



Schar School of Policy and Government
George Mason University

BY-LAWS 2018*

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* By-laws approved by unanimous vote at the all-faculty meeting on May 11, 2018. These by-laws supersede the by-laws of April 24, 2015. Procedures referenced herein are separate documents available on the Schar School website.

I. The Faculty of the School

The Faculty comprises the Dean and all persons who have tenured, tenure-track, term, adjunct or administrative faculty appointments and a primary affiliation with the School. Primary responsibility for the governance of the School rests with the Governing Faculty, which comprises the Dean, tenured, tenure-track and term faculty having a primary affiliation with the School.

II. The Responsibilities of the Faculty

A. The responsibilities of the Governing Faculty of the School are:

- i. The authorization of the award of degrees and certificates to students who have been certified by the Registrar to have fulfilled the requirements set for them;
- ii. The organization, growth and development of degrees and non-degree programs and their curricula responsive to the needs of a dynamic and changing environment;
- iii. To make recommendations on the hiring, retention, promotion, and tenure of faculty;
- iv. To attend to matters of faculty welfare, professional conduct, and grievances;
- v. To make recommendations on University policy and on the appointment of the University President, the Provost, and the Dean of the School;
- vi. The protection and enhancement of academic freedom for faculty and students;
- vii. To maintain the reputation and integrity of the School; and
- viii. To fulfill Faculty Duties and Responsibilities as determined in the *Faculty Handbook* (July 2017, II: 2.10).

B. In pursuit of these responsibilities, the Governing Faculty acts, and normally will meet, as a **Committee of the Whole**

- i. The Committee is the forum for discussion on any aspect of University or School policy and practice, and to receive and act on proposals or recommendations from the Dean, Program Faculties, Faculty Standing Committees, and/or individual members of the faculty.
- ii. The Dean is the Chair ex-officio and is responsible for the conduct of business.
- iii. The Dean must circulate a list of members to Faculty by the first of September each academic year.
- iv. The Committee normally will meet monthly each semester on dates to be announced at the beginning of each academic year. Adjunct and administrative faculty may attend as observers.

III. The Responsibilities of the Dean

A. The Dean is a member of the School appointed according to procedures established in the Faculty Handbook and serves both as the principal representative of the school and its faculty as well as being a member of the University's central administration. The responsibilities of the Dean are to:

- i. Lead, manage, and develop the work of the School, as the senior administrator, in cooperation with faculty, and to delegate administrative responsibilities;
- ii. Promote the work and profile of the School within the administrative structures of the University, as its principal representative;
- iii. Promote the work and reputation of the School to external audiences;
- iv. Communicate with faculty, with transparency as a guiding principle; and
- v. Appoint and assign responsibilities to such officers or groups as are needed to achieve these purposes.

IV. The Academic Structure of the School

The academic work of the School will be organized through **Program Faculties** and the **Curriculum Committee**.

A. A **Program Faculty** is a group of affiliated faculty with research and teaching interests in common. Each Program Faculty has primary responsibility for coordinating multiple academic degrees or certificates as determined by the Dean in consultation with the Faculty of the School and the Provost.

- i. **Membership:** Each tenured, tenure-track, and term member of the Faculty is required to hold a primary affiliation in a single Program Faculty, and also may affiliate with other Faculties. Only tenured members of a Program Faculty to which they are primarily affiliated may participate in the first level of review for promotion and tenure.
- ii. **Program Faculty Directors:** Each Program Faculty is led by a Director appointed by the Dean after consultation with the faculty. Normally, the Program Faculty Directors are drawn from the Program Faculty in which they have their primary affiliation. Directors set the agenda for, and chair, Program Faculty meetings; inform the Dean about matters concerning their respective Program Faculties; evaluate faculty for purposes of reappointment, promotion, and tenure; and organize annual reviews.

- iii. The responsibilities of the Program Faculty are to:
 - a. Ensure that degrees and certificates meet the requirements of a dynamic changing environment;
 - b. Promote the research activity of the Program Faculty;
 - c. Review and/or initiate curriculum changes, including new or amended degrees or certificates;
 - d. Conduct the first level review of candidates for renewal, promotion and tenure and present recommendations thereon; and
 - e. Report to the Committee of the Whole each semester.

B. The Curriculum Committee coordinates curriculum across the School.

- i. Membership: Three members appointed by the Dean, and six members elected at-large from the Governing Faculty for a 3-year term. The Dean appoints the Chair of the Committee. Chair and members all serve 3-year terms. The Dean's appointees will include at least one Program Director from each Program Faculty. All Program Directors not appointed to the committee may participate in Curriculum Committee meetings in an ex-officio capacity but may not vote.
- ii. The responsibilities of the Curriculum Committee are to:
 - a. Coordinate all degree and certificate programs within the School;
 - b. Initiate, receive, or amend proposals for curriculum change and developments within programs;
 - c. Initiate or receive proposals for new and/or amended degrees and certificates, review proposals for completeness and conformity with requirements, and submit proposals to the Program Faculties and Committee of the Whole for approval; and
 - d. Report to the Committee of the Whole on minor curriculum changes, such as new courses, modifications of course description or names, changes in course numbers, etc.
- iii. For the full procedures for approving new or revised degree programs, please see the document *Developing/Modifying Degree Programs*, approved by faculty vote March 2018 (available on the Schar School website).

V. Centers

From time to time **Centers** will be established for research and/or education and development purposes in the School with responsibilities defined by the Dean in consultation with relevant faculty, the central University administration, and external agencies as appropriate. Annual

reports will be made to the Committee of the Whole. For information on Centers, please see the document *SCHAR School Research and Service Centers* (January 2018 revision located on the Schar School website).

VI. Faculty Standing Committees

A. Grievance Committee

- i. Membership: A tenured full professor from each Program Faculty and one at-large tenured full professor elected by the Faculty for a 3-year renewable term. The Committee will elect its Chair.
- ii. The responsibilities of the Committee are to investigate grievances in accordance with Section 106B 2.11.2 of the *Faculty Handbook* (2017).

B. Governance Committee

- i. Membership: One faculty member from each Program Faculty and two at-large members, elected by the Faculty for a 3-year renewable term. The Committee will elect its Chair.
- ii. The responsibilities of the committee are to:
 - a. Monitor the implementation of the By-Laws with respect to the structure and organization for faculty self-governance;
 - b. Organize nomination processes and conduct elections to committees (see Article VII:B) and the Faculty Senate;
 - c. Adjudicate rules and procedures;
 - d. Prepare proposals for changes in the Bylaws, where needed, and publish such proposals for discussion in a timely manner; and
 - e. Develop norms of procedure for the conduct of meetings.

C. Renewal, Promotion and Tenure Committee

- i. Composition:
 - a. The Renewal, Promotion and Tenure Committee will be elected for a three-year term from the tenured professors of the faculty, in accordance with Section 2.7.3.a.2 of the *Faculty Handbook* (2017);
 - b. The Committee will be composed of five members from each Program Faculty, the majority of which shall be full professors from each Program Faculty, elected by all tenured faculty in the School; and

- c. The Committee divides into two subcommittees, based on the primary Program Faculty affiliations of its members. Each subcommittee will elect its own Chair. Both subcommittee Chairs serve as Co-Chairs of the RPT Committee with the joint responsibility for assuring that the policies and procedures of both the School and University are followed, and that both subcommittees apply similar standards. Both subcommittees will hold joint sessions, as needed, to discuss evaluation standards, develop policies regarding promotion and tenure issues and to evaluate promotion of term faculty cases.
- ii. Process for Promotion, Tenure and Tenure-Track Appointments:
 - a. Tenured members of the Program Faculty will conduct the first level review for promotion and tenure in accordance with Section 2.7.3.a.2 of the *Faculty Handbook (2017)*;
 - b. The process for renewal of Tenure-Track Faculty comprises a first level review in the Program Faculty with a recommendation to the Dean (there is no second-level review for renewals); and
 - c. The process for Promotion and Tenure comprises a first level review in the Program Faculty, and a second level of review by the Renewal, Promotion and Tenure Committee, with the following stipulations -
 - 1. Members of the Committee may not participate in the second level review of candidates from the Program Faculty in which they have primary affiliation and
 - 2. In consideration of candidates for promotion to the rank of full professor, only faculty of that rank are eligible to participate in first and second level of review. For full information on these procedures, please see the document *Schar Schoolwide RPT Procedures*, approved by faculty vote December 2016 (located on the Schar School website).
- iii. The process for Reappointment and Promotion of Term Faculty:
 - a. The first level review for a multi-year reappointment and/or promotion of Term Faculty will be conducted by an ad hoc committee appointed by the Dean to be composed of at least one member from each Program Faculty to include tenured and/or term faculty at or above the rank to which an individual is being considered for reappointment;
 - b. The RPT Committee will review the ad hoc committee's report and provide its own evaluation to the Dean; and
 - c. In accordance with Section 2.3.3.1 of the *Faculty Handbook (2017)*, recommendations for instructional term faculty are due to the Provost usually by November 1st of the final year of the current contract. For research and clinical term faculty, this recommendation is usually due no later than 5 months

prior to the last day of the contract term. Recommendations from the ad hoc and RPT committees are due to the Dean, no later than two weeks prior to these deadlines. For full procedures, please see the document *Procedures for the Promotion of Term Faculty to Associate Term Professor and Full Term Professor*, approved by faculty vote in May 2018 (available on the Schar School website).

iv. **Renewal, Promotion and Tenure Committee Responsibilities:**

- a. The Committee is responsible for developing procedures for reappointment, renewal, tenure and promotion in accordance with the timetable and requirements of the *Faculty Handbook (2017)* and the Provost Office for the conduct and timing of both levels of review subject to the approval by a majority of the tenured faculty of the Committee of the Whole. These are to be communicated annually to the faculty and to candidates.
- b. The Committee will keep under review the criteria used in judgments of Research, Teaching and Service in matters of promotion and tenure in accordance with standards in the Faculty Handbook.
- c. For full RPT procedures, see the document *Renewal, Promotion, and Tenure, and Promotion to Full Professor: Policies and Procedures*, approved by faculty vote December 2016 (available on the Schar School website).

D. Community Life Committee

- i. Membership: One member of each Program Faculty elected by the Faculty for a 3-year renewable term with two invited members of the Administrative staff of the School, nominated by the Dean. The Committee will elect its Chair.
- ii. The responsibilities of the Committee are to organize events, in liaison with the Dean, to promote the wellbeing of the School as a community.

VII. Other Administrative Matters

A. Faculty Meetings

- i. Most meetings of the Faculty will be meetings of the Committee of the Whole. Such meetings are normally held monthly each semester on dates announced by the Dean at the beginning of each academic year (II:B). The Dean will circulate the agenda for meetings not less than seven business days in advance of the meeting.

- ii. Special meetings may be called to transact specified business only. Such meetings must be announced in writing or via e-mail ten business days in advance. Special meetings may be called by the Dean or upon the written request of five members of the faculty, as defined in Article II.
- iii. Members of the Faculty are expected to attend Faculty Meetings. The quorum of the Committee of the Whole will be one-half of the number of those members not on approved leave.
- iv. Meetings of the faculty shall be conducted according to *Robert's Rules of Order (Revised)*, except as the rules and procedures prescribed therein have been or shall be modified by adoption of these or of future bylaws or standing rules.

B. Election Procedures

- i. The process is the responsibility of the Governance Committee. Elections are normally held in the first full week of April for beginning office in the following academic year. All terms of elected office are 3-year renewable.
- ii. Nominations must indicate the willingness of the nominee to serve, and may include self-nominations. Elections are conducted by secret ballot, either by email or hard copy, and addressed to a named administrative officer. The Chair of the Governance Committee is responsible for ensuring that elections are held in a timely and proper manner and for reporting the results to the Committee of the Whole at its last meeting of the academic year.

C. Hiring Procedures

The procedures for hiring new tenured or tenure track faculty are as follows:

- i. Faculty hiring priorities will be developed by the Dean in consultation with Program Faculty Directors and normally presented to the Committee of the Whole for discussion in the Spring of each year;
- ii. After that presentation, the Dean, in consultation with the Program Faculty Directors, will determine the rank and focus of all searches and appoint the chairs and members of search committees. Search committees will have representation from multiple Program Faculties;
- iii. All faculty members in the School will be invited to attend seminars by any job candidate in the School and to offer advice to the search committee;
- iv. Candidates for tenure-track positions must receive a majority vote by faculty members of the Program Faculty in which the candidate would have a primary affiliation in order to be offered a position. The Program Faculty Director and the Dean must also concur before an offer is made;

- v. Candidates for associate professorships with tenure and for full professor must be recommended by the search committee and receive a majority vote by faculty members of the Program Faculty in which the candidate would have a primary affiliation in order to be offered a position. Candidates also must be approved through the tenure procedures in VI: C. Non-tenure track appointments are made by the Dean in consultation with Program Faculty Directors.

D. Revisions to the By-Laws

All proposals to review the By-Laws for purposes of revision, amendment or addition, will be considered first by the Governance Committee and then considered by the Committee of the Whole, where changes must be approved.

Unanimously approved by the Committee of the Whole on May 11, 2018

Stefan Toepler, Chair, Governance Committee