courtesy faculty, after consultation with the appropriate officials in the faculty member's home unit, may be asked to serve on School committees and to perform administrative services for the School.
- (d) Courtesy faculty may add the phrase "and International Affairs" to the title of their primary affiliation.
- (e) A courtesy faculty member wishing to be renewed should provide a brief statement to the Dean about their activities and contributions to the School's mission and should include a memo of approval for the appointment from their Dean. The APT Committee will review and vote on the renewal, and the Dean's Council will review the APT Committee's recommendation.
- (f) Courtesy memberships may be withdrawn by the Dean on the recommendation of the APT Committee.
- (g) Courtesy memberships automatically end when the faculty member's appointment at GW is terminated by their home unit.

ARTICLE VIII: Procedures and Criteria for Appointment and Term of Assistant and Associate Deans

Assistant and Associate Deans are appointed by the Dean in accordance with procedures established in the *Faculty Code*. All Assistant and Associate Deans will be qualified for faculty membership by training and experience.

- (1) Such appointments may be made from among the existing faculty (primary or secondary) of the School. In the case of a secondary faculty member, such appointments should be made with the cognizance and approval of that faculty member's Dean. Such appointments as Assistant or Associate Dean will normally be for a specific term to be agreed upon between the Dean and the person being appointed.
- (2) Such appointments may also be the result of an appropriate search for a new faculty position. In such cases,
 - (a) The search for an Assistant or Associate Dean will conform to the procedures set forth in Article V of these Bylaws.
 - (b) Criteria for appointment to the Assistant or Associate Dean position as a result of such a search will correspond to the basic criteria for faculty appointment as outlined in Article IV, Section 2 of these Bylaws, together with such administrative criteria as may be appropriate to the position.
 - (c) Such appointments will usually be made for a three-year term. Disciplinary or research center/institute affiliations may be added to such an appointment as Assistant or Associate Dean with the concurrence of the relevant home unit, center, or institute. Whether an affiliation to an academic department constitutes a

secondary or courtesy appointment, as defined by the *Faculty Code*, will be a matter for the department concerned to decide. In considering the holder of such a position for renewal or promotion, the criteria and procedures to be followed will correspond to those set forth in Article VII, Section 1 of these Bylaws.

ARTICLE IX: Procedures and Criteria for Appointment and Term of Center and Institute Directors

Upon a vacancy for the directorship of a Center or Institute, the Dean may:

- (1) Appoint a new director from among the center or institute faculty members, in consultation with the faculty members of the center or institute and the Dean's Council. The Dean may negotiate a term of office for the new director ranging from two to five years, renewable thereafter at the discretion of the Dean in consultation again with the center and institute faculty and the Dean's Council; or
- (2) Initiate an outside search for a new Director, depending on the availability of a faculty line.
 - (a) The search for a director of a center or institute will conform, whether as to recruitment, interviews, departmental consultation, etc., to the procedures set forth in Article V of these Bylaws.
 - (b) Criteria for the appointment of a director of a center or institute will be the same as those for the appointment of primary faculty, together with such other academic and/or administrative criteria as may be appropriate to the position. Directors may be appointed to the faculty with or without tenure.
 - (c) The initial appointment as director will be for a two-to-five-year term, renewable thereafter at the discretion of the Dean in consultation with the Dean's Council.

ARTICLE X: Search Procedures for the Appointment of a Dean

- (1) Initiating the Procedures:

The Provost, or his or her designate, initiates the procedures for appointing a Dean of the Elliott School to fill an actual or impending vacancy. Should the need arise, the Provost may, in consultation with the Dean's Council, appoint an Interim Dean.

- (2) Selection of a Faculty Dean Search Committee:

The initiating officer will solicit from among the primary and secondary faculty of the School nominees for membership on the Faculty Dean Search Committee. The names of these nominees will be circulated to the faculty prior to the call for a special meeting of the faculty for the purpose of electing the committee.

At this special meeting, chaired by an Associate Dean of the School, the faculty will elect (by majority vote in each instance) six tenured faculty members to the decanal search committee. Election may be either from the submitted nominations or nominations from the floor, but in either event is subject to the following requirements:

The vote for committee members shall be conducted so that it will result in the election of at least one full-time primary member of the faculty from each of the departments of economics, political science, and history, and will reflect the diversity of the University community and the academic community at large. No more than two faculty members of this committee will be from the same department.

The Faculty Dean Search Committee will make up the voting members of the committee organized to conduct the dean search, known as the Dean Search Committee.

(3) Selection of a Dean Search Committee:

The Dean Search Committee may include the following nonvoting members: Four additional members selected from among the Elliott School Board of Advisors, students and alumni, in accordance with Section (4) (c) below; an additional member (or members) appointed by the Dean's Council, as well as an academic administrator appointed by the Provost and a University Trustee appointed by the Board of Trustees. In addition, the Dean Search Committee (after consultation with the Provost) may invite students, staff, non-tenured faculty members and alumni to meet with candidates chosen for final interviews and provide their recommendations to the Decanal Search Committee.

(4) Duties of the Chair:

The Provost, or his or her designate, will call the first meeting of the decanal search committee at which the committee will elect a chair from among its membership. In addition to customary administrative duties, the chair will:

- (a) secure the necessary staff assistance from the Provost for scheduling meetings of the committee, campus visits for interviewees, and such other administrative services as the search may require;
- (b) report the status of the search to the faculty and to the Provost at appropriate junctures in the search process; and
- (c) consult with the leaders of alumni and student groups before appointing one member of the Elliott School Board of Advisors, one Elliott School alumnus/alumna, one current Elliott School undergraduate student, and one current Elliott School graduate student to serve in a non-voting capacity on the Dean Search Committee.

(4) Duties of the Faculty Dean Search Committee:

The Faculty Dean Search Committee will, after receiving recommendations from the non-voting members of the Dean Search Committee, hold executive sessions:

- (a) to draft, and submit to the full faculty for its approval, a description of the criteria for selecting a new dean;
- (b) to draft, and submit for the approval of the Provost, who may augment them, the text(s) for the position description to be placed in appropriate media;
- (c) to deliberate and vote on the selection of candidates for preliminary and final interviews;
- (d) to deliberate and vote on a confidential recommendation of the requisite number of candidates to the Provost at the conclusion of its deliberations.

ARTICLE XI: Amendment of Bylaws

These Bylaws may be amended at any stated meeting of the faculty of the School by a two-thirds majority vote provided that the proposed amendment has been submitted in writing to all members of the faculty of the School at least two weeks [14 days] before the meeting. At the Faculty meeting designated to consider the proposed Amendment to the Bylaws, any member of the faculty may offer an amendment to the proposed Amendment provided that the perfecting amendment is germane. Such a perfecting amendment may be adopted by a majority of those present and voting. Final action on the proposed Bylaws Amendment requires the presence of a quorum and a two-thirds majority of those present and voting.