

Taskforce on Shared Governance

Draft Bylaw Recommendations

April 2018

Below are the recommendations, in bulleted form, of the A&S Taskforce on Shared Governance. These recommendations represent the progress of the Shared Governance Taskforce thus far on its charge from the faculty, namely:

- (a) Create a unified governance document for the A&S faculty, such as bylaws.
- (b) Clarify the duties of the Dean and the relationship of the Dean of A&S, the Associate Deans of A&S and the A&S Faculty concerning matters of governance.
- (c) Clarify the relationship of A&S governance structures with those of the University Faculty Senate.
- (d) Review the current A&S Committee (and Academic Council) (i) organization, (ii) areas of responsibility, and (iii) reporting protocols for inefficiencies and omissions and recommend an updated committee/governance structure.
- (e) Review whether the current practices for the selection of A&S committee members (egs., tripartite/quadripartite elections, elected vs nominated, election of partite members by entire faculty, etc.) are sufficient for (i) the equitable distribution of committee assignments and (ii) insuring a diverse representation of faculty interests and viewpoints, and recommend an updated set of committee selection processes.

The other aspects of our charge we see as operational in nature, and we will work with the Dean's Office to institute them in fall 2018 and spring 2019:

- (f) Develop protocols and templates for uniform recording, presenting, and accessing of A&S governance documents and actions.
- (g) Work with the A&S Dean's Office to (i) restore, as much as possible, and make accessible, past governance documents and actions, such as A&S faculty meeting minutes and agendas, and (ii) develop a method of archiving (in an easily accessible manner) these documents and actions and any future documents or actions that may be subsequently approved.
- (h) Work with the A&S Dean's Office to ensure proper training of A&S faculty in the governance procedures recommended in tasks (a) – (f), which might include training in Robert's Rules of Order, training for Committee chairs, orientation training for new faculty, and workshops for existing faculty.

At this stage of the process, the Shared Governance Taskforce is looking for faculty feedback on its recommendations. Please be aware that these are recommendations, not the actual bylaws, and that we are open to suggestions on all matters. We will work this summer to draft the bylaws. Our plan is to bring them to the faculty in the fall of 2018 for discussion, revision, and a vote. The more feedback we can get from faculty at this stage (e.g., what you like, what you hate, what you would like to change, anything we have forgotten) the easier our task is for the summer and fall.

Please bear in mind that these recommendations are just a first step in instituting shared governance in A&S. It was not our intention to fix all the problems in A&S. Rather, our goal was to set up a basic structure of governance so that faculty would have a process for further deliberation and strengthening of governance.

We welcome all feedback and are grateful to all of those who have engaged with us thus far.

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I. Definitions

Shared governance

We adopt the AAUP understanding of shared governance. Shared governance is “shared responsibility among the different components of institutional government and specifies areas of primary responsibility for governing boards, administrations, and faculties” (AAUP, <https://www.aaup.org/our-programs/shared-governance>). The areas over which the faculty has “primary responsibility” are outlined both the AAUP 1966 Statement on Shared Governance and

the University of Richmond Senate Charter

(<https://www.aaup.org/report/statement-government-colleges-and-universities>).

When matters relate to two or more schools, the faculty's role in shared governance is exercised by the University Faculty Senate, which is the representative voice of the faculty, in collaboration with Provost and the President, according to the provisions laid out in the Senate Charter.

When matters relate to the School Arts & Sciences (A&S), the faculty's role in shared governance is exercised by the A&S faculty (hereafter "the faculty," unless otherwise noted) in collaboration with the Dean of Arts & Sciences (hereafter "the Dean," unless otherwise noted), according to the provisions laid out in the bylaws of the School of Arts & Sciences.

Faculty

The faculty are the full-time colleagues holding primary appointments or enfranchised in the School of Arts & Sciences and who are without administrative status, and who are tenured, tenure-track, on continuing annually renewable appointments, or who have been granted faculty status (Senate Charter, II.A.1). Directors, librarians, and department chairs and program coordinators are faculty.

Administration

In keeping with the Senate Charter, faculty who hold the titles of university president or vice president or report directly to the president or a vice president; of provost, associate provost, or assistant provost or report directly to the provost; and, in the offices of the academic deans, of dean, associate dean, or assistant dean are all regarded as faculty with administrative status. Department chairs and program coordinators are not considered to be faculty with administrative status (Senate Charter, II.A.2).

Faculty versus Administrative Committees

In keeping with the University Senate Charter Committee Policy Document, faculty committees are committees to which have been delegated by the faculty the power to carry out the primary responsibilities of the faculty and/or advise the A&S faculty so that it may exercise its primary responsibilities. These committees are chaired by a faculty member, and the majority of their voting membership are faculty. They operate under the oversight of the A&S faculty. Administrative committees are committees that do not operate under the oversight of the A&S

faculty. With the exception Academic Council, which is chaired by the Dean, the standing committees listed in this document are faculty committees.

II. Responsibilities of the Faculty and the Dean

A. The responsibilities of the Dean

The Dean serves as the head academic officer of the School of Arts & Sciences and is responsible for the implementation of its curriculum and for its budget and general direction and management. The Dean administers the policies of the faculty and of the Board of Trustees with respect to the School, represents the School of Arts & Sciences to external constituencies, engages in developmental activities designed to promote the welfare of the faculty and students, and consults with the faculty or its designated representatives on matters as outlined in section II.C.. Specific duties of the Dean include:

1. Overseeing the hiring and retaining of faculty and staff;
2. Overseeing faculty development, mid-course review, awards, workload, and compensation, as well as the merit reviews of faculty;
3. Making recommendations to the Provost concerning tenure and promotion, emeritus professors, endowed chairs, and the continued improvement of programs in the School of Arts & Sciences;
4. Overseeing the appointment, training, and review of department chairs, program coordinators, and associate deans;
5. Overseeing department and program reviews;
6. Overseeing curriculum execution, including the offering of courses, and grade appeals;
7. Setting the strategic direction of A&S;
8. Overseeing the operating budget of A&S;

9. Communicating the vision of the School of Arts & Sciences to internal and external constituencies; and

10. Organizing, hiring, and overseeing the Dean's office;

While the Dean should work hard to make fair, transparent, collaborative, and well-reasoned decisions, in the case of a significant disagreement between the Dean and an A&S faculty member, including a department chair or program coordinator, the disagreement shall be referred to the Provost for resolution. When requested by the faculty member, the Provost will consult with the President of the A&S faculty or their designee from among the A&S Steering Committee, before making a decision.

B. Information Provided by the Dean

The Dean's office should provide as much information as possible to the faculty regarding budgetary, academic, and other matters relevant to the faculty. The information outlined below will be shared with the faculty or its representatives as a matter of policy.

1. Early each fall semester, the Dean will present an annual "State of the School" address that will detail initiatives and priorities for the upcoming year, as well as, when relevant, progress made on priorities and initiatives from the previous year or years.
2. Each year, distribution of merit scores, raise percentages, and faculty salary ranges, including a breakdown by division, rank, and gender, will be presented to the full faculty, as well as included in their annual merit increase letter.
3. A three-year history of the A&S budget, with general category breakdown, will be presented to the full faculty each year; a three-year history of a more detailed budget with subcategory breakdown will be provided to the Budget and Resources Committee each year.
4. Each fall, all one-time expenditures greater than \$2,500 given in the previous fiscal year by the Dean's office to a department, program, or faculty member(s) and not reported through other mechanisms, will be reported to the Budget and Resources Committee.
5. The three-year average of enrollment and grade distribution across departments and programs, broken down by course level, will be shared with the Academic Planning

and Policies Committee, as well as department chairs and program coordinators, each year.

6. The three-year history of departmental contribution to courses unique to an interdisciplinary program or within another department, the SSIR program, or the First Year Seminar program (with course prefixes outside the home department) will be provided to the Academic Planning and Policies Committee, as well as department chairs and program coordinators, each year.
7. A three-year history of numbers of graduates in all undergraduate majors and minors in A&S as well as in other schools, will be shared with the Academic Planning and Policies Committee, as well as department chairs and program coordinators, each year.
8. The three-year teaching equivalents history for each department, broken down by full-time continuing, tenure stream, full-time term, and adjunct faculty, and including reassigned time, will be provided to the Academic Planning and Policies Committee each year.
9. All course release, monetary stipend, and/or professional development funds provided for faculty with administrative duties (internal or external to UR), broken down by department, will be shared with the Faculty Affairs Committee, as well as department chairs and program coordinators, each year.

C. Primary Responsibilities of the Faculty

Consistent with the delegation of powers by the Board of Trustees to the university faculty, the A&S faculty shall have primary responsibility for the following matters:

1. Oversight of the A&S curriculum including its general direction and academic objectives, the nature, range, and pace of its efforts, and the approval of new and revision or termination of existing A&S courses, majors, minors, and academic programs;
2. Oversight of all A&S academic policies and procedures that affect its faculty or students or relate to its departments, majors, minors, programs, or courses (for example: course evaluation, last week of classes and finals week policies, grade appeal policies, etc.);

3. Oversight of all policies and procedures, setting the standards, and making recommendations to the Provost for tenure and/or promotion for faculty in A&S;
4. Oversight of all policies and procedures concerning A&S faculty governance including faculty meetings and faculty committees.

D. Responsibilities of the Faculty Exercised in Consultation with the Dean or other Administrators

The A&S faculty or its designated representatives shall, when such matters relate to A&S faculty, staff or students:

1. Consult with and/or make recommendations to the Dean and his or her office, and, as appropriate, the Provost, regarding general policies and procedures governing faculty status and workloads, including but not limited to policies and procedures concerning release and reassigned time, team-teaching, sabbaticals, enhanced sabbaticals, endowed chairs, emeritus faculty, and teaching credit for non-standard courses;
2. Consult with and/or make recommendations to the Dean and his or her office and, as appropriate, the Provost, regarding the relative emphasis given to the various elements of the educational, scholarly, and creative work at the school, such as the weights given to and the methods, process, and instruments used to evaluate teaching, scholarly and creative work, and service in performance reviews;
3. Consult with and/or make recommendations to the Dean and his or her office and, as appropriate, the Provost, regarding the general principles, policies, and procedures governing the hiring of faculty and staff in A&S, as well as the annual reports, merit review, and compensation of A&S faculty;
4. Consult with and/or make recommendations to the Dean and his or her office regarding a) allocation of resources, including budgeting for academic and academic support programs, b) the use of existing or prospective physical resources used for educational purposes, and c) the school's fundraising priorities;
5. Consult with and/or make recommendations to the Dean and his or her office regarding policies concerning departmental and program reviews;
6. Consult with and/or make recommendations to the appropriate bodies regarding student activities and co-curricular policies and programs that affect students in A&S;

7. Consult with and/or make recommendations to the Dean and his or her office on the policies, procedures, and programs that concern the development and mentoring of faculty and staff in the School of Arts & Sciences, as well as policies and procedures regarding professional development resources provided through the Office of the Dean, including departmental travel funds and funds for leadership conferences;
8. Consult with and/or make recommendations to the Dean and his or her office on policies and procedures regarding faculty and student awards given by A&S, as well as the nomination of faculty or students by A&S for University awards;
9. Participate in searches for the Dean of A&S by nominating faculty members for the search committee and offering feedback on candidates in those searches;
10. Consult with the Dean and his or her office administration regarding the structure and composition of the Dean's office and committees convened by the Dean's office, including Academic Council.

III. Faculty Meetings

- A. The meetings of the faculty of the School of Arts & Sciences are the determinative body of the A&S faculty. The faculty of the School of Arts & Sciences shall discuss in its meetings any questions or suggestions put to it by members of the School's faculty, staff, or students and may, on due deliberation, create policy, pass motions, and convey recommendations to the Dean of the School of Arts & Sciences or President and Provost of the University of Richmond.
- B. All A&S faculty members are expected to attend all meetings of the Arts & Sciences faculty, deliberate conscientiously over all faculty business, and consider the needs and goals of the School and the University as a whole in their deliberations as a part of the professional responsibility to the University.
- C. The A&S faculty consists of all university employees who hold full-time faculty appointments in A&S and others who have been granted faculty status in the School of Arts & Sciences or have been enfranchised through the School of Arts & Sciences according to the University Senate Charter.

1. Full-time faculty who are tenured, on tenure-track, or on continuing term appointments in the School of Arts & Sciences, including those with administrative status (Dean, Provost, Associate Deans, etc.), have voice and vote in A&S faculty meetings and on electronic ballots.
2. Full-time visiting faculty, i.e. those holding temporary, non-continuing appointments, shall have voice but no vote in faculty meetings or on electronic ballots.
3. Full-time voting faculty members on sabbatical leave or leave of absence continue to hold their right to voice and vote in faculty meetings and on electronic ballots.
4. Professional librarians and staff with faculty status in the School of Arts & Sciences have voice and vote in A&S faculty meetings and on electronic ballots.

D. Faculty Meetings of the School of Arts & Sciences

1. The President of the A&S faculty shall typically call faculty meetings once per month during the regular academic session, but faculty meetings must occur at least twice per term, ideally at the beginning of the fall semester and end of the spring semester, as well as one meeting each term to approve the proposed curriculum prior to registration for the following semester.
2. The specific schedule for any given academic year will be determined by the Steering Committee and adhere to a common time suggested as second Monday of the month from 3:00 – 4:15 p.m., unless that day falls within a recognized vacation period. Other than Friday, 3:00 – 4:15 p.m. Monday was the teaching period that had the fewest classes scheduled.
3. No classes in A&S should be scheduled for 3:00 – 4:15 pm on Mondays unless approved by the Academic Planning and Policies Committee.
4. The Steering Committee shall call special meetings of the A&S Faculty in accordance with the following guidelines:
 - a. at the request of the Dean of the School of Arts & Sciences;
 - b. at the request of four members of the Steering Committee; or,
 - c. at the request of a petition signed by 15 percent of the A&S faculty eligible to vote.

5. Announcement and a statement of the agenda of each regular faculty meeting will be sent to all A&S faculty members (for example by email) at least 5 calendar prior to the meeting. The notice shall also include the minutes of the previous faculty meeting and supporting documents for items on the meeting agenda. Announcement and statement of the agenda for special faculty meetings should occur with as much notice as possible, but with notice of at least 24 hours.
6. The President of the A&S faculty shall set the agenda in consultation with the members of the Steering Committee.
7. Any member of the A&S community, including the Dean, may request permission for any item to be placed on the agenda for a future meeting by making a written (including email) request to the President of the faculty or any member of the A&S Steering Committee.
 - a. Faculty committees in the course of their work may request time for discussion or develop motions or initiatives that require faculty approval.
 - b. Individual members of the A&S faculty may propose discussion or motions for faculty action.
 - c. Individual members of the full university community may propose topics for open discussion with the A&S faculty on issues of cross-campus concern.
8. In the event of a disagreement within the Steering Committee over the content of the agenda for faculty meetings, such questions shall be resolved by a two-thirds vote of the Steering Committee, excluding the president.
9. The President of the A&S faculty shall preside at and conduct all meetings of the A&S faculty, except when in their absence or at their discretion, the Vice President of the faculty shall preside.
10. The vice-president of the A&S Faculty in consultation with the A&S Steering Committee, shall record the substance and the outcome of A&S faculty deliberations in meeting minutes. Discussions at A&S faculty meetings are confidential in that the minutes should not identify individual contributors, with the exception of those presenting information or leading a discussion or a motion before the faculty. The Vice President shall take responsibility for ensuring that minutes of faculty meetings are appropriately made available to the faculty within two weeks. If the Vice-President is presiding over the A&S faculty meeting, another member of the

Steering Committee shall be selected by the Vice-President to keep the minutes for that meeting.

11. Minutes for A&S faculty meetings shall be submitted for approval at the next faculty meeting. Once approved, the Vice-President shall ensure a copy is submitted for permanent retention.
12. On the agenda and at faculty meetings, the usual order of business should include, but is not limited to:
 - a. Call to Order
 - b. Review/Approval of minutes from previous meeting
 - c. Remarks by the President of the A&S faculty
 - d. Remarks by the A&S Dean
 - e. Reports from committees
 - f. Unfinished business
 - g. New business
 - h. Announcements
 - i. Adjournment
13. Substantive motions are those motions judged by the Steering Committee to set new policy or to significantly modify existing policy. Motions concerned with the conduct of faculty meetings are procedural motions. Examples of procedural motions include motions to postpone or reconsider and the motion to adjourn. Substantive motions must normally appear on the agenda to be considered during a faculty meeting. Unannounced substantive motions may be voted on at a faculty meeting only if they are 1) of an emergency nature and put on the agenda by a unanimous vote of the A&S Steering Committee members present at the meeting; or 2) clearly germane or indispensable to a measure or matter already contained in the agenda for a meeting. Any A&S faculty member may, by normal parliamentary procedure, propose a procedural motion during an A&S faculty meeting.
14. Any faculty member wishing to make an announcement at a faculty meeting should contact the president of the faculty at least 1 week prior to the meeting is to be held with a request and description of the proposed announcement. The president of the faculty, in consultation with the A&S Steering Committee, retains discretion to permit or deny the proposed announcement.
15. Other members of the A&S or University community, including student representatives, may attend faculty meetings at the invitation of the A&S Steering

Committee or the Dean of Arts and Sciences. Such representatives have voice but not vote in all matters before the faculty.

16. A quorum is required for voting on business in A&S faculty meetings. A quorum of A&S faculty is defined as 50 voting members present and is assumed unless a quorum count is called for at the meeting.
17. In the absence of a quorum, the faculty at its meetings may hold discussions and hear reports and announcements, but the only business that may be conducted at the meeting is to take measures to obtain a quorum, to fix the time at which to adjourn, and to adjourn.
18. Questions being put before the faculty at A&S faculty meetings will be decided by voice vote unless a count by show of hands is requested. Abstentions are in order and recorded for representation of quorum in the record.
20. Voting on issues before the A&S faculty will occur at A&S faculty meetings, except regarding the following matters, which shall require an electronic vote of the faculty of the School of Arts & Sciences:
 - a. Changes to the bylaws of the School of Arts & Sciences;
 - b. Major changes to the traditional undergraduate general education, degree requirements, and/or elimination or creation of academic programs as they relate to the School of Arts & Sciences;
 - c. Votes of confidence/no confidence in individual administrators or the Board of Trustees;
 - d. Changes to the Faculty Handbook that are the purview of the faculty of the School of Arts & Sciences as established by the provisions of the Faculty Handbook;
 - e. Any motion brought to the faculty by a committee that requests an electronic vote;
 - f. Any matter in which a majority of the A&S faculty in attendance decide, by floor vote, to resolve by electronic ballot.
21. The Steering Committee or its designee(s) shall be in charge of running and tallying a floor or electronic vote. Any vote by the School of Arts & Sciences faculty that constitutes a majority of the faculty who vote shall be considered determinative of the faculty's decision.

22. All decisions of the A&S faculty arrived at by vote in the meetings of the faculty or by electronic vote shall be binding, and all members are expected to adhere to the spirit and intent of such decisions.
23. Committee reports will be made during meetings as appropriate or as required by the charge of the committee, but at a minimum will be reported at A&S faculty meetings at the end of each year. Members of those committees shall be available when reports are due.
24. A proposal to create an ad hoc committee may be brought to the A&S Steering Committee by any committee or A&S faculty member and is approved by majority vote of the A&S faculty.
25. The rules of parliamentary procedure as found in Robert's Rules of Order will govern the A&S faculty meetings in all cases to which they are applicable and in which they are not inconsistent with the regulations of the School of Arts & Sciences or the University of Richmond.
26. A faculty parliamentarian may be appointed by the A&S Steering Committee from the University of Richmond faculty to advise the President of the A&S faculty and the A&S Steering Committee on matters concerning conduct of faculty meetings.
28. Rules and procedures governing the conduct of the A&S faculty meetings may be suspended by two-thirds vote of those voting.
29. The A&S faculty at any point in its proceedings may, by majority vote, declare itself in executive session, thereby limiting the meeting to voting members only. All discussions and actions taken in executive session will be held in confidence unless released by proper authority of the A&S Steering Committee.

IV. Divisions

- A. We recommend the use of the tripartite divisions exclusively and the elimination of the use of the quadripartite divisions. Librarians and staff with faculty status shall be assigned to divisions by the Nominating Committee. The A&S representation on University faculty committees using the quadripartite divisions shall be reassigned as one member from each tripartite division plus one at-large member, except in the case of the

FYS Committee, where the at-large position shall be reserved for a librarian enfranchised in A&S.

B. A&S departments shall be organized into the following divisions:

Division I. Arts/Languages and Literatures: Art & Art History, Classical Studies, English, Latin American, Latino, & Iberian Studies, Languages, Literatures, & Cultures, Music, Theatre & Dance

Division II. Humanities and Social Sciences: Education, Geography, History, Journalism, Philosophy, Political Science, Religious Studies, Rhetoric & Communication Studies, Sociology & Anthropology

Division III. Mathematics and Computer, Natural, and Psychological Sciences: Biology, Chemistry, Math & Computer Science, Physics, and Psychology

Divisional Counts Including Librarians, 2017-8 (without librarians)

	Frequency	Percent
Visual and Performing Arts/Languages and Literatures	95 (82)	35.1 (32.2)
Humanities and Social Sciences	89 (73)	32.8 (28.6)
Mathematics and Computer, Natural, and Psychological Sciences	87 (82)	32.1 (32.2)
TOTAL	271 (255)	100 (100)

C. Voting members of each division include full time continuing faculty, including those with administrative status (Dean, Provost, Associate Dean, etc.), who have an appointment in a department within that division, as well as librarians and staff with faculty status assigned to that division by the Nominating Committee.

D. While divisions have no formal legislative power, faculty within divisions can discuss any items, make recommendations to the faculty or the Dean, and organize themselves in any of the following ways:

1. Divisional representative on the A&S Steering Committee can call meetings of the entire voting membership of a division;
 2. Chairs of departments and/or affiliated program coordinators with common interests can call joint meetings;
 3. Any faculty member within a division can call a meeting with the entire division or any subset thereof.
- E. The presence of divisions does not preclude any faculty member or group of faculty members from organizing discussion and/or offering recommendations from any cohort of faculty, including those in different divisions.

V. Elections and Nominations

A. General recommendations:

1. Continuing faculty (directors, tenure track, tenured), including department chairs and program directors, and librarians can serve on faculty committees. A&S faculty with administrative status (Dean, Provost, Associate Deans, etc.) and staff with faculty status cannot serve on faculty committees. Librarians and directors, though eligible to serve on faculty committees, may be excused from service on some faculty committees.
2. No two divisional representatives on a faculty committee may come from the same department. At-large positions can be from any division or any department.

B. General recommendations for elections:

1. Only those within the division can vote for their divisional representative. At-large positions are voted on by the full voting faculty.
2. Continuing faculty (directors, tenure track, tenured), including department chairs and program coordinators, librarians, staff with faculty status, and A&S faculty with administrative status (Dean, Provost, Associate Deans, etc.) can vote in elections.
3. Nominations for elected committees can be made by anyone, including self-nominations. The Nominating Committee shall encourage department chairs and

previous committee members to nominate people. The Nominating Committee can also nominate faculty.

4. Nominated people who agree to stand for election are also agreeing to serve if elected and must provide a statement that, at a minimum, includes their department, discipline, and classes they teach. If they so choose, they can also include any relevant expertise or previous service, as well as their interest in or plans for the position.
5. Each election for committee membership must have at least three candidates willing to stand for election. Voting takes place by instant run off. Faculty vote by ranking at least their top three, and up to their top eight or the number of candidates on the ballot, whichever is smaller. First choices are tabulated. If a candidate receives a majority of first choices, that candidate is elected. If no candidate receives a majority of first choices, the candidate receiving the fewest first choices is eliminated. Ballots cast for the eliminated candidate are now counted toward those voters' second choices. This process continues until one candidate receives a majority of counted votes and is elected.
6. The runner-ups of an election (in order of descending number of first place votes) act as replacements if the elected person takes leave (for up to one year) from a committee. Replacement of more than one year requires a new election.

B. General recommendations for nominations to appointed committees:

1. The bylaws will exhort the Nominating Committee to take into consideration:
 - a. Matching faculty experience and expertise with the appropriate committee;
 - b. Matching people's interests with their committee assignment;
 - c. Keeping service equitable across faculty members; and
 - d. Having a diversity of experience and expertise on a committee.

C. General recommendations for terms and distribution of service:

1. A faculty member may serve no more than two consecutive terms on a committee, with a term defined as an appointment of over one year and up to the normal three years.

2. All faculty who are on leave or sabbatical, even for one semester, are normally replaced with a faculty member who serves for the entire year.
3. Individual faculty members can serve on only one standing elected committee at a time.
4. Individual faculty members can only be on two ballots at the same time for any standing elected committee.

VI. Committees, Charges, and Membership

A. General Recommendations:

1. Abolish the current A&S Curriculum Committee and replace it with a restructured Curriculum Committee. Abolish the Dean's Advisory Council and replace it with the Priorities and Resources Committee.
2. Delete the Grievance Committee and Faculty Senate from the on-line list of A&S Committees, as these are University Committees.
3. The memberships of all A&S Committees be posted and available to the faculty and updated at the beginning of each semester. Records of past committee memberships by academic year should also be kept.
4. Generally, committee members may choose a proxy to attend committee meetings and speak and vote on their behalf. Members of the Tenure & Promotion Committee are the exception; they may not choose a proxy. Committees may elect not to allow proxies, but we wanted to offer that option for committees concerned about having quorum in order to conduct business.
5. The guiding documents of committees (e.g., guidelines, by-laws, handbooks, etc.) are held by the A&S faculty.
6. A&S Committees must post their guiding documents so they are accessible to the A&S faculty.
7. A&S Committees cannot change their charges or guiding documents without the approval of the A&S faculty.
8. Create a process by which A&S Committees can bring questions or changes to committee documents to the faculty. A suggested process is: (a) the chair submits the request with changes clearly indicated to the Steering Committee and a rationale for the request; (b) the Steering Committee vets the proposal for completeness and returns for more information, if necessary; (3) once the request is vetted, the Steering

Committee places the request on the agenda of an A&S faculty meeting. Such changes can be placed on the consent agenda and removed if a faculty member wishes.

9. All A&S Committees must post their minutes, if minutes are kept, and must submit end-of-the-years reports, thus mirroring the University Committee process.
10. Terms for committee chairs begin and end on June 15.
11. The Vice President will ensure that documents are filed, accessible to the faculty, and updated.
12. The Vice President will conduct committee chair training.
13. Create a definition of faculty versus administrative committee that mirrors and University Faculty Senate's Committee Policy Document.
14. Mirror the Committee Policy Document in terms of the process for constituting, charging, and populating A&S faculty and administrative committees.
15. A&S faculty committees shall consult with Academic Council, departments, and programs, as well as other faculty committees as needed to gather wide and diverse perspectives on matters before the committee.
16. Continuing A&S faculty (directors, tenure-track faculty, tenured faculty), including department chairs, program directors, and librarians can serve on faculty committees. A&S faculty with administrative status (the Dean, the Provost, Associate Deans, Associate Provosts, and so forth) and staff with faculty status cannot serve on faculty committees. Librarians and directors, though eligible to serve on faculty committees, may be excused from service on some faculty committees.
17. Ex-officio members of faculty committees should receive all official committee correspondence (e.g., meeting announcements, meeting agendas, and minutes). They do not vote on committee matters.
18. During the implementation of the new committee structure, the first cohort of committee members will establish a stagger by drawing lots for terms of one, two, and three years.
19. All terms of service on A&S faculty committees are three years unless otherwise noted.
20. By May 15, all A&S faculty committees, except the A&S Steering Committee, will choose from among its members a Committee Chair that calls meetings, sets agendas, leads discussions, tallies votes, and writes an end-of-year report.

B. Recommendations for Existing Standing Committees

Note that for the existing standing A&S committees, we added to the charges of committees requirements that committees report out to the faculty. We revised the charge of the

Nominating Committee to more closely follow what the committee actually does. We reduced the membership of the FRC and URC to seven from eight faculty members.

Faculty Research Committee (FRC)

Charge: The Faculty Research Committee is responsible for:

- awarding financial resources that have been allocated to the committee by the Office of the Dean in consultation with the Priorities and Resources Committee or the University for the purpose of supporting the research and creative activities of full-time, tenure-stream faculty;
- reporting to the A&S faculty, at least once a year, of the number of applications received by division, the number of awards made by award type, division, and rank; a summary of important discussions within the Committee; and other information that the faculty requests; and
- maintaining guidelines that include the policy and procedures of the committee and that are approved by and accessible to the full faculty.

Membership Selection: The Nominating Committee recommends membership. Directors and librarians are excused from service on the FRC.

Membership: Seven faculty members (2 from each tripartite division and 1 at-large); the A&S Dean or his or her designee, *ex-officio*, non-voting, and the A&S Grants & Research Specialist, *ex-officio*, non-voting.

Nominating Committee

Charge: The Committee is responsible for:

- selecting members for appointed A&S faculty and administrative committees; and A&S ad hoc faculty and administrative committees and taskforces;
- organizing and overseeing elections for members to serve on elected University faculty and administrative committees; A&S faculty and administrative committees; and A&S ad hoc faculty and administrative committees and taskforces;
- endeavoring to ensure that committee membership is broadly representative, that faculty interest, experience, and expertise is matched to the appropriate committee; and that committees include a diversity of experience and expertise;
- consulting with department chairs and the Dean to ensure that committee service is equitably distributed;

- presenting slates to Committee on Committees for A&S representation on appointed University standing and ad hoc faculty and administrative committees and taskforces;
- presenting the membership of University and A&S committees at faculty meetings to be endorsed by the faculty;
- reporting to the A&S faculty, at least once a year, on the number of requests for committee service made; the number of refusals of service; the number of standing and ad hoc committees filled; the distribution of service across the A&S faculty, including distribution by division, rank, and gender; a summary of important discussions within the Committee; and other information that the faculty requests;
- maintaining public lists of all divisional placements of librarians and staff with faculty status, as well as yearly lists, and a five year history, of all A&S committee memberships; and
- maintaining guidelines that include the policy and procedures of the committee and that are approved by and accessible to the full faculty.

Membership Selection: A&S Faculty elects the members of the Committee.

Membership: Four members (1 from each tripartite, 1 at large); the Chair is a member of the A&S Steering Committee.

ADDITIONAL NOTES:

- We talked at length about ways to make the work of the Nominating Committee more efficient as well as ways of allowing the Nominating Committee to track service and distribute it more equally among the faculty. We are not ready to make recommendations at this point but can work with the Nominating Committee to address these matters and make revisions to its processes and guidelines, as needed. These would be brought to the faculty before being adopted.

Tenure and Promotion Committee

Charge: The Tenure and Promotion Committee is responsible for:

- remaining knowledgeable of and current on the Faculty Handbook section regarding tenure and promotion in A&S;
- evaluating candidates for tenure and promotion and making a recommendation to the Board of Trustees as to whether candidates have met the criteria for tenure and/or promotion set forth in the Faculty Handbook;
- maintaining the Tenure and Promotion Guidelines and recommending changes to those Guidelines and the Faculty Handbook to the A&S faculty;

- ensuring that that the Tenure and Promotion Guidelines and the Committee’s processes are consistent with the Faculty Handbook and recommending changes to the A&S faculty when the Guidelines and processes are out of alignment with the Handbook;
- leading, at least once a year, a discussion about the Tenure and Promotion Guidelines and the Committee’s processes with forthcoming tenure and promotion candidates and their Chair (or person overseeing their candidacy), as well as any other faculty who may be interested; and
- meeting, at least once a year, as a committee to discuss the process that year and making recommendations for improvement, as needed, to the A&S faculty.

Membership Selection: A&S Faculty elects the members of the Committee. Directors and librarians are excused from service on the Tenure and Promotion Committee. Candidates for election to Tenure and Promotion must have been employed as tenured faculty at the University of Richmond for at least two years.

Membership: Seven members (2 members from each tripartite division, 1 at-large). Members of the same department cannot serve on the committee concurrently. The Dean is a “full and participating” member of T&P but does not vote.

Committee members must recuse themselves as necessary, for example, on cases involving members of their home departments and/or families.

The membership of the Tenure and Promotion Committee shall also include emeriti members.

After a three-year term, committee members become emeriti committee members, available as reserve committee members for up to three additional years. The chair of the Tenure and Promotion Committee is responsible for calling in reserve committee members to replace active members of the Tenure and Promotion Committee who must recuse themselves from a specific case. The reserve members shall substitute by division.

ADDITIONAL NOTES:

- We recommend that emeriti members be publicly listed along with committee members, including their term of service as emeriti members and division.
- Though there have been some discussions about revisiting the Dean’s role on T&P, we agreed it was beyond the scope of this committee to make a recommendation at this time. If the faculty wish, we recommend that the faculty appoint an ad hoc committee to study the T&P process, specifically the role of the Dean on the T&P Committee, and make recommendations to the faculty.

Undergraduate Research Committee

Charge: The committee is responsible for:

- awarding, in the form of summer fellowships and academic-year research and travel grants, financial resources that have been allocated to the committee by the Office of the Dean in consultation with the Priorities and Resources Committee or by the University for the purpose of supporting the research and creative activities of undergraduate students mentored by faculty in the School of Arts & Sciences;
- making awards, as part of the annual Arts & Sciences Undergraduate Research Symposium, to faculty mentors of undergraduate research and to undergraduate students who have conducted outstanding research;
- reporting to the A&S faculty, at least once a year, of the number of applications received by division, the number of awards made by award type, division, and class year; a summary of important discussions within the Committee; and other information that the faculty requests; and
- maintaining guidelines that include the policy and procedures of the committee and that are approved by and accessible to the full faculty.

Membership Selection: The Nominating Committee recommends membership.

Membership: Seven faculty members (2 from each tripartite division and 1 at-large), plus the Dean or his or her designee, *ex-officio*, non-voting, and the A&S Grants and Research Specialist, *ex-officio*, non-voting.

ADDITIONAL NOTES

- We recommend an ad hoc committee study the application process and make recommendations for improvements that ensure best use of faculty time. In addition, the ad hoc committee should also study the appropriate membership of the committee. Because of the large number of requests for travel and extra research support during the academic year that comes from students in Division III and the visual and performing arts, should the membership rules stipulate that those departments are always represented on URC?

C. New Standing Faculty Committees

Academic Policies and Programs Committee (APPC)

Charge: The committee is responsible for:

- consulting with the Dean and recommending to the A&S faculty for approval the long-range academic goals and priorities of the School of Arts & Science;
- making recommendations concerning A&S graduation requirements and academic policies and regulations (e.g., student evaluation instruments, finals, class size, grading, grade appeals) to the faculty and the Dean;
- conducting evaluations of the A&S curriculum, enrollment trends, faculty and staff lines, one time academic requests, and other academic matters and making recommendations to the faculty and the Dean;
- maintaining guidelines that include the policy and procedures of the committee, especially with regard to resource funding recommendations, and that are approved by and accessible to the full faculty.
- studying specific proposals and programs for achieving the academic goals of the School and making recommendations concerning them to the faculty; and
- serving as liaison between the A&S faculty and organizations in other units of the University, where matters affecting the academic affairs of the School may be involved.

Membership Selection: The members are elected by the A&S faculty.

Membership: Seven members (2 from each tripartite division, 1 at-large), plus the Dean or his or her designee, *ex-officio*, non-voting, and two student members (one each nominated by Richmond College Student Government and Westhampton College Student Government, majoring in an A&S discipline or program), *ex-officio*, non-voting.

Curriculum Committee

Charge: The committee is responsible for:

- overseeing and evaluating new course proposals and other curricular changes (including changes to courses, new majors or minors, revisions to majors or minors, distribution requirements, and revisions to sequences within major fields and concentrations) and sending these changes to the faculty for approval with or without an endorsement from the committee;
- publishing at least once each year a list of additions and deletions of courses;
- hearing grade appeals and making a recommendation to the Dean;
- maintaining guidelines that include the policy and procedures of the committee and that are approved by and accessible to the full faculty; and
- meeting regularly with Academic Council to gather wide and diverse perspectives on matters before the committee.

Membership Selection: The Nominating Committee recommends membership.

Membership: Four faculty members (1 from each tripartite division and 1 at-large), plus the Dean or his or her designee, *ex-officio*, non-voting.

Faculty Affairs Committee (FAC)

Charge: The committee is responsible for:

- overseeing, evaluating, and making recommendations to the faculty and the Dean concerning policies that govern the professional growth of the faculty from the time of hiring throughout their professional careers;
- overseeing, evaluating, and making recommendations to the faculty and the Dean concerning A&S policies that govern the welfare of faculty, including but not limited to faculty appointments and hiring, academic freedom, intellectual property, professional standards and ethics, workload, reassigned time, merit review, endowed chairs, sabbaticals, enhanced sabbaticals, emeritus faculty, faculty awards, program review, grants for development and research, and similar matters;
- consulting with the Tenure and Promotion Committee, as appropriate, to develop policies concerning tenure and promotion;
- overseeing and proposing to the A&S faculty revisions to the Faculty Handbook, and ensuring that such revisions are forwarded to the University Senate, and when appropriate, and the University of Richmond Board of Trustees;
- consulting with the Dean as needed concerning a) the policies for which the Committee is responsible, and b) A&S Dean's office programs that support the professional growth of the faculty (for example, faculty development, new faculty orientation); and
- interfacing with units outside of A&S (for example, the grants office) that provide or could provide support or opportunities for enhancing the teaching and/or scholarly and creative work of faculty .

Membership Selection: The members are elected by the A&S faculty.

Membership: Seven members (2 from each tripartite division, 1 at-large), plus the Dean or his or her designee, *ex-officio*, non-voting.

Priorities and Resources Committee (PRC)

Charge: The committee is responsible for:

- consulting with the Dean on the allocation of the School's fiscal and tangible resources and on long-range financial planning;

- considering trends in the annual School budget and other matters relating to priorities in fund-raising and resources for capital expenditures;
- formulating recommendations to the Dean regarding annual budgets and longer-term financial plans, as well as resource requests over \$2500 not allocated through normal budgetary lines or faculty committees like FRC, URC, and APPC;
- providing informed advice to the Dean about the development of budget proposals and priorities, including non-personnel and non-academic funding;
- presenting to the Dean and faculty the committee's views on the annual budget as it is being prepared and on long-term financial concerns;
- conveying information to members of the School about financial realities and budget priorities; and
- receiving feedback from the faculty about financial parameters and the budget process.

Membership Selection: The members are elected by the A&S faculty.

Membership: Seven members (2 from each tripartite division, 1 at-large), plus the Dean or his or her designee, *ex-officio*, non-voting.

Steering Committee

Charge: The committee is responsible for:

- representing the faculty to the University Faculty Senate and to school and university administrators;
- serving as a line of communication between the faculty and the University Faculty Senate as well as school and university administrators;
- paying attention to university policies as they may concern faculty with a view to shaping them, promoting them, or responding to them;
- receiving and coordinating responses to issues raised by the faculty;
- overseeing and receiving reports from the standing A&S committees;
- recommending to the faculty the formation of ad hoc committees as circumstances warrant;
- gathering, considering, and archiving documents and reports that concern faculty and making them available to the faculty;
- calling and running faculty meetings and setting the agenda in consultation with the Dean;
- taking and archiving minutes of faculty meetings and making them available to the faculty;
- meeting regularly with the Dean and working in coordination with the Dean and the Office of the Dean;

- recommending to the faculty changes to the A&S committee structure, as well as any changes to a faculty committee's charge and/or membership; and
- acting as a channel for a yearly report to the A&S faculty from the Dean.

Membership Selection: The members are elected by the A&S faculty.

Membership: Seven members (1 from each tripartite division, 1 faculty at-large, 1 director at-large, 1 full professor at-large, and the chair of the Nominating Committee), plus the Dean or his or her designee, *ex-officio*, non-voting.

ADDITIONAL NOTES

- The Steering Committee is chaired by the President of the A&S faculty, who is elected to a one year term by the A&S faculty from the returning members of the committee.
- Other officers include the Vice President, whom the Steering Committee shall elect from among its members.
- For the chair of the Nominating Committee, service on the Steering Committee continues as long as this person chairs the Nominating Committee.
- We recommend that the President and Vice President of the A&S Faculty receive compensation, as is the case with the President of the University Faculty Senate. During the 2017-2018 academic year, the Senate has discussed providing course release for the Chair of Committee on Committees given the work required in coordinating, staffing, and overseeing faculty and administrative standing and ad hoc committees. In the School of Arts & Sciences, the work of taking minutes, overseeing the committees, and the tracking and posting of documents would be done by the Vice President. We believe the responsibilities of the position warrant compensation.

VII. Departments and Programs

- A. Continuing faculty members have primary appointments in a department. Departments foster scholarship, design curricula, and offer courses in support of the University's general education curriculum, majors, minors, and/or concentrations. The smooth and effective functioning of academic departments depends upon the achievement of broadly shared departmental goals and upon the cooperation of all department members. Agreement about goals and cooperation in their implementation are to be achieved through regular department meetings and continuing discussion among the members of the department. Departmental traditions for making decisions and resolving disagreements vary, and no one procedure could possibly cover the wide range of cases

that may arise. Some matters are best left to the discretion of the department chair, whereas others, such as those involving the interests of all department members, should be resolved through consultation, consensus, or majority vote. Faculty with administrative status in the upper administration (Dean, Provost, President) should not participate in department meetings or votes. Faculty with administrative status not part of the upper-administration (associate deans, associate provosts, etc.) should only participate in departmental discussion and votes regarding long-term departmental decisions (for example curriculum reform or hiring and tenure and promotion of departmental faculty).

- B. Programs consist of interdisciplinary courses, majors, and/or minors that draw on expertise from across departments. Programs are administered by a program coordinator and are overseen by a program advisory board. Program advisory boards should include faculty members from across all departments represented in the program and should meet on a regular basis to develop shared goals and faculty cooperation. Processes and procedures within individual programs will vary, but the smooth running of a program depends on a shared vision, open communication, and transparency.
- C. Departments and programs are strongly encouraged to keep policy documents, as well as easily accessible records of all votes and decisions.

1. Department Chairs and Program Coordinators

- a. Department chairs are responsible for the normal operations of their departments, including the running of department meetings, scheduling of classes, mentoring and annual review of staff and faculty, assignment of instructors, working to support affiliated programs as needed, management of budgets and other resources, requests for additional resources including faculty and staff lines, and departmental recommendations for faculty and staff hires and faculty promotion and tenure.
- b. Program coordinators are responsible for the normal operations of their program, including the running of program advisory board meetings, working with departments to secure the courses or personnel needed to support their program, scheduling of classes unique to their program, and managing any staff associated with the program.
- c. Department chairs and program coordinators represent their departments and programs in Academic Council and to the administration; department chairs are expected to keep their department members informed of the actions of both of

these bodies. Department chairs and program coordinators should be transparent and collaborative in their decision-making and should create a culture of respect by being a proactive, open, and honest communicator and listener and encouraging the same from others. While department chairs and program coordinators should work hard to make fair, transparent, collaborative, and well-reasoned decisions, in the case of a significant disagreement between a department chair or program coordinator and a member of the department or program, the disagreement should be referred to the Dean for resolution. When requested by either faculty member involved, the Dean will consult with the President of the A&S faculty or their designee from among the A&S Steering Committee, before making a decision.

2. Hiring of Faculty and Staff

While the Dean has the ultimate responsibility for hiring faculty and staff in A&S, in the spirit of collegiality and shared governance, consultation between deans and departments or search committees must occur in the hiring of faculty and departmental staff. While it is incumbent on the Dean's office to work with the faculty to provide clear and consistent procedures at the start of the process, the department should follow the prescribed procedures to the best of its ability and act as a deliberative body to provide inclusive and well-reasoned hiring recommendations to the Dean. When making a final decision on to whom to make an offer, both parties (Dean and department or search committee) should communicate their positions clearly and sensitively consider the views of the other. In no case should a candidate be hired into a department when less than a strong majority (usually two-thirds) of the department finds them to be an acceptable candidate. In rare cases where agreement cannot be reached on a candidate to hire, the disagreement shall be referred to the Provost for resolution. When requested by the chair of the department or search committee, the Provost will consult with the President of the A&S faculty or their designee from among the A&S Steering Committee, before making a decision.

3. Appointment of Department Chairs and Program Coordinators

Department chairs and program coordinators (and their interim replacements) should be chosen from the associate professors or professors of the department or program. They are normally nominated by the regular full-time continuing faculty and/or staff of the department or program acting as a collective and deliberative body and voting by secret ballot. The person nominated will have the approval of at least half of the department or program advisory board. If the Dean does not support the department's

or program's nomination, the Dean meets with the department or program to explain his or her reasons for not supporting the nomination. The department or program will then reevaluate its nomination and consider the Dean's objections. Subsequently, the department or program will communicate its choice for chair or coordinator to the Dean. The Dean and the department or program will remain in consultation until a mutually agreeable candidate has been selected. A mutually agreeable candidate is a person who is willing to serve and has the support of both the Dean and at least 50 percent of the regular full-time members of the department or program advisory committee. In rare instances when a consensus is not attained in a timely manner after protracted effort, the disagreement shall be referred to the Provost for resolution. When requested by a faculty member in the department or program, the Provost will consult with the President of the A&S faculty or their designee from among the A&S Steering Committee, before making a decision.

4. Termination of Department Chairs and Program Coordinators

A department chair or program coordinator may be removed before the end of her/his term, but removal should be a last resort to be used only if the chair or program coordinator is unwilling to modify her/his problematic behavior. With two exceptions, explained below, faculty believe a chair or coordinator should not be removed unless both the Dean and a majority of the department or program agree to the removal. Removing a chair or program coordinator can be initiated by either the Dean or by a majority of the department or program, but before any such attempt is made, the chair or program coordinator must be notified in writing by the concerned party (Dean, department, or program) of the problematic behavior and be given an opportunity to explain, defend, and/or modify it. If the concerned party is not satisfied with the response, it should request the chair or coordinator to resign. If the chair or coordinator refuses to resign, the concerned party should meet with the other party (Dean and department or program) to secure its support for removing the chair or coordinator. If such support is not secured, the chair or coordinator may not be removed, except in the following two situations. First, when the alleged grounds for removing a chair or coordinator concerns their failure and likely continued failure to perform their officially prescribed duties, the party (Dean, department, or program) making the allegation may appeal to the Provost, who, after hearing the arguments and evidence presented by the Dean, department or program, and the chair or coordinator, will decide whether the chair or coordinator should be removed on the grounds of failing to perform officially prescribed duties. The second exception is when the Dean has clear and credible evidence that the chair or coordinator, in the exercise of her/his authority, has engaged in illegal activity. In such a case, the Dean,

with the concurrence of the Provost, may remove a chair or coordinator without consulting with the department or program or making public the reasons for the removal. Whenever a decision has been made to remove a chair or coordinator, for whatever reason, the chair or coordinator will be given the option of resigning prior to being removed, except when that option is not allowed by law.

5. Academic Council

- a. Academic Council consists of all the department chairs and program coordinators in A&S, as well as any others invited by the Dean. Meetings of Academic Council are called and run by the Dean. Among its duties, the Council may (1) advise the Dean; (2) provide comments on curricular proposals brought before the Council by the Curriculum Committee, (3) provide comments on recommendations of the Dean and/or faculty committees before they are presented to the full faculty; (4) serve as a line of communication between the Dean and the departments and programs. Though Academic Council (and any subset thereof) serves as an important forum for discussion and providing recommendations, it has no direct legislative power within A&S.
- b. The Dean or his/her designee may also call meetings of a subset of chairs and/or program coordinators (a subset of Academic Council) as needed in order to have more focused discussion or obtain more focused advice and/or recommendations.

VIII. Supremacy Clause

- A. Nothing in the bylaws shall contradict or override the University Senate Charter and the policy documents of the University Faculty Senate or the Faculty Handbook.
- B. When the A&S bylaws or the policies or guidelines of A&S committees appear in conflict with the University Senate Charter, the policy documents of the University Faculty Senate, or the Faculty Handbook, the members of the Steering Committee, the A&S Senators, and the Dean shall meet to resolve such disagreements.
- C. The Steering Committee shall inform the A&S faculty of the nature of the disagreement and the steps taken to bring A&S bylaws and A&S committee policies or guidelines to agreement with the University Senate Charter, the policy documents of the University Faculty Senate, and the Faculty Handbook.

- D. In those occasions where agreement cannot be reached, the disagreement shall be referred to the Provost for resolution. Once the Provost, in consultation with the Dean, the Steering Committee, and the A&S Senators, has resolved the disagreement, the faculty shall be informed of the resolution, which shall be read into the minutes of a faculty meeting.

IX. Amending the Bylaws

- A. The bylaws may be amended by a motion made by a faculty member or a committee.
- B. The process for amendment is as follows:
 - 1. The persons or committee making the amendment sends the proposed amendment to the Steering Committee.
 - 2. The proposal should include:
 - a. The names of the individuals or committee requesting the change;
 - b. The old language;
 - c. The new language;
 - d. The reasons for the requested change;
 - e. The date at which the amended bylaws will become effective; and
 - f. Other information such as whether the Dean or a committee, department, or other organizational unit affected by the change has been consulted and whether it endorses or opposes the amendment.
 - 3. The Steering Committee consults with the Dean and places the amendment on the agenda of the faculty meeting for discussion.
 - 5. Pursuant to consultation with the Dean and faculty, the Steering Committee makes any revisions to the amendment it deems necessary.
 - 6. The Steering Committee makes the proposed amendment, with revisions, if any, available to the faculty no less than and brings the amendment before the faculty for a vote. Voting on amendments to bylaws cannot occur in the same meeting in which the discussion of the amendment occurred.

7. Amendments to the bylaws require a two-thirds vote of the faculty. That vote is taken on the floor unless a request is made for an electronic vote and the request is accepted.

C. Amendments to the bylaws shall be noted in the minutes and in the bylaws with the date of the changes noted.

X. Implementation

1. Summer 2018: The Taskforce will write the bylaws and consult with the Dean to gather prior governance documents.

2. Fall 2018: The Taskforce will bring bylaws to the faculty for discussion, revision, and a vote in December 2018. It will also work with the Dean's Office to carry out items (f)-(h) of its charge, a task that may carry over into the spring.

3. Spring 2019:

- A&S Committees compile guiding documents and make them available to the faculty.
- Nominating Committee prepares for elections and appointments for the governance structure, beginning in the fall of 2019.