

# Elliott School of International Affairs

THE GEORGE WASHINGTON UNIVERSITY

## **Bylaws of the Elliott School of International Affairs**

**Revised January 2022**

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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 and Categories of the Faculty of the Elliott School**

### **1. Categories of Elliott School faculty**

The faculty of the Elliott School consists of the following categories:

**a) Primary Faculty:** primary faculty are regular faculty budgeted to the school. These faculty members may enjoy but are not required to hold secondary or courtesy appointments in disciplinary departments of the Columbian College of Arts and Sciences or departments within other units of the university. Primary faculty include tenure track and tenured faculty, and non-tenure track contract faculty as follows.

**Non-tenure track contract faculty of international affairs** are appointed primarily for their ability to contribute to the teaching programs and administrative needs of the School. Their responsibilities include research, teaching, and service. Their rank is based on qualifications and experience.

**Non-tenure track contract faculty with the title of professor of practice** are 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. Their responsibilities include research, teaching, and service. Their rank is based on qualifications and experience.

**b) Secondary Faculty:** secondary faculty are regular faculty who are not budgeted to the school but who are elected members of the faculty with full voting rights, except for the purpose of appointment, tenure and promotion of non-department-affiliated tenure line faculty, in compliance with Articles V-VI of these bylaws.

**Active Secondary Faculty:** At the end of each academic year, all secondary faculty will be invited to declare their active status for the following year. Active secondary faculty status entails both rights (i.e., to vote for non-department-affiliated faculty APT matters) and responsibilities. Active faculty members are expected to be active in the sense that they

participate actively in all faculty voting matters, which requires attending faculty meetings (barring unavoidable scheduling conflicts); and maintaining their engagement in the Elliott School through teaching, scholarship, policy engagement, and/or service (in compliance with Article VII, Section 8). Active secondary faculty declare themselves eligible to serve on various service committees as relevant.

**c) Specialized Faculty:** specialized faculty (as per the Faculty Code) are those who have non-tenure accruing appointments with contractual responsibilities in one or two of the following areas: research, teaching, and service. Such faculty as may be appointed in the Elliott School enjoy full voting rights, except for those matters that are restricted to tenured and tenure-track faculty members.

**d) Research Faculty:** research faculty are those who are 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 (see Article VII, Section 3). 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.

**e) Additional non-voting appointments** include practitioners in residence, part-time research faculty, visiting faculty, and visiting scholars, post-doctoral fellows, and pre-doctoral fellows, as described in Article VII below.

## 2. Voting membership

The voting membership of the School will consist of:

- the Dean of the School;
- regular faculty budgeted to the school (primary appointments including tenure-track faculty and tenured faculty and non-tenure track contract and specialized faculty); and
- such other regular 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; and subject to eligibility requirements for specific faculty appointments, re-appointments, tenure, and promotion).

## 3. Appointments of new members of the primary faculty

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.

#### **4. The transfer of a faculty member's primary status**

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.

#### **5. Ex-officio membership in the faculty of the School**

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 is extended to the chairs of departments that include primary members of the faculty as well as chairs of the foreign language departments.

#### **6. Privileges of emeritus members of the faculty of the School**

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. Chairing and minutes**

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. Faculty meeting schedule**

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. Primary faculty members in particular are expected to attend all scheduled faculty meetings.

### **3. Spring faculty meeting elections**

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. Faculty meeting agendas**

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 (except for matters under Article XI).

### **5. Special faculty meetings**

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. Definition of quorum**

A quorum consists of a number equivalent to one-half of the primary faculty of the School, except for the appointment, promotion, and tenure of non-department-affiliated primary faculty. For such faculty matters a quorum requires two-thirds of the eligible voting faculty members (primary and active secondary faculty members).

## **7. Participating in faculty meetings**

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. Faculty meeting voting requirements and procedures**

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. Rules of faculty meetings**

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) Nominations**

Faculty will submit nominations for the Dean's Council for election at the stated faculty meeting at the end of the fall semester.

##### **b) Meeting schedule**

The Dean's Council will normally meet once in each month during the academic year.

##### **c) Duties**

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;
- shall elect from its membership a chair who will determine the Dean's Council meeting agendas together with the Dean and in consultation with the Elliott School faculty. The Dean's Council may also serve in an agenda-making capacity to prepare such actions and proposals as the Dean or the Council 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 tenure and tenure-track faculty will elect seven of its members to two-year terms on the Appointment, Promotion and Tenure Committee (the School-wide personnel committee according to the Faculty Code, 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) Member nominations**

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) Convener**

The Dean may appoint an Associate Dean to act as convener and chief administrative officer of the committee.

### **c) Member recusals**

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) Functions**

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) Appointments**

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) Duties**

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) Convenor**

The Dean may appoint an Associate Dean to act as convenor 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. The Diversity, Equity, and Inclusion Council**

The faculty will elect four faculty members to serve two-year terms on the Diversity, Equity, and Inclusion Council (DEIC) so that:

- at least two members are elected in each academic year;
- at least two will be primary faculty members;
- and no more than two members of this committee may be from the same department.

The Dean may select a representative from the dean's office to serve as an ex officio member of the DEIC. In addition, the Dean will appoint two staff representatives and two student representatives to the DEIC. The Dean may appoint other non-voting ex officio members as appropriate.

DEIC members will elect one of its faculty members to serve as chair of the Council for a one-year term, and may opt to elect a staff co-chair.

### **a) Nominations.**

Faculty nominations for the DEIC for election will be offered at the stated faculty meeting at the end of the spring semester.

### **b) Meeting schedule**

The DEIC normally will meet once a month during the academic year.

### **c) Duties**

- The DEIC will advise and assist in informing the Elliott School's practices on diversity, equity, and inclusion consistent with the University's policies and the GW Faculty Code.
- All DEIC recommendations involving academic programs will be forwarded for consideration by the Elliott School Program Directors' committee. The DEIC will review

and advise the Dean on all other DEIC policy proposals and recommendations including those forwarded by the Program Directors' committee, as relevant.

### **5. 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.

### **6. 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.

### **7. 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.

### **8. Faculty Senate representation**

At a stated meeting (usually at the end of the fall semester), the faculty will elect members of the primary faculty to serve as the School's representatives in the Faculty Senate for two-year terms. 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-Track Faculty**

### **1. General principles**

#### **a) Identification of new or vacated full-time primary faculty positions**

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. Recognizing the strengths of the School's integration with disciplinary departments, the defining of new positions will always consider the potential appropriate disciplinary home(s) for a new position. In the event there is no logical disciplinary home for a candidate that would otherwise meet the needs of the School, the candidate may be appointed without department affiliation as outlined in Article Vi, Section 3(g).

#### **b) Criterion of merit**

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) Notification of progress**

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) Notification of probable status**

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. Such information shall not be construed as a promise to recommend promotion.

#### **e) Faculty Development Reports**

To assist the Dean in conveying the information mandated by subsections c and d, above, assistant professors will submit Faculty Development Reports after their first, second, and fourth years en route to tenure.

## **2. Criteria for Appointment, Reappointment, Promotion, and Tenure of Faculty**

### **a) General criteria for appointment or reappointment**

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: achievement and demonstrated potential to continue to achieve:

- An excellent record of scholarly research;
- An excellent record of undergraduate and graduate teaching
- Engagement with policy issues and the policy community: such interest and engagement are 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; and 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 demonstrate 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 sustained effective teaching;
- whose scholarly or professional activity is judged to have made a substantial contribution with a likelihood of continued contributions in a specific discipline or interdisciplinary field of study;
- who demonstrate and are likely to sustain engagement with policy issues and the policy community; and
- who give evidence of and are likely to sustain active and continuing service to the School, a department or program (as relevant), the University, and their field.

**3) 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 and a likelihood of sustaining such contributions;
- 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 committee composition**

Search committees will comprise faculty members of the School from at least two disciplines or fields.

### **2. Search committee chair**

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) Procedural compliance**

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**

Public announcement of the position to be filled will in all cases:

- 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;
- include a description of the position following guidelines established by the Office of Faculty Recruitment and Personnel Relations; and
- announce the date on which the review of applications will begin.



### **c) Solicitation of reference letters**

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) Campus interviews**

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) Responsibilities at the conclusion of interview process**

At the conclusion of the interview process, the chair of the search committee will:

- 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
- in the case of a faculty position without affiliation to a department, report to the Dean and to the faculty 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
- request the APT Committee to review and vote on these candidates. In the case of a faculty position with affiliation to a department, members of the APT Committee from the affiliated department will recuse themselves.

### **f) Positions with departmental affiliation**

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) Positions without departmental affiliation**

For faculty without a departmental affiliation, recommendation to appoint requires a majority vote of eligible primary tenure-line and active secondary faculty members. Voting eligibility is limited to primary and active secondary tenured faculty with a rank higher than the rank the non-departmentalized faculty member is seeking, except for the rank of full professor, for which only full professors are eligible to vote. Following the APT Committee's review and vote, the Dean and Dean's Council will review the APT Committee's recommendation. Following the recommendation of the Dean's Council, the Dean may request the Provost to approve the appointment of the candidate to the School alone. Such appointments 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.

**h) Decanal decline**

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.

**i) Final negotiations**

The Dean or the Dean's designee will conduct final negotiations with a candidate in consultation, where applicable, with the relevant department chair.

**4. Procedures for Endowed Chairs**

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**

As per the Faculty Code (Article IV, B, 2), each tenure track or tenured faculty member has the prerogative to determine whether and when to request consideration for promotion.

### **1. Primary faculty with a departmental affiliation**

#### **a) Recommendation origination**

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) APT Committee review and recommendation**

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 the case of a faculty position with affiliation to a department, members of the APT Committee from the affiliated department will recuse themselves.

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. The APT Committee may independently solicit additional information and review as it deems necessary. The APT Committee may also reach nonconcurrency with the departmental recommendation in accordance with the Faculty Code, Article IV E 1.

#### **c) Dean's decision**

Informed by advice from the APT Committee, the Dean will act on recommendations for reappointment, promotion, and/or tenure.

### **2. 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, a special promotion and tenure committee shall be appointed comprised of a total of five primary and secondary tenure-line faculty with comparable or higher rank who, together, represent the candidate's area(s) of expertise and performance evaluation. At least three of the committee members must be budgeted in the School. 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 relevant portions of the Faculty Code.

The Special Committee 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 and make a recommendation regarding promotion or tenure to the faculty at a meeting called for that purpose. Quorum for such a meeting requires two-thirds of the voting-eligible primary and active secondary tenure-line faculty. Secondary faculty members, particularly those with subject-area expertise related to that of the proposed candidate will be strongly encouraged to attend and participate in the discussion. Voting eligibility at such a meeting is limited to primary and active secondary tenured faculty with a rank higher than the rank the non-departmentalized faculty member is seeking, except for the rank of full professor, for which only full professors are eligible to vote. Recommendations for tenure or promotion require the approval of a two-thirds majority of the eligible voters.

The APT Committee will review the recommendation of the majority of voting faculty and will make a recommendation to the Dean. The Dean will act on recommendations for reappointment, promotion, and/or tenure.

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

As per the Faculty Code (Article IV, A 6b), each non-tenure track faculty member has the prerogative to determine whether and when to request consideration for promotion.

### **1. 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 fourth year (in accordance with the Faculty Code). 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 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 Dean will consider these recommendations in making the reappointment decision.
- 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. 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 (following two three-year terms) may be awarded for five-year periods, renewable upon a successful review process in the fourth 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 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 Dean will consider these recommendations in making the reappointment decision.

2) In the case of reappointment of faculty on three-year/five-year appointments, 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 make recommendations to 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. 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.

Research faculty's activities and external funding are expected to contribute to the Elliott School institutionally, rather than solely funding an individual's research agenda and salary. The research faculty member and their research agenda should engage with other faculty and contribute to one or more of the School's centers, institutes, and/or academic 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 and the Associate Dean for Research. 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 APT 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.



**b) Criteria and procedures for reappointment and promotion**

For 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 the Associate Dean for Research, 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.

**c) Research Faculty promotion nomination by the Dean**

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 Committee 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. Practitioners-in-Residence****a) Appointment**

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 usual employment.

**b) Terms and renewal**

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. Part-Time Teaching Faculty (Lecturers and Professorial Lecturers)**

### **a) Procedures and criteria for the appointment, reappointment and promotion of part-time faculty**

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 part-time teaching faculty**

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) Promotion of lecturers**

Lecturers who complete the Ph.D. may be promoted to professorial lecturer at the time of their next appointment.

## **6. Visiting Faculty**

### **a) Appointment**

The Dean may appoint visiting professors after consultation with the APT Committee and the relevant unit director.

### **b) Terms**

Visiting professors will be appointed annually or for a term not to exceed two academic years.

### **c) Visiting Faculty Appointment Criteria**

Visiting professors will meet the same criteria for appointment as those which apply to primary faculty.

## **7. Visiting Scholars, Post-doctoral Fellows, and Pre-doctoral Fellows, and Non-Resident Scholars**

### **a) Appointment**

The Dean may accord the status of visiting scholar, post-doctoral fellow, pre-doctoral fellow, or non-resident scholar to qualified individuals in accordance with guidelines and procedures established by the Dean's Council.

**b) Office space requirement**

The relevant unit director must specify office space for all but the non-resident scholars.

**8. Secondary membership in the faculty of the Elliott School**

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 categories of activity: teaching, scholarship, policy engagement, and service contributing to the School.

**a) Nominations of secondary faculty**

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 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) Faculty meeting attendance**

Secondary faculty may attend all faculty meetings and vote on all matters coming before the faculty, subject to eligibility requirements for specific faculty appointments, reappointments, tenure, and promotion.

**c) Service to the School**

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) Title**

Secondary faculty may add the phrase "and International Affairs" to the title of their primary affiliation.

**e) Term**

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 voted upon by the School faculty. Secondary faculty appointments end automatically upon termination of a faculty member's regular appointment.

**f) Review and reaffirmation of faculty appointed prior to AY2008**

All secondary faculty who were initially appointed to the Elliott School prior to 2008 may be periodically 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. 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 accordance with the policies and procedures set forth in section 8 of this article, above.

### **a) Nominations**

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) Faculty meeting attendance**

Courtesy faculty may attend all faculty meetings, but may not vote and do not otherwise have governance rights within the School.

### **c) Service to the School**

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) Title**

Courtesy faculty may add the phrase "and International Affairs" to the title of their primary affiliation.

### **e) Review and renewal**

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) Withdrawal of membership**

Courtesy memberships may be withdrawn by the Dean on the recommendation of the APT Committee.

### **g) Termination**

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. Appointment eligibility and terms**

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. Appointments resulting from a new faculty search**

Such appointments may also be the result of an appropriate search for a new faculty position. In such cases,

#### **a) Procedures**

The search for an Assistant or Associate Dean will conform to the procedures set forth in Article V of these Bylaws.

#### **b) Criteria**

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) Term**

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 with the center and institute faculty and the Dean's Council; or depending on the availability of a faculty line.

### **2. Initiate an outside search for a new director**

a) The search for a director of a center or institute will conform to recruitment, interviews, departmental consultation, etc., 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 and Review Procedures for the Appointment of a Dean**

### **1. Initiating the Dean's search**

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 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 full-time (primary, secondary, and specialized) 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, along with one or two Board of Trustees members (as per the Procedures for Implementation of the Faculty Code), will constitute 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**

In accordance with the Faculty Code, the Dean Search Committee may include the following nonvoting members: one member of the Elliott School Board of Advisors, at least one student, and one alumnus, 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. In addition, the Dean Search Committee (after consultation with the Provost) will invite students, staff, non-tenured faculty members and alumni to meet with candidates chosen for final interviews and provide their recommendations to the Dean Search Committee.

#### **4. Duties of the Search Committee Chair**

The Provost, or his or her designate, will call the first meeting of the dean search committee at which the faculty members of the committee will elect a chair from among them. The chair must be a tenured faculty member with the rank of full professor. 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.

#### **5. 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 a description of the criteria for selecting a new dean, submit it to the full-time faculty for its approval, and subsequently submit it to the Provost for approval;
- 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; and
- d)** to deliberate and vote on a confidential recommendation of the requisite number of candidates to the Provost at the conclusion of its deliberations.

#### **6. Continuance**

Review of the dean's performance and future goals will follow the Procedures for Implementation of the Faculty Code, Section C2.



**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.