

Report of the Ad Hoc Committee on Unit-Level Governance

November 11, 2020

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Summary

In its meeting on March 4, 2020 the Faculty Senate voted to create an ad hoc committee to “review and compare the rules, norms, and practices of college level faculty governance in light of ModernThink and Coache survey results and with an eye toward making recommendations to the Senate regarding ways of supporting and advancing faculty governance opportunities within and across colleges.” In this context, “unit” and “college” are synonyms. A “unit” is any university organization led by a dean.

The committee first met on May 19, 2020 and had eleven meetings in total through November 11, 2020.

We reviewed conceptualizations of shared governance including: the University of South Carolina, Columbia Faculty Manual; AAUP’s classic “Statement on the Governance of Colleges and Universities,” which defines the areas of responsibility traditionally falling to faculty, administrators, and governing boards; and the Association Governing Boards of Universities and Colleges, “Shared Governance: Changing with the Times” (2017), which surveys different conceptions of shared governance as decision rights, consultation, rules of engagement, and/or a system for aligning priorities. Although both articles focus on shared governance at the university level, they nonetheless helped to anchor our conversations.

We conducted a unit-by-unit review of shared governance practices at the University of South Carolina, Columbia and its Schools of Medicine. Each committee member summarized the policies, by-laws, and practices (or lack thereof) guiding shared governance in their respective units. We discovered a wide range of practices and, also, that more developed habits of shared governance generally correlated with higher levels of confidence in college leadership in recent survey results. Our findings are summarized in the section “Overview of the Current State of Unit Level Shared Governance.”

We attempted to identify shared governance models at peer institutions. This effort was complicated by the wide range of possible configurations of disciplines into colleges, inconsistency in publication of formal shared governance structures, and the difficulty of discovering whether faculty at other institutions perceived formal or informal shared governance to be effective. Nonetheless, we did find a few informative examples, provided in Appendix 2.

The bulk of our work involved developing recommended best practices for unit-level shared governance on the Columbia campus. These recommendations, contained in the section “Recommendations and Rationale,” can be summarized as follows:

- Units should adopt and publish by-laws to formalize shared governance at the college level; these by-laws will vary considerably according to the size and structure of each unit.
- Units should take steps to ensure faculty decision rights in the areas specified by the Faculty Manual, as granted by the Board of Trustees, and especially in the areas of curricula, instruction, and research.
- Units should cultivate faculty understanding of their budgets and engage faculty in establishing budget priorities.
- Units should engage faculty in efforts to improve diversity, equity, and inclusion.
- As part of the Blueprint process, deans should report annually the health of shared governance in their units.
- The Senate should ask the Chair of the Faculty Senate to provide an annual summary of these Blueprint reports.

Overview of the Current State of Unit Level Shared Governance

Formal Mechanisms of Shared Governance

The committee sought to identify formal mechanisms of faculty participation at the unit level. We looked for processes codified in by-laws or other written documents and expressed through regular practice. Such mechanisms vary widely across colleges, but there are some commonalities. Ten of fourteen units have by-laws or a faculty handbook that describes how faculty participation in decision-making should occur (see Table 1). Many publish this document (see Appendix 1); others restrict access by login. The College of Information and Communication presents a unique case in that very little shared governance occurs at the unit level, but formal mechanisms, including by-laws, exists for the two schools—Journalism and Information—comprised within it. Some units (e.g., Nursing, Medicine, Pharmacy) are required by field-specific accrediting bodies to formalize provisions for faculty governance.

Notably, shared governance structures have not been established by the two largest colleges, Engineering and Computing, and Arts and Sciences, where formal faculty participation in decision-making is, with some exceptions, limited to the department level.

Most colleges that have formal structures—including two of the four that do not have by-laws--define standing committees or councils with specific areas of responsibility. It is also common for deans to create ad hoc committees with faculty participation to manage short-term projects. Across all units, committees typically have a mixture of peer-elected and dean-appointed representation—although entirely elected and entirely appointed committees do exist. Some colleges have a Faculty Advisory Council or Steering Committee to provide a representative faculty voice; others meet as committee of the whole.

Table 1: Formal Shared Governance Documents by Unit

Unit	Departments?	By-laws or Handbook?
College of Arts and Sciences	Y	N
Darla Moore School of Business	Y	Y
College of Education	Y	Y
College of Engineering and Computing	Y	N
College of Hospitality, Retail, and Sport Management	Y	N
College of Information and Communications	Y	N*
School of Law	N	Y
School of Medicine, Columbia	Y	Y
School of Medicine, Greenville	N	Y
School of Music	N	Y
College of Nursing	N	Y
College of Pharmacy	Y	Y
Arnold School of Public Health	N	N
College of Social Work	N	Y
University Libraries	Y	Y

*By-laws at the school level

Community Insight Survey

In fall 2019, ModernThink conducted a Community Insight Survey that identified shared governance as an area of opportunity (see Appendix 3: Community Insight Survey Executive Summary). The question “Faculty, administration and staff are meaningfully involved in institutional planning” was among those receiving the most negative responses: 28% positive response overall as compared with a regional benchmark of 69%. By unit, responses ranged from 71% to 4% positive, with an average of 30% (this differs from the overall due to the varying sizes of the units). For units having by-laws (or a handbook) the average was 33%. For units that do not, the average was 27%.

By-laws are not the whole story. Individual units with by-laws had below average positive responses, and some of those without by-laws had above average responses. In the aggregate, however, this single point of comparison indicates what the committee discovered when it examined the survey results in the context of the information it gathered about shared governance practice across the units. Investment in shared governance at the unit level can be expected to improve faculty perceptions of meaningful involvement in planning.

Areas of Faculty Involvement

A faculty committee dedicated to the review of courses and curricula is perhaps the most common shared-governance structure. Colleges divided into departments as well as colleges without departments have such committees.

Many units also define a formal role for faculty in other areas of shared governance outlined by the Faculty Manual such as policies and standards for the selection, retention, tenure, and promotion of faculty; the admission of students; and the academic standards for retention, advancement, and graduation of students. Again, the degree to which such matters are left to departments, on the one hand, and the Faculty Senate, on the other, varies by unit.

Some colleges have standing committees specific to their missions. For instance, Music has a recitals committee and HSRM has a college-level internships committee

Notably, some colleges (e.g., Education, Pharmacy, Music) have created standing committees dedicated to diversity, equity, and inclusion.

As has long been conventional in US postsecondary education, faculty are not much involved in budget decisions at the unit level. Some units feel better informed by their deans than other. Particularly in an RCM context where resources are constrained, faculty participation in understanding and helping to set budget priorities seems inextricably related to most areas where faculty do, or should, have important decision-making role. The committee saw budget as an area of opportunity for increased faculty involvement across most, if not all units.

Recommendations and Rationale

Overview

The committee reached a consensus about the areas in which faculty participation is necessary to ensure effective shared governance.

- The Faculty Manual grants the faculty, “subject to the review of the president and the board, ... legislative powers in all matters pertaining to standards of admission, registration, requirements for and the granting of earned degrees, curriculum, instruction, research, extracurricular activities, discipline of students, educational policies and standards of the university, and all other matters pertaining to the conduct of faculty affairs, including the discipline of their own members” (p. 12). The committee concludes that attention at the unit level is particularly needed in the core academic areas of curriculum, research, and instruction. Shared governance structures at the unit level (and below) should ensure that faculty have decision rights in these areas.
- Faculty do not have legislative authority with respect to the budget. Nonetheless, because most consequential decisions involve funding, it is important that faculty have the opportunity to review and understand their units’ budgets and participate in discussions about budget priorities. In most of our units, building consensus around budget priorities is a key area of opportunity for improving shared governance.
- Diversity, Equity, and Inclusion is a cross-cutting area linking budget matters with traditional areas of faculty responsibility over curriculum, research, and instruction. In keeping with the University’s Strategic Plan, the committee feels particular attention should be paid to developing effective shared-governance mechanisms in this area.

Due to the wide variety of organizational structures across colleges, the committee is not able to provide “one size fits all” recommendations for how faculty participation should be formalized. Some degree of faculty participation is needed at the level of the college, the school, and the department (in units having schools and/or departments). The extent of faculty involvement at each of these levels will vary according to how and where consequential decisions are made. When implementing new shared governance mechanisms, care should be taken to avoid *pro forma* structures. Whenever consequential decisions are made in the above-mentioned areas, faculty should participate in making those decisions.

Professional-track faculty should be involved in shared governance. In most units, professional-track faculty members are a large and growing component of the faculty who bring distinct perspectives on curricula, research, and instruction. Units will benefit from including their perspectives.

Similarly, in reviewing their shared governance mechanisms units are advised to incorporate the viewpoints of students and professional staff. Stakeholder participation is a cornerstone of good governance.

To provide accountability and measure progress in the area of shared governance, the committee recommends adding a handful of specific questions on this topic to the annual Blueprint documents. These public documents are reviewed in detail each spring by a committee including the Provost, the Chair of the Faculty Senate, and the Chair of the Budget Committee, all of whom have opportunities to ask each Dean about the contents of the report.

The committee recommends that Senate require the Chair of the Faculty Senate to provide an annual report summarizing unit-level practices of shared governance.

By-laws

Several colleges already have by-laws or by-laws-like documents, but the level of formality and accessibility varies by college, as do rules of engagement. The committee recognized that not all shared-governance practices can or should be governed by formal by-laws, hence best-practice recommendations are provided separately. Nonetheless, to ensure transparency and continuity in shared governance the committee finds it essential that units formalize and make public their major standing rules.

At the unit level, by-laws should, at a minimum, include the following articles:

- 1) Name. The by-laws should state the name of the unit they govern. The committee recommends that every unit led by a dean implement by-laws. It acknowledges that by-laws may vary considerably across the university according to the size and internal configuration of each unit. Colleges including separate schools and departments are encouraged to develop separate by-laws at those levels as well.
- 2) Functions/object. The by-laws should provide a succinct statement of mission of the unit and the role of shared governance in accomplishing that mission.
- 3) Membership. The by-laws should define the voting membership of the unit in a manner consistent with the Faculty Manual: “The faculty of a college, school, or department shall consist of its full-time faculty. Voting rights within a college, school, or department shall be based upon the same standards as for the university faculty, unless otherwise established by existing or future bylaws and/or policies of the academic unit, except that only tenured faculty can vote on matters concerning tenure and promotion guidelines and advancement of tenure-track faculty.” The committee strongly encourages units to preserve the voting rights of professional-track faculty and to provide meaningful opportunities for staff and students to participate in decisions that affect them.
- 4) Election of representatives. While smaller units may find it practical to meet as a whole faculty, most larger colleges will find that deliberative meetings require the selection of representatives. The committee recommends extending the principle for selection of Faculty Senators: 1 elected representative for every 10 faculty members, elected for 3-year terms. The by-laws should explain how and when representatives are apportioned, how and when they are elected, and how vacancies arising between regular elections will be filled. To simplify selection, units may wish to consider a provision in which faculty elected to the Senate would represent their colleagues at the unit level as well.
- 5) Officers. To be consistent with tradition, good practice, and the Faculty Manual (p. 13) the by-laws should specify that the dean of the college or school presides over meetings of the unit faculty. This article may also provide for the selection of an alternative presiding officer *pro tempore*.
- 6) Meetings. This article should specify when regular meetings will be held. The committee recommends that this article require meetings no less often than once per semester.
 - a. The article should include a provision for calling special meetings that is consistent with the Faculty Manual: “The dean or chair of the college, school, or department

shall call a meeting of the college, school, or department faculty whenever requested to do so by five members or one-fourth of the membership of its faculty, whichever is smaller. A meeting of a college, school, or department faculty also may be called by the president of the university, by its dean, or by its chair” (p. 13).

- b. Units should provide a notification requirement for called special meetings. The committee recommends: “Except in cases of emergency, at least three (3) days’ notice shall be given, and the meeting must be held within ten (10) days from receipt of written request.” Units should consider limitations on when such special meetings may be called, e.g., to exclude summer or breaks in the academic calendar. In so doing, units should weight the need to address possible emergencies against the need to insure adequate representation.
 - c. Units should establish a quorum requirement consistent with the Faculty Manual: “A majority of a college, school, or department faculty shall constitute a quorum for the transaction of business, unless otherwise provided within an academic unit.” In units with elected representatives, the quorum should be set at a majority of those elected representatives.
 - d. Finally, units should consider provisions for online meetings. The by-laws and standing rules of the Senate provide examples.
- 7) Committees. This article should specify any regular standing committees of the unit including the name of the committee, how its members are selected, and its function. The article should also make provision for the creation of ad hoc committees. When defining the composition of committees, units are strongly encouraged to consider including professional track faculty, professional staff, and students.
 - 8) Parliamentary Authority. This article should specify *Robert’s Rules of Order* as the parliamentary authority for meetings of the unit and its committees. It should also make provision for the selection of a parliamentarian, which typically done annually by the presiding officer.
 - 9) Units that are separately accredited should consider their accreditor’s requirements when developing by-laws.

Other Best Practices

Curriculum, Instruction and Research

Faculty representatives should participate in setting and reviewing policies with respect to curriculum, instruction, and research at whatever levels those policies are established. In departmentalized colleges, this would mean that in addition to faculty participation at the departmental level, faculty should participate on committees established to create or review college-wide policies with respect to curricular proposals, assignments of instructional responsibility (e.g., course loads, summer teaching, polices related to graduate assistants), and research (e.g., leaves, buy-outs, infrastructure support). Units that delegate decision-making in these areas to schools and departments should also have faculty participation at the school and department levels. Decision-making bodies that meet regularly with an open-ended remit should be specified as standing committees in by-laws.

Diversity, Equity, and Inclusion (DEI)

Priority 4 of the University of South Carolina Strategic Plan, “Cultivate a more diverse, equitable and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive” reflects commitments to justice, equity, diversity, and inclusion that are integral to the University’s academic and institutional excellence.

- 1) Each unit should have statement(s) of commitment to DEI, and commitment to DEI in leadership codified in policies at the level appropriate for the unit. These statements of commitment to DEI may reside in by-laws/policies and or in the unit’s mission/vision statement. Decision-making bodies within the unit (e.g. standing committees) should have stated commitments to DEI and to DEI in leadership in committee documents.
- 2) The statements should inform practices and policies at all unit levels, and for all faculty and staff. Practices and policies addressing DEI include but are not limited to: hiring and retention; bias training, professional development; assessments /evaluations; APR and P&T; recognition/awards, funding of DEI work in research (ontological, epistemological, methodological diversity; DEI research topics), teaching (DEI courses; representation of DEI in syllabi/ across programs of study), service (e.g., disproportionately distributed, uncompensated labor in service for faculty of Color, particularly women of Color: in work to support of students of Color; in sponsoring/advising campus groups; providing additional guidance for students, especially for first-generation college students of Color; intervening on the behalf of students of Color with administrators; serving as representatives on campus committees to “diversify” representation; leading diversity initiatives, events, panels etc.).
- 3) Faculty, staff, and students should be able to identify unit practices and policies related to DEI.
- 4) Faculty, staff, and students should be able to identify the processes by which DEI issues are addressed, (e.g., a DEI standing committee).
- 5) The unit and its decision-making bodies should review all statements of commitment to DEI annually.

Budget

Faculty should be more substantively involved in developing budget priorities, which means that they also need to be more involved in understanding their units’ budgets and the processes whereby those budgets are developed.

At the university level, there have been significant recent changes in this area, with expanded faculty participation on the several committees established to govern the now current budget model. Especially because that hybrid-RCM model moves budget authority (and risk) to the unit level, a healthy process requires university-level faculty representatives who understand the points-of-view of their units, and vice versa.

Moreover, the next decade is likely to be a volatile one for US higher education as institutions strive to adapt to changing demographics and new funding challenges. The committee feels that faculty trust and confidence will be essential to navigating changes at UofSC. Transparency and consultation with respect to budget decisions, particularly those that may seem the most difficult, will build trust.

Faculty involvement in budget matters could entail participation on a standing planning and review committees, a defined role in Blueprint proposal development, formal mechanisms for proposing resource reallocation, and/or a role in establishing procedures to determine how new faculty and staff hires should be approved.

Proposed Additions to the Blueprint Report

Deans prepare annually a document, the Blueprint for Excellence, that summarizes current year activities and planned initiatives. The Blueprints are reviewed by the Provost's Office and play a central role in the budget development process. The chair of the Faculty Senate and the chair of the Faculty Budget Committee participate in the Blueprint reviews.

The ad hoc committee believes that adding a short section on shared governance to the Blueprint document would be an effective way to assess progress in the area of shared governance and would provide an appropriate and instructive context in which to appraise it. Shared governance should properly be considered alongside other performance indicators when assessing units' performance and plans.

The committee is mindful of the reporting burden. It strove to limit questions to essential indicators that lend themselves to meaningful comparisons over time and across units, while also recognizing that different units may be best served by different mechanisms of shared governance.

Shared Governance Questions

- 1) Does the unit have public by-laws? Y/N If yes, please provide a url.
- 2) Please select the option that most accurately describes shared governance in your unit. "Formal" policies and procedures are written, public, and regularly practiced. "Unit-level polices" may be by-laws or other public documents such as committee charters or accreditation statements. If formal mechanisms are defined below the unit level, variance across schools or departments is assumed.

	They do not	Through informal, unwritten, or common practice	Through mechanisms defined below the unit level	As formalized by unit-level policies	Please provide a link to policies if possible
How do faculty inform unit-level policies with respect to research?					
How do faculty inform unit-level policies with respect to curriculum?					
How do faculty inform unit-level policies with respect to instruction?					
How do professional-track faculty participate meaningfully in decision-making?					

How do staff participate meaningfully in decision-making?					
How do students participate meaningfully in decision-making?					

3) In the reporting period, has an ad hoc committee with faculty, staff, and/or student participation been established at the unit-level? Y/N. If yes, please list the committee(s):

4) Do faculty have a formal role in planning the unit’s budget? Y/N. If yes, please briefly describe:

5) In the reporting period, have faculty played a role in the evaluation of deans’ office personnel (associate and assistant deans, senior professional staff)? Y/N. If yes, please describe that participation:

Blueprints currently include an Equity and Diversity Plan. The committee recommends explicit attendance to shared governance in that context. Specifically, in the sections on “Increase Full-Time URM faculty,” “Increase the Engagement of Students, Faculty, and Staff,” and “Improve the Sense of Inclusion,” reporters should be asked to mention the role of faculty in policy changes (e.g., as part of committees working on support for DEI research, curriculum, and instruction; changes to annual and tenure and promotion reviews to support DEI work).

Appendix 1: Sample Unit By-laws

Darla Moore School of Business

College of Education

School of Law

College of Pharmacy

University Libraries

College of Social Work

BYLAWS
Moore School of Business
University of South Carolina

ARTICLE I. Faculty

Section 1.

The Faculty has legislative powers and responsibility for the standards of admission, registration, requirements for and the granting of degrees, the curriculum, instruction, research, discipline of students, the educational policies and standards of the College, and all other matters pertaining to the conduct of faculty affairs including the selection, promotion, tenure, retention and discipline of its members.

Section 2.

The Faculty of the College shall consist of the Dean, associate and assistant deans, and all professors, associate professors, assistant professors, full-time instructors, and full-time lecturers with primary academic appointments in one of the established departments.

Section 3.

Voting rights are held by individuals defined in the previous section hired to fill tenure track positions, but under no circumstance do such rights extend to individuals serving as visiting, adjunct, temporary or part-time appointees, or research faculty.

ARTICLE II. Meetings

Section 1.

The College faculty shall meet at least once during both the Fall and Spring semesters at dates selected by the Dean. Additional meetings may be called on the initiative of the Dean and must be called by the Dean upon the written request of five of the voting members of the Faculty, or one-fourth of the voting Faculty in any one of the departments if such number is less than five.

Regular meetings shall have at least seven calendar days notice including a particularized agenda. If the meeting is called upon written request, the meeting must be held no later than seven calendar days following the receipt of its request. Such a called meeting will be limited to the issue raised in its petition, and the Faculty shall be apprised of the matter in the notice of the meeting distributed at least three weekdays before the scheduled meeting.

Section 2.

The Dean or a person chosen by the Dean shall preside at meetings of the faculty and the Dean shall provide a secretary to compile and distribute minutes of the meeting within 10 days following the meeting. Copies of the minutes shall be filed in the Office of the Dean and be available to the faculty upon request. A Parliamentarian shall be designated by the Dean from among the Faculty.

Section 3.

A majority of the voting members of the Faculty shall constitute a quorum at all its meetings and the Dean shall endeavor to encourage the fullest attendance. No voting by proxy will be permitted.

Section 4.

Action of the Faculty may be taken only at its scheduled or called meetings, except that those assembled at such a meeting may by two-thirds vote refer any action to decision by a mail ballot of the entire voting faculty.

ARTICLE III. Standing Committees

A. General

Section 1.

Each committee and faculty body named below is an agent of the faculty, responsible for making recommendations to the faculty, carrying out the wishes of the faculty, or acting in the name of the faculty, as appropriate.

Section 2.

Committee members shall be nominated in advance by FAC and elected at the spring meeting of the faculty. Contested elections shall be by secret ballot and a majority of the received votes is required for election.

Committee terms begin on August 15.

Section 3.

Committee vacancies, both temporary and permanent, shall be filled by the members of each committee, until the next meeting of the college faculty when the faculty will, by election, fill the vacancy.

Section 4.

Members may not succeed themselves as members of the same committee. No member may serve at any one time on more than two standing committees.

Section 5.

In addition to the committee listed, the faculty may establish other standing or ad hoc committees as it deems necessary. The faculty committees listed are to be distinguished from appointed committees designated and filled by administrative action within the College.

B. The Standing Faculty Committees of the College are:

(1) Undergraduate Scholastic Standards and Petitions

This committee shall oversee the academic progress of undergraduate majors within the departments. It shall formulate regulations concerning the scholastic standards of the College including the criteria for entrance into degree programs and the requirements for attendance and graduation.

The committee shall review all faculty requests for undergraduate grade changes submitted to the University Faculty Grade Change Committee.

The committee is authorized to act on petitions seeking relief from College and University academic regulations. It shall make an annual report on the number of petitions received and the disposition of each to the University Committee by September 1.

The committee consists of three faculty members elected for three-year terms, with one member elected annually. Members shall not be from the same department.

(2) Student Academic Responsibility

This committee shall hear cases charging a violation of the *Code of Student Academic Responsibility* and impose appropriate sanctions.

The committee consists of three faculty members elected for three-year terms, with one member elected annually. Two undergraduate and two graduate student members shall be appointed by the Dean for one-year terms to sit in hearings of undergraduate and graduate student cases brought before the committee, respectively.

(3) Student Academic Grievance

This committee shall hear cases brought forward by a student charging a violation by a faculty member of academic duties and responsibilities as specified in the *Faculty Manual* or rights and freedoms granted to students in the *Carolina Community*. Grievances brought before this committee shall not extend to matters of complaint with the grading of student work where the substance of the complaint is the disagreement of the student with the mark or grade placed on the work.

A grievance will be referred to the committee if either the student or the faculty member concerned has not been satisfied with previous administrative action. The committee shall make recommendations to the student, the faculty members, and the Dean.

The committee consists of three faculty members elected for three-year terms, with at least one member elected annually. Two undergraduate and two graduate student members shall be appointed by the Dean

for one-year terms to sit in hearings of undergraduate and graduate student cases brought before the committee, respectively.

C. Special Bodies of the College Faculty

(1) Faculty Advisory Council

The Council serves to assist the Faculty in its governance role by advancing the collective responsibility of the Faculty within the College to advise the Dean and other administrative officials on matters of Faculty concern and welfare. The Council shall make recommendations to the Dean and the Faculty in all areas touching on the educational goals and ambitions of the College.

The Council will be responsible for nominating members of the Faculty to serve on elected committees.

The Council consists of one member from each of the departments elected by the Faculty for staggered terms of three years, along with two faculty members appointed for a one and two year term by the Dean to achieve a diverse membership. The faculty of the departments shall nominate two of its members to be among those voted on by the College Faculty. Council members serving three-year terms cannot succeed themselves.

The Dean shall serve as a non-voting member, *ex officio*, for the purpose of receiving and providing information.

(2) Faculty Senate Caucus

The College Faculty elects a representational number of its members to serve three-year terms on the University Faculty Senate. Each August the elected senators shall assemble and elect a member to head a Caucus of the School of Business. The Caucus, with due regard to the discretion awarded individual members, will act to advance any positions of the College in the legislative agenda of the Senate, and the head of the Caucus shall report matters of concern to the Faculty of the College.

ARTICLE IV. Parliamentary Authority

The rules contained in the current edition of *Robert's Rules of Order* shall govern the College in all cases to which they are applicable and in which they are not inconsistent with these by-laws or the actions of the University Faculty and the Faculty Senate.

ARTICLE V. Amendments

These bylaws can be amended at any meeting of the College faculty by a two-thirds vote, provided that the amendment has been distributed along with the call for the meeting.

2005

UNIVERSITY OF SOUTH CAROLINA COLLEGE OF EDUCATION BY-LAWS

AMENDED – FALL 1985
AMENDED–SPRING 1989
AMENDED – FALL 1989
AMENDED–SPRING 1995
AMENDED – FALL 2001
AMENDED – FALL 2003
AMENDED–SPRING 2005
AMENDED - SPRING 2007
AMENDED – FALL 2009
AMENDED – FALL 2012
AMENDED–SPRING 2013
AMENDED – SPRING 2017
AMENDED – FALL 2017

PREAMBLE

The Faculty of the College of Education is committed to a robust understanding of the principle of faculty governance. The following By-Laws serve as the operational manifestation of this commitment. The commitment is in accordance with the guidelines set forth in the Faculty Manual and respectful of the prerogatives of the University Administration and Board of Trustees. These duties shall include, but are not confined to, matters of teaching, research, admission, curriculum, academic requirements and standards, degree requirements, and student academic responsibility.

ARTICLE I - MEMBERSHIP

Section 1.1 - Membership Defined:

A. Undergraduate Faculty: The faculty of the College of Education shall consist of all its members having the rank of professor, associate professor, assistant professor (*whether tenure track or non-tenure track*), those holding full time non-tenure track positions and/or such other persons as the faculty sees fit to elect.

B. Graduate Faculty: Regular members of the graduate faculty shall be composed of the dean, associate deans, department chairs, and all tenured and tenure-track faculty who meet their department's criteria for graduate faculty status (as recommended by the appropriate department chair and academic dean and approved by the dean of The Graduate School). *Non-tenure track faculty, other faculty* and scholars may be recommended by the department for either term or associate appointments to the graduate faculty.

Section 1.2 - Voting Rights:

- A. Undergraduate Faculty: Undergraduate faculty as defined in 1.1 A shall have the right to vote.
- B. Graduate Faculty: Regular and associate faculty shall have the right to vote.

Section 1.3 - Election Procedures

In February, the Steering Committee will solicit self-nominations to run in the election for Faculty-Chair elect. The Chair-elect must be a member of a department different from that of the current Chair.

Faculty members who wish to run for Faculty Chair-elect should submit a platform statement to the Steering Committee by the Monday before spring break. The Steering Committee will assemble and distribute all received platforms before Spring Break. The faculty will have at least two weeks to review the candidates' platforms before the election. The election will be held at the following faculty meeting.

At that faculty meeting, the faculty will have the right to ask questions of the candidates at the faculty meeting. 10 minutes will be allocated to each candidate. Additional time may be permitted at the Faculty Chair's discretion.

Absentee ballots may be cast in advance of the meeting. They will be kept confidential and will be submitted in a signed envelope to the Secretary, who will bring them to the faculty meeting.

The faculty will vote on the faculty officer candidates using secure and confidential means, whether by an electronic or paper ballot. The results will be tabulated immediately and announced at that meeting.

Section 1.4 Election Procedures for Special Circumstances:

If both Faculty Chair and Faculty Chair Elect positions need to be filled, the faculty member who receives the most votes will become Faculty Chair-elect, and the runner-up will become Faculty Chair.

If only one candidate submits a platform, an additional two weeks will be provided to the faculty to recruit colleagues or to nominate themselves for the position. If only one applicant is ultimately identified, the faculty will vote up or down on the individual's candidacy. In the case of a "no" vote, the department that has gone the longest without a faculty chair will be responsible for providing one.

If a faculty chair or faculty chair elect must be replaced for any reason during the term, the position will be offered to the runner(s)-up from the previous election in order of finish. Should no one accept the position, the department that has gone the longest without a faculty chair will be responsible for providing the replacement.

ARTICLE II - OFFICERS

Section 2.1 - Elected Officers:

- A. The Faculty officers shall be the Faculty Chairperson and the Faculty Chairperson-Elect.
- B. Officers shall have the rank of professor or associate professor (tenured or non-tenure track)
- C. Said officers shall be named to one-year terms during the final spring meeting of the faculty. They shall begin their terms officially at the end of the Spring semester faculty meeting.
- D. Faculty Chairperson-Elect will become Faculty Chair the next year.

Section 2.2 - Appointed Officers:

- A. Officers appointed by the Faculty Chairperson are the Secretary, the Parliamentarian and any other officer deemed necessary by the Faculty Chairperson.
- B. An incumbent may be reappointed.

ARTICLE III - DUTIES OF OFFICERS

Section 3.1 - Faculty Chairperson:

Shall preside at all meetings of the Faculty, Graduate and Undergraduate, and send notices (agendas, minutes) of Faculty Meetings. The Chairperson shall have power to appoint such ad hoc committees as he or she may deem necessary for proper conduct of the Faculty's business. The Faculty Chairperson has responsibility for attending Steering and Executive Council meetings to communicate Steering Committee business to the Executive Council, and *vice versa*. Executive Council is comprised of the College of Education Dean, Assistant and Associate Deans and Department Chairs.

Section 3.2 - Faculty Chairperson-Elect:

Shall perform all duties of the Chairperson in the absence of the Chairperson, serve as Chairperson of the College of Education Steering Committee, and serve as COE Faculty Senator-at-Large.

Section 3.3 - Secretary:

Shall keep permanent minutes of faculty meetings and share those with the Faculty Chair within two weeks after meetings.

Section 3.4 - Parliamentarian:

Shall make rulings concerning parliamentary procedure when called upon by the Chairperson. The Parliamentarian shall be responsible for certifying any votes cast by the faculty. The Parliamentarian shall maintain the governing documents of the College.

ARTICLE IV – FACULTY MEETINGS

Section 4.1 - Frequency and Date:

- A. Regular meetings of the Faculty shall be held once in the fall and once in the spring semesters. Specific dates and times shall be determined by the Faculty Chairperson and the Dean of the College and announced prior to each semester.

- B. Special meetings for the transaction of urgent or emergency business may be called by the Faculty Chairperson, the Dean of the College, or upon petition by 20 percent of the voting members.

Section 4.2 - Required Notification:

- A. A schedule of regular meetings shall be announced prior to the beginning of each semester. An agenda and supporting materials shall be distributed to the membership at least 3 days prior to each regular faculty meeting.

- B. A written notice of the membership stating the purpose of the meeting is required 24 hours prior to a special (called) meeting.

Section 4.3 - Quorum:

A quorum for the transaction of business shall be a simple majority of the voting faculty on duty (or in residence) during the semester or summer session in which a meeting is called.

Section 4.4 - Amending the By-Laws:

Amending the By-Laws shall take place at Faculty Meetings and require a majority vote of eligible faculty present by voice vote or written ballot. Any changes must be presented to the faculty at least 30 days prior to a meeting to be considered.

ARTICLE V - COMMITTEES

Section 5.1

Committees of the Faculty shall consist of Standing Committees and Ad Hoc Committees.

A. Standing Committees:

College Steering Committee
College Student Affairs Committee
College Curriculum Committee
College Faculty Welfare Committee
College Diversity Committee

B. Ad Hoc Committees, Project Groups, Task Forces

Ad Hoc committees will be organized as the need arises in order to supplement the work of the Standing Committees. The Chair of the College of Education Faculty shall appoint such ad hoc committees deemed necessary for the proper conduct of the Faculty's business. Further, the Faculty or Graduate Faculty may elect Project Groups and the Dean may appoint Task Forces to pursue particular objectives. The Project Groups or Task Forces continue until the objectives are achieved or until the faculty decides by vote to dissolve the Project Group, or the Dean decides to dissolve the Task Force.

Duties of Standing Committees:

Section 5.2

In order to provide a smooth transition, all standing committees will meet directly after the Spring faculty meeting. Departments will arrange new committee assignments before the Spring Faculty Meeting. All members of the current year's and next year's committees should attend. (Members who switch committees will attend the new committee obligation.) Chairs for the subsequent year will be elected at that meeting. Chairs will then convene for the first meeting of the new Steering Committee.

Each committee shall submit a report to the Steering Committee not later than two weeks before the Spring faculty meeting for inclusion in the materials to be distributed with the Faculty Meeting Agenda.

Each committee shall submit a year-end report of activities not later than the Spring meeting of the College of Education Faculty. A schedule of regular meetings shall be

announced at the beginning of each semester. An agendum and supporting materials shall be posted to the faculty at least three days prior to each meeting.

A. **The College Steering Committee** shall:

- 1) Participate in organizing the faculty participation in strategic planning;
- 2) Advise the Dean on matters referred to it by the faculty, college committees, or the Dean;
- 3) Identify and refer issues, policy questions and other necessary business to the appropriate Departmental, College, or University committees for action;
- 4) Identify student representation for the College committees needing such representation, as requested by committees;
- 5) Receive and share records of the meetings of college committees with the Faculty Chair;
- 6) Recommend to the College Faculty Chairperson the formation of Ad Hoc Committees;
- 7) Draft proposals for revision of the College By-Laws as needed;
- 8) Establish guidelines for the selection of faculty officers.

B. **The College Faculty Welfare Committee** shall be responsible for matters affecting the welfare of College of Education faculty members individually and collectively. The work of the committee includes, but is not limited to:

- 1) Coordinating the evaluation of proposals for internal funding submitted by faculty members;
- 2) Considering faculty grievances regarding personnel matters when appropriate;
- 3) Developing faculty related policies;
- 4) Administering a system for faculty awards and honors.
- 5) The committee may, at times, carry out its work by means of ad hoc committees and with support from College resources.

C. **The College Student Affairs Committee** shall:

- 1) Hear student-initiated appeals including academic appeals and faculty related complaints and grievances;
- 2) Consider and act upon requests from students for relief from specific college or university rules and regulations pertaining to academic progress towards certification or degrees;
- 3) Adjudicate alleged infractions of the code of student academic responsibility;
- 4) Be responsible for the scholarship and awards processes delegated to it.
Included in its functions are:
 - a) the formulation and implementation of appropriate policies and procedures for the granting of designated award decisions,
 - b) overseeing the processes for awarding scholarships in the various program areas,
 - c) assisting with publicity regarding available scholarships and awards,
 - d) planning the annual awards recognition ceremony

D. **The College Curriculum Committee** shall:

- 1) Meet monthly, or as called by the Chairperson.
- 2) Review proposals from the departments and administrative personnel for deletion, new programs, new courses and changes.
- 3) Review proposal quality and ensure that new proposals do not duplicate existing programs of courses or conflict with current programs of courses.
- 4) Make recommendations to the Dean of the College of Education, appropriate University committees, and the Provost.

E. **The College Diversity Committee** shall:

- 1) Develop, monitor the implementation, and revise annually a strategic action plan for diversity for the College to be coordinated with Administrative Council
- 2) Provide leadership in the College's efforts to improve student, staff and faculty recruitment, retention, support and mentoring, and be informed by

- regular self-study research in the college,
- 3) Work cooperatively on diversity-related issues brought to the committee by department chairs, the deans, and other standing committees
 - 4) Recommend professional development activities
 - 5) Convene voluntary sub-groups around strategic goals involving both members and non-members of the standing committee

Section 5.3 - Committee Membership

The College Steering Committee shall be comprised of the chairs of all standing committees of the College, the Faculty Chairperson, and the Faculty Chairperson Elect. The Faculty Chairperson will have the responsibility to make up to three additional appointments to be certain that every department, college committee, and both tenure track and full time non-tenure track faculty is represented on the Steering Committee. To facilitate communication with the Executive Council, the Steering Committee Chair may invite representatives from the Dean's Office. *Ex officio* members of standing committees from the College administration shall not have voting privileges. Committee terms: one year.

Membership on Standing Committees: Any department with fewer than 20 full time faculty may choose to provide one or two members to the standing committees. Larger departments shall provide two members.

College Faculty Welfare Committee shall include:

- 1) Members from ITE, EDST, EDLP, and PE as described above;
- 2) A two-year term
- 3) Ex-officio: College of Education Faculty Chairperson

College Student Affairs Committee shall include:

- 1) Members from ITE, EDST, EDLP, and PE as described above;
- 2) Two students;
- 3) A two-year term for faculty, one-year term for students;
- 4) Ex-officio: Associate Dean, Academic Affairs,

College Curriculum Committee shall include:

- 1) ITE, EDST, EDLP and PE shall elect two members;
- 2) Two students: one undergraduate, one graduate;
- 3) A two-year term for faculty, one-year term for students;
- 4) Ex-officio: Associate Dean, Academic Affairs.

College Diversity Committee shall include:

- 1) Members from ITE, EDST, EDLP, and PE as described above;
- 2) A two-year term
- 3) The dean, or dean's designee, as ex-officio member.
- 4) Two students
- 5) The staff subcommittee will include one faculty member of the diversity committee, and at least three staff members, including at least one from the general College staff, by an open solicitation, for terms of two years.
- 6) The student subcommittee will include one faculty member of the diversity committee, and at least three graduate students, with up to one from each department by an open solicitation, and two undergraduate students, selected by faculty nomination.

7) All full-time faculty members may nominate themselves to serve on the committee.

Section 5.4 - Standing Committee Officers and Members

Duties of Committee Chair: The chair proposes and guides the work of each committee; facilitates the acquisition of student members; coordinates assignments within the committee; and solicits advice and suggestions from the dean's staff and the faculty. Chairs shall have the rank of professor or associate professor (tenured or non-tenure track)

Duties of Committee Secretary: The secretary prepares minutes of each meeting; provides electronic copies of minutes for posting to the College website; and distributes committee materials, as needed.

Duties of Faculty Committee Members: Committee members represent their departments and are responsible for communicating committee business to department faculty when appropriate and for bringing interests and concerns of their department faculty to the committee.

Duties of Student Committee Members: Student committee members represent the general interests and concerns of students.

Section 5.5 - Order

College Faculty Meetings will follow Robert's Rules of Order.

**UNIVERSITY OF SOUTH CAROLINA
SCHOOL OF LAW
FACULTY BY-LAWS
(Reflecting Amendments Through April 14, 2020)**

ARTICLE 1 - PURPOSE

The purpose of these By-Laws is to provide written rules for (1) the conduct of all Faculty Meetings and (2) the internal organization and functioning of the Faculty.

ARTICLE 2 - FACULTY MEETINGS

Section 2.1. Time of Meetings

2.1(a) Regular Meetings. A Faculty Meeting shall be called by the Dean or Dean's designee prior to the end of the first full week of classes of each semester, which meeting shall be held before the end of the second full week of classes at a time and place specified in the notice. At this meeting, or at an adjourned session thereof, those present entitled to vote, as set forth in Section 2.7 of these By-Laws, shall fix by resolution the time of the regular Faculty Meetings for that semester. Regular meetings shall be held at that time unless cancelled by the Dean. No regular meetings shall be held between graduation and the beginning of the following fall semester.

2.1(b) Special Meetings. Special Faculty Meetings may be called by the Dean, or Dean's designee, at such times as he or she deems necessary. In addition the Dean shall call a special meeting whenever a special request therefore, stating the matters to be considered, is submitted to him by at least ten percent (10%) of all the persons entitled to vote on the matter. At least three (3) working days advance notice of any special meeting shall be given to each person entitled to attend and vote on the matters to be considered.

2.1(c) Special Meetings During the Summer. Special Faculty Meetings may be convened between graduation and the beginning of the following fall semester by the Dean or Dean's designee to dispose of such business as the Presiding Officer shall declare cannot reasonably be postponed until the fall semester. All persons set forth in Section 2.7 shall be entitled to attend and vote on any matter at any such meeting, subject to the limitations set forth in Section 2.7, except that any faculty member whose faculty appointment will not continue during the next regular academic semester and any student representative who will not be eligible to enroll for the next regular academic semester will not be eligible to attend or vote and new faculty members who are present in the Columbia area at the time of any such meeting shall be entitled to attend and to vote on the same basis as other faculty members. Any action taken at such meeting that is approved by two-thirds (2/3) of the persons present and entitled to vote on the matter shall be binding and have the same effect as if adopted at a regular or special Faculty Meeting; provided however, that the Dean shall make an effort to communicate any such action in writing to all persons entitled to vote on the matter as soon as is practicable after the action is taken: and provided further that if more than a majority but less than two-thirds of those present and entitled to vote on the matter approve of a particular question, the matter in question shall be conditionally

approved subject to ratification at a subsequent regular or Special Faculty Meeting. Advance notice of such meeting shall be given to all entitled to vote on the matters under consideration.

Section 2.2 **Place of Meetings**

All Faculty Meetings shall be held at the Law Center in the place where such meetings are customarily held unless the notice thereof designates a different place.

Section 2.3. **Quorum**

The actual presence of a majority of the full-time faculty members of the Law Center as defined more fully in Section 2.7, shall be necessary to constitute a quorum for the purpose of transacting business at all Faculty Meetings, except that thirty-five percent (35%) of the full-time faculty members from the preceding academic year shall constitute a quorum for special meetings held during the summer. To be approved and effective, any matter brought before any Faculty Meeting which has the requisite quorum must receive the affirmative vote of a majority of those present and voting except as otherwise provided in these By-Laws or required by law. No proxies will be allowed or votes cast by proxy at any Faculty Meeting.

Section 2.4. **Officers at Faculty Meetings**

With respect to Faculty Meetings the following officers shall have the duties described below:

1. President Officer. The Dean or in his or her absence the senior tenured faculty member present shall preside at all Faculty Meetings. The presiding officer shall have the privilege of the floor on all matters, and shall have vote on all matters.

2. The Secretary. At the beginning of each academic year the Dean shall select a person to act as Secretary for Faculty Meetings. The Secretary's duties shall include the preparation and distribution of the Minutes, in accordance with the provisions of Section 2.6 of these By-Laws, and shall perform such further duties as the Dean may assign from time to time.

3. The Parliamentarian. At the initial Faculty Meeting of each academic year, a person shall be elected to act as Parliamentarian for Faculty Meetings. The Parliamentarian will rule on all disputes as to the procedure and conduct of Faculty Meetings. In the event no person is willing to assume the duties of this position, the Dean shall have the power to appoint a Parliamentarian, by and with the consent of the majority of all persons present and entitled to vote at the Faculty Meeting in question.

Section 2.5. **Faculty Meeting Procedures**

2.5(a). Order of Business. The order of business at all Faculty meetings shall be:

1. Reading and approval of any unapproved Faculty Minutes.

2. Disposition of items on the agenda for the meeting, as is more fully set forth in section 2.5(b) below.
3. Items of information and matters not on the agenda considered under the provisions of section 2.5(b) below.
4. Adjournment.

2.5(b) Agenda. An agenda shall be distributed to all persons entitled to be present at the Faculty Meeting and as far in advance as is practicable in the case of special and summer Faculty Meetings. One copy of the agenda, as provided in 2.6(c), shall be posted on the student bulletin board at the same time that the agenda is distributed to the faculty. To be placed on the agenda, an item must be presented to the Dean or Dean's designee no later than 5:00 p.m. the fourth working day preceding a regular Faculty Meeting and prior to the time the agenda is given to a secretary for typing in the case of any other Faculty Meeting. No matter which has been referred to or considered by a Committee shall be placed on an agenda unless accompanied by a written Committee report containing the Committee's recommendations, which report will be distributed as an exhibit to the agenda, if not previously distributed to all persons entitled to vote on the matter. Items not on the agenda shall be considered only for the purpose of reference to an appropriate committee unless a majority of those persons present and entitled to vote on the matter agree that consideration of the particular matter cannot be postponed until the next regular Faculty Meeting; provided however, that a motion to discharge a matter previously submitted to a Committee may be made at any regular Faculty Meeting.

2.5(c) Robert's Rules of Order. All Faculty Meetings shall be conducted in accordance with the parliamentary procedure prescribed by the latest published edition of Robert's Rules of Order. In the event of any conflict between said Rules and any provision in these By-Laws, the By-Law provision shall prevail. A motion to go into executive session is neither debatable nor amendable.

2.5(d) Obligations of Those Present at Meetings. Every person present at a Faculty Meeting is under a moral and professional obligation to respect the good faith and honest expressions of opinions of others present, and to take the due care not to generate or foster forces destructive of the student-faculty relationship.

2.5(e) Reconsideration of Action Previously Taken. A motion to reconsider for any reason, may be made by any person who voted with the prevailing side at the next Faculty Meeting following the meeting in question. Except as set forth in the preceding sentence a particular question that has been disapproved or defeated cannot be placed on an agenda or otherwise reconsidered in a Faculty Meeting until after the expiration of 3 months or the beginning of the next regular semester, whichever first occurs.

Section 2.6. Minutes of the Faculty Meetings

- 2.6(a) The Secretary shall prepare written minutes of all Faculty Meetings. These minutes

which shall be known as the official minutes, as opposed to the abridged minutes provided for in Section 2.6(d) of these By-Laws, shall include a copy of all committee reports and recommendations acted upon in the meeting, except to the extent otherwise provided in this Section, and shall be prepared and distributed as soon as practicable after each meeting, but in no event more than 10 days after the meeting. One copy of the official Minutes shall be included in the official files of the Law Center and/or in the Official Law Center Minute Book and one copy (less attachments) shall be distributed to each faculty member; and one copy of the Minutes, abridged as provided in Section 2.6(c), shall be distributed to all persons entitled to be present at the meeting pursuant to Section 2.7(b), (c), and (d) of these By-Laws. The official copy(s) of the faculty Minutes may be inspected by faculty members during normal business hours and by other persons only with the permission of the Dean.

2.6(b) The votes of the individuals shall not appear in the minutes of a meeting unless the individual requests that his or her vote be recorded on any question. Each matter acted upon in a meeting shall be reported in the Minutes as passed or not passed, or under similar designation, and a numerical count of a particular vote be included as passed by a majority of the persons entitled to vote on the particular question.

2.6(c) The details of any action by or against an existing, prospective or former individual student, faculty member or administrative person and any committee reports thereon shall not be included in the copy of the Minutes distributed or made available to non-faculty persons; and upon the recommendation of the Dean, by and with the consent of a majority of those present and entitled to vote on the matter in question, the name of the individual involved and facts or other material relating on the matter may be deleted from any copy of the Minutes distributed or made available to non-faculty persons, provided, however, that the individual by or against whom such an action is brought may waive the anonymity provided by this section.

2.6(d) At least one copy of the faculty minutes abridged as set forth in subsection 2.6(c) of this Section shall be posted for a period of at least one week following approval in a place or places in the Law Center designated by the Dean; and after being so posted shall be retained in a special file which shall be available for inspection by any student or faculty member during normal business hours. At the request of the student representatives additional copies of said minutes shall be made available for posting.

Section 2.7. Participation and Voting at Faculty Meetings

The following rules will govern presence participation and voting at Faculty Meetings:

2.7(a) All full-time faculty members, including the Dean, Professors, Associate Professors, Assistant Professors, Professors of any rank holding joint appointments in the Law School and any other college, department, or division of the University, visiting faculty members who have accepted offers of permanent employment, Emeriti Professors, and the Director of Clinics shall be entitled to be present, to participate and to vote on all matters brought before Faculty Meetings, except as otherwise provided in these By-Laws.

2.7(b) Part-Time Instructors and Lecturers, Associate Professors, Teaching Associates, the president of the Student Bar Association, and any administrative personnel designated by the Dean shall be entitled to be present and to have the privilege of the floor at any meeting except as otherwise provided in these By-Laws.

2.7(c) Any regular enrolled student of the Law Center may attend a Faculty Meeting as an observer only, without the privilege of the floor or a vote on any matter; provided that attendance of Law Center students shall be on a first come, first admitted basis up to the seating capacity of the place where the meeting is held; provided further that it shall be the responsibility of the Student Bar Association to insure the orderly seating and conduct of all students attending Faculty Meetings. Nothing in this subsection shall be construed to be in derogation of the right of the faculty to proceed in executive session or otherwise to excuse students from a Faculty Meeting as provided in these By-Laws.

2.7(d) Any other person may attend a Faculty Meeting upon special invitation of the Dean or a Committee Chairman, or upon approval of the majority of those persons present at the meeting for a limited purpose of addressing the Meeting on an item on the agenda in which that person has a particular interest.

2.7(e) Nothing contained in subsections (a) through (e) of this section shall prevent the faculty from authorizing other persons to attend faculty meetings by ordinary resolution.

2.7(f) Notwithstanding anything in Section 2.7(a) to the contrary, a faculty member shall be recused from the discussion and vote on matters concerning an immediate family member.

(i) For purposes of this subpart (f), an “immediate family member” of a faculty member shall include that faculty member’s parent, child, grandparent, grandchild, sibling, uncle, aunt, nephew, niece, first cousin, spouse, domestic partner, step-parent, step-child, brother-in-law, sister-in-law, father-in-law, mother-in-law, son-in-law or daughter-in-law. For purposes of “in-law” relationships, a relative of a domestic partner of a faculty member shall be treated in the same manner as would relatives of a faculty member’s spouse.

(ii) For purposes of this subpart (f), a “domestic partner” shall mean a person who is neither married nor related by blood or marriage to the faculty member but who is the faculty member's sole spousal equivalent, lives together with the faculty member in the same residence and intends to do so indefinitely, and is responsible with the faculty member for each other's welfare.

ARTICLE 3 - FACULTY AFFAIRS

Section 3.1 Faculty Affairs

The Faculty, as defined in Section 2.7(a) of these By-Laws, shall formulate policies and standards for the academic program of the school, including the selection, retention, tenure, and

promotion of faculty; the curriculum; the admission of students; and the academic standards for retention, advancement, and graduation of students. In formulating standards for the retention, tenure, and promotion of faculty, the Faculty shall act through the tenured faculties of the Department of Legal Studies and the Department of Clinical Legal Studies.

Faculty affairs, and the procedures for dealing with them, are more specifically defined as follows:

3.1(a) All matters relating to the appointment and discipline of faculty members.

No student or person described in Section 2.7(b) shall be present or participate on any such matter; provided that the student representatives and persons described in Section 2.7(b) shall be given the opportunity to address the Faculty on any such questions immediately prior to the consideration and vote on the matter by the Faculty.

3.1(b) All matters relating to the appointment of the Dean. No student or person described in Section 2.7(b) shall be present or participate on any such matter; provided that the student representatives and persons described in Section 2.7(b) shall be given the opportunity to address the Faculty on the matter immediately prior to its consideration and vote by the Faculty.

- (1) In the event of a vacancy in the Deanship, the Chairman of the Tenured Faculty shall serve in the capacity of Acting Dean, subject to the approval of the President of the University, until the vacancy is filled or until another Acting Dean has been appointed.
- (2) In the event of an announced resignation or retirement of the Dean, or a vacancy in the Deanship, a Decanal Search Committee shall be selected and begin its functions so that, if possible, no vacancy in the Deanship may occur.
- (3) The composition, selection, and method of operation, of the Decanal Search Committee shall be mutually agreed upon by the Faculty and the University Administration.
- (4) The Decanal Search Committee shall initiate, contact and screen candidates for the Deanship, and for the Acting Dean, if necessary, report its activities to the Faculty and recommend to the Faculty and University Administration candidates for the Deanship.
- (5) Faculty representatives to the Decanal Search Committee shall not recommend as acceptable to the University Administration any Deanship candidate who is not approved by two-thirds (2/3) of the full-time faculty members physically present and voting on the appointment of the Dean. The express requirement of physical presence under this paragraph shall not be interpreted as affecting in any manner the presence requirement pertaining to votes governed by other portions of the bylaws.

3.1(c) The following graduation requirements: criteria and standards of admission to the

Law Center, the minimum number of hours per semester, and per year and for any degree, required courses and minimum grade point requirements for graduation and for continuation in Law Center.

3.1(d) Matters involving petitions by individual students that come before any Faculty Meeting, including without limitation, admissions, readmissions, financial matters involving an individual student, loans and scholarships to individual students, awards and prizes, graduation requirements and disciplinary questions involving individual students.

- (i) Provided, however, that no student may petition the faculty to review any matter which is otherwise nonreviewable pursuant to some other provision of these By-Laws or which was determined by a unanimous vote at a properly constituted meeting of the appropriate Faculty Committee.
 - (ii) Where a matter has been previously determined by a non-unanimous vote of the appropriate Faculty Committee, then the matter is reviewable by the Faculty only at the request of a member of the Committee who voted against the decision of the Committee, provided that matters before the Academic Responsibility Committee as described in Section 4.1(e) are not reviewable. Such a request and the student petition for Faculty consideration shall be referred to the Chairman of the Committee, who shall prepare a written response thereto setting forth the reasons for the Committee's decision. Both the petition and the response shall be circulated to the Faculty prior to the next Faculty Meeting.
- (d)(ii)(1) When a petition under this section is raised at the next Faculty Meeting, an immediate vote shall be taken solely on the basis of the petition and response as to whether the decision of the Committee should be considered by the Faculty. There shall be no debate prior to this vote. Unless two-thirds of those present and voting agree to consider the merits of the petition, the petition will be removed from the agenda.
- (2) Should two-thirds of those present and voting agree pursuant to (1) above to consider the petition, the Faculty shall proceed after debate to vote on the merits of the case. The standard to be applied at such vote is whether the Committee's decision was "clearly erroneous", that is, whether on the entire evidence the Faculty "is left with definite and firm conviction that a mistake has been committed", Zenith Corp. v. Hazeltine, 395 U.S. 100, 123 (1969). Two-thirds of those present and voting shall be required to overrule the Committee's decision.
- (iii) No student other than the petitioner shall be present during the discussion of any such matter, except that the Student Bar Association President may be present and have the privilege of the floor if the student involved so wishes; provided, however, that all students shall retire upon the call for the question,

provided further that the faculty may briefly debate questions arising under this subsection after the retirement of the students and before voting.

3.1(e) Methods of Decision. All matters set forth in Section 3.1(a), (b), (c) and of this Article shall be decided in accordance with these By-Laws: PROVIDED, HOWEVER, that a motion to appoint or discipline a full-time faculty member shall not be adopted unless the motion is approved by two-thirds of those persons present at the meeting who are entitled to vote on the matter; PROVIDED, FURTHER, that the student representatives shall be able to participate and/or vote on a particular question which comes within the provisions of Section 3.1(a), (b), (c) and (d) upon the approval of two-thirds of those full-time faculty members present and voting at the Faculty Meeting in question, and in any such case the expanded authority to participate and/or vote shall apply only to the particular question under consideration and not binding on any subsequent consideration of the same or similar questions unless duly adopted as an amendment to these By-Laws in accordance with the provisions of Section 5.2.

Section 3.2. Retention, Promotion and Tenure

All recommendations relating to retention, promotion, and tenure of faculty members shall be made by the tenured faculty members meeting as a Committee of the Whole to the Dean for transmission to the Vice Provost of the University, provided however, that said group shall distribute to the full-time faculty a list of basic guidelines or criteria which it uses in making its decisions on such matters.

Section 3.3. Administrative Appointments

The Dean shall have the power to create all administrative positions, and to make all administrative appointments and such appointees shall serve in their positions at the pleasure of the Dean.

Section 3.4. Space Allocations

The Dean has authority for all space allocation decisions. The Dean shall develop a space allocation policy for all faculty offices, the faculty library, classrooms, and other rooms in consultation with the Faculty Advisory Committee. The Dean may delegate space allocation decisions in the Library to the Director of the Law Library.

ARTICLE 4 - COMMITTEES

Section 4.1 Standing Committees

The following committees are Standing Committees:

Faculty Advisory Committee, Section 4.1(a) Admissions Committee, Section 4.1(b) Curriculum Committee, Section 4.1(c) Faculty Selection Committee, Section 4.1(d)

Academic Responsibility Committee Section, 4.1(e)

Standing Committees created by Faculty Resolution under Section 4.1(f):
[Currently None]

4.1(a) The Faculty Advisory Committee

Advice and Consultation

The Faculty Advisory Committee shall advise the Dean, and the Dean shall consult the Faculty Advisory Committee about matters of law school policy and governance that the Committee or the Dean deem advisable, that are referred to the Committee by Faculty resolution, or are referred to the Committee under the other provisions of the By-Laws.

Study and Recommendation

The Committee may study matters on its own initiative or on referral from the Faculty and make appropriate recommendations for action. In so doing, the Committee shall consult with any other Standing Committee whose area of responsibility includes the matter.

Decisional Authority

The Committee shall, upon request by the Dean, decide scholarship and financial assistance matters and designate recipients of prizes and awards. All decisions by the Committee with respect to scholarships, financial assistance, prizes, and awards shall be final and nonappealable.

Procedure

The Dean shall schedule meetings of the Committee regularly and shall set the agenda for the meeting in consultation with the chair of the Committee. If the Committee or the Faculty requests that a matter be considered by the Committee, the Dean shall place that matter on the agenda. A special meeting may be called at any time by the Dean or by the chair of the Committee. If the Committee has not met during the past sixty days, the Dean or the chair of the Committee shall call a meeting upon written request by at least three members of the Committee.

4.1(b) The Admissions Committee

The Admissions Committee shall:

- (1) administer the policies adopted by the Faculty for admissions to the Law School;
- (2) exercise exclusive and original jurisdiction to hear and determine student petitions for readmission in accordance with policy as may be adopted by the Faculty, and any such actions shall be final and non-appealable; and
- (3) make recommendations to the Faculty as it deems appropriate.

4.1(c) The Curriculum Committee

The Curriculum Committee shall:

- (1) consider all matters relating to the curriculum and curriculum planning;
- (2) consider all matters relating to the graduation and any degree and program requirements; and
- (3) make recommendations to the Faculty as it deems appropriate.

4.1(d) The Faculty Selection Committee

The Faculty Selection Committee with the Dean, shall:

- (1) recruit, process applications, interview, and make recommendations on hiring new or additional faculty to the Faculty; and
- (2) make other recommendations to the Faculty as it deems appropriate.

4.1(e) The Academic Responsibility Committee

- (1) The Committee shall hear and decide any student petition:
 - a. appealing a decision by the Associate Dean for Academic Affairs to deny that student's request to waive the attendance requirement when that student was absent for more than 10% but less than 30% of total sessions for a class;
 - b. requesting a waiver of the attendance requirement when that student was absent for more than 30% of total sessions for a class;
 - c. appealing a decision by the Associate Dean for Academic Affairs to deny that student's petition for readmission after academic dismissal;
 - d. appealing a decision by the Associate Dean for Academic Affairs to deny that student's petition to waive the waiting period required for readmission after academic dismissal; and
 - e. requesting readmission after having been readmitted after an academic dismissal and then dismissed for a second time.
- (2) Committee decisions pertaining to the matters listed in 4.1(e)(1) are non-reviewable.
- (3) The Committee, as constituted in accordance with the requirements of 4.1(e)(5), shall also hear all matters concerning alleged violations of the

University of South Carolina School of Law Honor Code.

- (4) The Academic Responsibility Committee shall consist of at least four (4) full time faculty members appointed by the Dean with the advice and consent of the Faculty Advisory Committee. Faculty members may be reappointed for more than three consecutive years.
- (5) For the matters described in 4.1(e)(3), three (3) full time Committee members shall serve on the “hearing panel” as described in The USC School of Law Student Handbook “VII Honor Code and Disciplinary Procedures.”

4.1(f) Creation or Disbandment of Standing Committees

The Faculty may create a Standing Committee. (Standing Committees so created shall be listed in these By-laws in Section 4.1 without separate action of the Faculty.) The Faculty may disband a Standing Committee only by amendment to these By-Laws pursuant to Section 5.2 herein. (Upon disbandment of a Standing Committee, such committee shall be deleted from the list in Section 4.1 without separate action of the Faculty.) The effect of Faculty designation of a committee as a Standing Committee, unless otherwise provided in the resolution, is to: (1) adopt the rules governing composition, service obligations, and procedure in Sections 4.3 and 4.4 herein; and (2) require amendment to the By-Laws to dissolve it pursuant to section 4.1(e) herein.

Section 4.2 **Special Committees**

4.2(a) Creation or Dissolution of Special Committees

The Faculty may from time to time create, appoint members to, or dissolve one or more Special Committees by action at a Faculty Meeting. Unless the Faculty designates a committee it creates as a Standing Committee, such committee shall operate as a Special Committee. Nothing in these By-Laws affects the Dean’s authority to create, appoint members to, or dissolve committees other than Standing or Special Committees. (Committees appointed by the Dean are referred to as Administrative Committees.)

Section 4.3 **Composition of Standing Committees**

4.3(a) Faculty Advisory Committee Members

The Faculty Advisory Committee shall consist of five full-time Faculty members elected by persons entitled to vote pursuant to Section 2.7(a).

Members shall serve two-year terms, with the terms of either two or three members’ expiring each year. No person shall serve successive terms.

If a vacancy occurs on the Committee, the faculty shall elect a replacement to serve the

remainder of the vacated term. If the partial term served by the replacement is twelve months or longer, the person filling the vacancy shall not be eligible for immediate re-election to the Committee. In no event shall a person serve for more than three consecutive years on the Committee.

The Associate Dean & Director of the Law Library, the Director of the Clinics, the Associate Dean for Academic Affairs, the Associate Dean for Student Affairs, the Associate Dean for Faculty Development, and the Associate Dean for Diversity and Inclusion shall be nonvoting, *ex officio* members of the Faculty Advisory Committee.

The Faculty Advisory Committee shall elect its own chair.

4.3(b) Members of Other Standing Committees

Unless otherwise provided by these By-laws, the Dean shall appoint Faculty members to serve on Standing Committees and may designate the chair of each Standing Committee, after consultation with the Faculty Advisory Committee.

Absent extraordinary circumstances, appointments to such committees shall be subject to the following:

- (1) The term of a decanal appointment to a Standing Committee is one academic year;
- (2) Any person appointed to replace a committee member shall serve for the balance of the academic year;
- (3) A person who has been appointed to a Standing Committee for three consecutive years shall not be eligible for re-appointment to that committee until the second next academic year following expiration of the academic year of his or her last appointment.
- (4) No person shall serve as chair of the same Standing Committee for more than three consecutive years.

4.3(c) Student Representation

Each Standing Committee (including the Faculty Advisory Committee but excluding the Academic Responsibility Committee) shall ordinarily include two student representatives who shall be selected under procedures adopted by the Student Bar Association. Student representatives may not vote but may be present and participate in the discussion of all matters except consideration of any individual petition, request, application, or any other matter as to which the Standing Committee votes to proceed in executive session.

4.3(d) Faculty Service on Standing Committee

The Dean may excuse a faculty member from service on a Standing Committee for a

semester or academic year.

Section 4.4. Standing Committee Procedure and Reports

4.4(a) Standing Committee Procedure

Each Standing Committee shall adopt rules which shall include without limitation: the taking and distributing of written minutes of all committee proceedings; how it will handle student petitions and other matters that come before it; requirements for a quorum and adoption or rejection of any matter; under what circumstances, if any, it will hold meetings at which noncommittee members will be entitled to attend; and how such procedures may be amended or repealed. The procedures and rules adopted by each committee, as amended from time to time, shall be distributed to each member of the committee, to each member of the Faculty and to such other persons designated by the Dean, and one copy shall be kept in the Official Law Center files and/or the official Law Center Minute Book. The agenda for each committee or subcommittee meeting, together with a statement as to whether non-committee members may be present and/or participate at the meeting in question, shall be posted on a faculty bulletin board or some other suitable place designated by the Dean at least two business days prior to meeting.

4.4(b) Reports

Each Standing Committee shall make its recommendations and reports to a Faculty Meeting in writing, and a copy shall be distributed to each person entitled to participate on the matter in question as far as possible in advance of the meeting at which the report or recommendation will be considered but in no case later than the time the agenda for the meeting is distributed. A copy of the report or recommendation shall be attached to the official minutes of the meeting at which it is considered, and one copy shall be filed in the appropriate committee file in the official rules of the Law Center, and/or in the Committee's Minute Book. Any committee member shall have the right to file a written dissent to any recommendation or report, which dissent shall be attached to and become a part of the official committee report. Each committee shall submit a report of its activities at least once during each regular semester.

ARTICLE 5 - EFFECTIVE DATE; AMENDMENT AND CONSTRUCTION

Section 5.1. Effective Date

These By-Laws become effective immediately upon their approval by a majority of all the full-time faculty members of the Law Center as defined in Section 2.7 of these By-Laws. Prior to final approval a copy of these By-Laws shall be provided to the Student Bar Association, which shall be entitled to make recommendations for changes.

Section 5.2. Amendment and Repeal

These By-Laws may be amended or repealed in whole or in part in the following manner.

5.2(a) Written notice of the amendment or repealer, containing the language of the

proposed change, shall be submitted to the Dean and attached to the agenda for the Faculty Meeting at which the amendment is first to be considered. The vote on any such motion shall not be taken until the next Faculty Meeting after the initial consideration of the motion unless a motion to suspend this limitation is supported by three-fourths of all other persons present at the meeting who are entitled to vote on such amendments. The notice of the next Faculty Meeting shall state the motion and indicate that a vote will be taken on the motion at that meeting.

5.2(b) A motion to amend or repeal any of these By-Laws except the provisions of Article 3 shall not be adopted unless the motion is approved by two-thirds of those persons present at the meeting who are entitled to vote on the matter. Only full-time faculty members, as set forth in Section 2.7(a) of Article 2 can vote on a motion to amend Article 3, and such motion will be effective only upon the affirmative vote of two-thirds of such faculty members present at the Faculty Meeting in question.

Section 5.3. Consistency with other Applicable Regulations

Any provision of these By-Laws which is inconsistent with any applicable rules of the University of South Carolina, the Association of American Law Schools, or the American Bar Association, shall to the extent of such inconsistency be superseded by the provisions of such other regulations.

Section 5.4. Severability

Any provision in these By-Laws which is constructed to be in violation of any law or regulation, shall not in any way render any of the remaining provisions valid.

Approved this 26th day of (October) in the year of the Independence of the United States of America the One Hundred and Ninety-Seventh.

In witnesseth whereof we set our Hand and affix the Seal of the Law School of this the (26th) day of (October) of the year of the Independence of the United States of America and One Hundred and Ninety-Seventh.

/s/ John S. Schultz

/s/ Robert W. Foster

Enacted: 10/26/72

Amended: 9/18/73 1/17/74
10/19/75
1/14/76
2/18/76
5/05/76
12/08/76
4/13/77

11/01/79
11/11/81
11/21/85
5/08/86
8/25/94
10/13/94
5/09/96
5/08/97
2/28/03
11/03/09
10/5/10 (rewrote § 3.1(b)(5))
1/18/11 (rewrote portions of § 3.1, and all of §§4.1(a), 4.3 (a) and (b); deleted prior § 4.3(c); rewrote and relettered prior §§ 4.3(d) and 4.3(e) to reflect deletion)
2/12/19 (amended § 3.1(d)(ii), 4.1, and 4.3(c); added 4.1(e); relettered 4.1(f) to reflect addition)
4/14/20 (amended § 4.3(a))

BYLAWS
University of South Carolina College of Pharmacy

Article I

- I. Scheduled Meetings
The faculty of the USC College of Pharmacy will meet at least three times a year:
 - a. Beginning of Fall Semester
 - b. Beginning of Spring Semester
 - c. At the end of each Academic Year

- II. *Ad hoc* Meetings
Additional meetings of the faculty of the USC College of Pharmacy may be called by:
 - a. The Dean
 - b. Petition signed by 50% of eligible voting faculty

- III. Meeting Protocols
 - a. Information (motions from committees) pertaining to issues relating to curriculum, admissions, bylaws, or appointments, must be distributed in a final form to faculty at least ten working days prior to a vote. Information pertaining to other issues must be distributed in a final form at least five working days prior to a vote.
 - b. The Dean or his/her faculty designee will be the presiding officer at all meetings of the faculty of the USC College of Pharmacy. At each USC College of Pharmacy meeting the following officers shall be present:
 - i. Presiding officer, Dean or designee
 - ii. Secretary, Assistant to the Dean or designee
 - iii. Parliamentarian, appointed by the Dean

- IV. Voting Policies
 - a. Individuals eligible to vote must be full-time faculty members engaged in the teaching, research, and/or service missions of the USC College of Pharmacy and receive 50% or more of their compensation through the University of South Carolina.
 - i. Faculty members who are supported 50% or greater by the College but are not employees of USC will be granted voting privileges within the College (except for promotion and tenure issues).
 - ii. The following positions on the Greenville campus will be eligible to vote:
 - a. Clinical Associate Dean
 - b. Hospital Pharmacy Education Coordinator
 - iii. Individuals holding a research faculty appointment are not eligible to vote.

- b. A quorum (the minimum number that must be present for conducting business) consists of at least 50% of eligible voting members of the USC College of Pharmacy.
 - i. In the event that a quorum is not achieved, information will be provided to the faculty, but no vote will be taken.
 - ii. The Dean may call a special meeting, or electronic vote may be conducted.
- c. Voting will occur either in person, electronically (password protected) or by signed or otherwise verifiable, absentee ballots. Voting in person shall be by show of hands or by paper ballot upon request by any eligible voting member of the USC College of Pharmacy. Absentee ballots must be submitted to the Dean or his/her designee(s) prior to the vote. Proxy votes will not be allowed.
 - i. For a vote on business pertaining to bylaws, curriculum, admissions, or appointments to be valid, ballots (including absentee ballots) must be received from at least 70% of eligible voting members.
 - 1. The number of votes required for approval of (1) curricular issues, (2) admissions, and (3) bylaws will require a 75% majority of those eligible voters present and those submitting absentee ballots.
 - ii. In the case of audiovisual meetings, votes will be counted by the Associate Dean and the Assistant Dean or designee(s), then reported to the Dean.
 - iii. It is possible that voting items distributed in writing and in advance to the faculty may be changed by motion at the meeting. If the change is editorial in nature, e.g., a change in grammar, punctuation, wording change for clarification, etc., absentee ballots will be counted and included in the vote tally. If the change is substantive in nature, e.g., a change in quantitative value within the voting item or other change that alters the intent of the voting item, absentee ballots will not be counted or included in the vote tally.

V. Distribution of Minutes

- a. The minutes of each meeting shall be distributed within one week after the meeting for comment and revisions. Revised drafts are noted as “revised” and by revision number. Minutes will be posted on the USC College of Pharmacy website after approval.

Article II

I. Committees of the Faculty

The College of Pharmacy Standing Committees Include:

- a. Admissions Committee
- b. Assessment Committee
- c. Continuing Education Committee

- d. Curriculum Committee
 - e. Diversity Committee
 - f. Experiential Oversight Committee
 - g. Faculty Governance Committee
 - h. Student Policy/Professionalism Committee
 - i. Scholastic Standing and Petitions Committee
 - j. Honors and Awards Committee
 - k. Scholarship Committee
 - l. Student Grievance Committee
 - m. Technology Committee
 - n. Administrative Operations Committee
 - o. Special Committees
- II. Membership and process for USC Appointment, Tenure, and Promotion Committees will follow the University of South Carolina policies.
- III. The Dean shall have the responsibility for maintaining and distributing a list of the faculty appointments to committees. The Dean shall appoint the membership to committees, in consultation with department chairs, unless otherwise specified in the committee descriptions. Committee membership will be based on faculty experience and desire to serve on a specific committee. Greenville faculty representation may include full-time and/or adjunct faculty. Appointments will be for one year unless otherwise noted. All committee members have voting privileges, unless otherwise noted. Administrative liaisons are non-voting members unless specified otherwise.
- IV. Description of Committees
- a. Admissions Committee
 - i. Membership: The committee will be composed of 5-6 faculty members from the USC College of Pharmacy. At least one faculty member from the Greenville campus will be appointed. Other representation will include: PharmD students (including the Greenville campus), staff member, administrative liaison, and alumnus. The Dean may add additional members as needed.
 - ii. Purpose: The primary purpose of this committee is to select students for the incoming class of the University of South Carolina. The Committee will determine the guiding formula used to rank applicants and indicate which applicants should be extended offers of admission. According to ACPE standards the Dean and the Committee must share the final responsibility for enrollment and selection of students. The Committee may engage other Faculty members for the purposes of student interviews or other Committee functions.
 - b. Assessment Committee
 - i. Membership: The committee will be composed of 5-6 faculty members from the USC College of Pharmacy. At least one faculty

- member from the Greenville campus will be appointed. Other representation will include: PharmD students (including the Greenville campus), staff member, administrative liaison, and alumnus. The Dean may add additional members as needed.
- ii. Purpose: The overall purpose of this committee is to achieve continuing improvement in instruction, research, and service missions of the College of Pharmacy. The Committee works closely with College administration and is supported by College staff members to determine the most important measures, guide data collection, review assessment data, and recommend modifications in College processes to achieve improvement. The Assessment Committee should regularly communicate with and coordinate activities with the Curriculum Committee.
- c. Continuing Education Committee
- i. Membership: The committee will be composed of 5-7 faculty members from the USC and MUSC Colleges of Pharmacy. The Director of Continuing Education shall serve as committee chair and be an employee of USC. Additional members may include information technology staff, other staff members and alumni from USC and MUSC Colleges of Pharmacy.
 - ii. Purpose: The Continuing Education (CE) Committee reviews the scope and conduct of CE offerings by the College, provides advice to the Director of Continuing Education, and provides recommendations on CE programs or other ways to improve the CE program of the College.
- d. Curriculum Committee
- i. Membership: The committee will be composed of 5-6 faculty members from the USC College of Pharmacy and include the Director of Experiential Education. At least one faculty member from the Greenville campus will be appointed. Other representation will include: PharmD students (including the Greenville campus), administrative liaison, and alumnus. The Dean may add additional members as needed.
 - ii. Purpose: The purpose of this committee is to assure that the College maintains a high quality curriculum that is fully compliant with ACPE standards. The Committee conducts yearly review of the curriculum and acts on recommendations for curricular changes that arise from the faculty, administration, or alumni. The Curriculum Committee should regularly communicate with and coordinate activities with the Assessment Committee.
- e. Diversity Committee
- i. Membership: The committee will be composed of 5-6 faculty members from the USC College of Pharmacy. At least one faculty member from the Greenville campus will be appointed. Other representation will include: PharmD students (including the

- Greenville campus), staff member, administrative liaison, and alumnus or other external practitioner.
- ii. Purpose: The purpose of this committee is to maintain a College diversity plan, with actions to improve diversity when applicable, including recruiting and retaining under-represented minorities as faculty, staff, and students of the College. Diversity refers not only to race and ethnicity, but also to gender, religion, age, sexual orientation, and many other factors.
- f. Experiential Advisory Committee
- i. Membership: The committee will be composed of faculty from the USC & MUSC Colleges of Pharmacy. The Director of Experiential Education shall serve as committee chair and be a USC employee. The MUSC College of Pharmacy Assistant Dean for Student Affairs and Experiential Education shall serve as vice-chair. Additionally, preceptor representatives will be appointed. Other representation from the USC and MUSC Colleges of Pharmacy will include: PharmD students (including the Greenville campus), staff members, and alumni. The Dean may add additional members as needed.
 - ii. Purpose: The purpose of this committee is to ensure the Experiential Department is meeting the needs of the students regarding quality experiential training. To ensure a continuous availability of high-quality practice experiences the College should secure a sufficient numbers of qualified preceptors, that the range and depth of experiences is appropriate, and that there are proper monitoring parameters in place for assessment. It is important that the experiential program has sufficient input and oversight from a variety of stakeholders including representatives from typical pharmacy settings, students, as well as from faculty and administration.
- g. Faculty Governance Committee
- i. Membership: The committee will be composed of two faculty representatives from each department of the USC College of Pharmacy. At least one faculty member from the Greenville campus will serve. The members will be elected by their respective departments for a 2-year (staggering) term. In addition, the Dean may appoint two additional faculty members to the committee. The Dean serves as administrative liaison.
 - ii. Purpose: The purpose of the Faculty Governance Committee (FGC) is to represent the Faculty of the USC College of Pharmacy in determining policies and procedures for faculty matters. Policies and bylaws recommended by the FGC will be subject to Faculty approval by vote. The policies may be derived from existing policies at the University of South Carolina or created new.

The Committee creates and revises as necessary faculty policies and serves an advisory role to the Dean Faculty matters and serves as a conduit of information between the College administration and the Faculty. The Committee may act for the faculty as a whole on the infrequent occasion when a rapid response to an issue is required. The Committee may receive recommendations from the faculty for changes in faculty policies.

- h. Student Policy/Professionalism Committee
 - i. Membership: The committee will be composed of 5-6 faculty members from the USC College of Pharmacy. At least one faculty member from the Greenville campus will be appointed. Other representation will include: PharmD students (including the Greenville campus) and a staff member. The Assistant Dean for Student Services will serve as administrative liaison.
 - ii. Purpose: The purpose of this committee is to determine general College policies that relate to grading, progression, graduation requirements, professionalism, etc. This committee also oversees all professionalism hearings and makes recommendations to the Dean regarding sanctions for unprofessional behavior.
- i. Scholastic Standings and Petitions Committee
 - i. Membership: The committee will be composed of 5-6 faculty members from the USC College of Pharmacy. At least one faculty member from the Greenville campus will be appointed. Additionally, PharmD students (including the Greenville campus). The Assistant Dean for Student Services will serve as administrative liaison and may vote to break a tie vote, if necessary.
 - ii. Purpose: The committee is to ensure all actions related to student progress are in accordance with the College of Pharmacy's Progression Policies. The committee will review student petitions related to progression and make recommendations to the Dean regarding student appeals. The committee will also review the College's Scholastic Standing Guidelines and recommend changes for faculty approval where appropriate.
- j. Honors and Awards Committee
 - i. Membership: The committee will be composed of 5-6 faculty members from the USC College of Pharmacy. At least one faculty member from the Greenville campus will be appointed. Other representation will include: PharmD students (including the Greenville campus) and a staff member. The Assistant Dean for Students Services will serve as administrative liaison.
 - ii. Purpose: The purpose of this committee is to identify and recommend faculty, students, and staff for honors and awards. The committee should apply formal criteria for awarding of an honor or award, or develop criteria when none exists.
- k. Scholarship Committee

- i. **Membership:** The committee will be composed of 3-4 faculty members from the USC College of Pharmacy. Additional representation will include: a staff member, alumnus, and administrative liaison.
 - ii. **Purpose:** The purpose of the committee is to determine the recipients of College of Pharmacy scholarships that are awarded each fall. The committee should apply formal criteria for awarding scholarships, or develop criteria when none exists. The committee will also organize (with staff support) an award reception for recipients and donors.
- l. **Student Grievance Committee**
 - i. **Membership:** The committee will be comprised of 3-4 faculty members from the USC College of Pharmacy. At least one faculty member from the Greenville campus will be appointed. PharmD student representatives (including the Greenville campus) and an administrative liaison are also members.
 - ii. **Purpose:** The purpose of this Committee is to hear and act on grievances that may be brought forth as part of the student grievance process, as outlined in the USC College of Pharmacy Student Grievance Policies in the USC College of Pharmacy Academic Bulletin and Student Handbook. The Committee will make recommendations to the Dean as necessary after hearing a student grievance. Policies and procedures should not conflict with USC student policies.
- m. **Technology Committee**
 - i. **Membership:** The committee shall consist of 3-4 faculty members from the USC College of Pharmacy. At least one faculty member from the Greenville campus will be appointed. The Director of Information Technology shall serve as committee chair. Other representation will include: PharmD students (including the Greenville campus) and Network Administrators.
 - ii. **Purpose:** The purpose of this committee is to review existing implementations of technology throughout the College and to assess current and future technology trends in education. The committee will provide its findings and make recommendations to the College administration.
- n. **Administrative Operations Committee**
 - i. **Membership:** The committee is composed of College administrators and key staff individuals to review College operations. Membership includes: the Dean, who shall serve as chair, all Assistant/Associate Deans, all Departments Chairs, Greenville Clinical Associate Dean and Hospital Pharmacy Education Coordinator, Director of Experiential Education, Director of Information Technology, Business Manager, Dean's Administrative Coordinator, and any other person designated by the Dean.

- ii. Purpose: The purpose of the committee is to share information among administrators, discuss administrative issues of general College interest and provide advice to the Dean, and make decisions regarding College policies.
- o. Special Committees
 - i. Special committees (*ad hoc*) may be formed by the Dean or other Faculty if a specific need arises. Membership will be composed of faculty and staff that will be necessary to conduct the committee's business.

CONSTITUTION AND BYLAWS OF THE FACULTY OF THE UNIVERSITY OF SOUTH CAROLINA
LIBRARIES (Revised January 2020)

NAME

ARTICLE I

The name of this organization shall be the Faculty of the University of South Carolina Libraries hereafter referred to as the Faculty.

PURPOSE

ARTICLE II

The purpose of the Faculty shall be to:

- A. Discuss faculty-related and professional issues and to generate appropriate action regarding these issues.
- B. Promote communications and interaction among the Faculty.
- C. Provide a means by which Faculty may participate in the formulation and evaluation of library goals and policies. Such policies will include matters affecting library personnel and service to patrons.
- D. Provide a forum wherein Faculty opinions and recommendations regarding library policies may be expressed.
- E. Participate in the formulation of policies regarding the welfare and interests of its members. These policies include, but are not limited to, rank and status, appointment and promotion; grievance procedures; evaluation and salaries; benefits and leaves.
- F. Promote and encourage the professional development of the Faculty.

MEMBERSHIP

ARTICLE III

The members of the Faculty shall be: the Dean of Libraries and all librarians under the administration of University Libraries.

Voting privileges shall be extended only to those members holding appointments as tenure-track, tenured, or non-tenure-track library faculty.

ARTICLE IV

OFFICERS

A. The PRESIDING OFFICER shall be elected to a two-year term and may not serve more than one consecutive term.

Duties: 1. preside at meetings or designate a representative to preside 2. appoint committees 3. work with the Secretary on the agenda for each meeting.

B. The SECRETARY shall be elected to a one-year term and may not serve more than two (2) consecutive terms.

Duties: 1. distribute to all faculty notice of the time, place, and agenda of meetings at least five working days before the meeting 2. take minutes of meetings 3. distribute minutes to faculty 4. serve as chair of the Nominations and Elections Committee

C. The PARLIAMENTARIAN shall be elected to a one-year term, and may be reelected. Duty: 1. interpret procedures from the latest edition of Robert's Rules of Order

ARTICLE V

MEETINGS

A. The quorum requirement for the transaction of business is 25 members or a majority of all Faculty, whichever is fewer. A majority is defined as more than half of all the members of the Faculty, as described in Article III.

B. The Faculty shall normally convene on the following months: January, March, May, September, and November, at a time to be scheduled.

C. A special meeting may be called by the Presiding Officer or the Secretary. Upon petition to the Presiding Officer or the Secretary by at least 10 members of the Faculty, a special meeting shall be convened within 7 days.

D. Meetings are open to all library faculty; other persons may attend by invitation of any Faculty officer.

E. Any member of the Faculty may submit items for the agenda. These must be submitted in writing to the Secretary at least 10 days in advance of the next meeting.

F. Voting shall take place by voice vote or, if the result is unclear, by a show of hands for any business before the Faculty that does not have voting procedures delineated elsewhere in the bylaws. A written ballot may be requested by any member of the Faculty.

ARTICLE VI

NOMINATIONS AND ELECTIONS

A. General elections for all offices and committees, including Faculty Senate representatives, shall be held during the March meeting. Should a vacancy occur, the unexpired term shall be filled by special election. Special elections shall be conducted as necessary.

B. The Nominations and Elections committee shall conduct elections. The committee's duties shall include the preparation, distribution, collection, and counting of the ballots. Voting for elections shall be by written ballot.

C. Nominations shall be submitted to the Secretary for inclusion on the ballots at least ten working days prior to the election date. Any eligible member may make a nomination. The Secretary shall contact nominees for acceptance of their nominations and distribute the list of nominees with the agenda for the next meeting. Nominations shall also be taken from the floor prior to voting.

D. The elections of officers and committee members shall be determined by a majority of votes cast. If no candidate has a majority after the vote, a second vote shall be cast with the two candidates receiving the highest number of votes constituting the ballot. Faculty Senate representatives shall be elected by a plurality of votes cast. The Presiding Officer shall announce election results.

E. In the event there is only one nominee for a vacancy after nominations are closed, the nominee may be elected by unanimous consent rather than a written ballot.

F. Elected terms for all Library Faculty officers and committee members shall commence on July 1, with the exception of terms of office on the Select Tenure and Peer Review Committee which commence on April 1.

ARTICLE VII

FACULTY COMMITTEES

A. STANDING COMMITTEES:

1. All standing committees of the Faculty shall be described in the Addendum to these Bylaws.

2. The standing committees of the Faculty shall be:

- a. Libraries Select Tenure Committee
- b. Nominations and Elections Committee
- c. Library Professional Development Committee
- d. Peer Review Committee

3. Other standing committees may be established at any time by a vote of two-thirds majority of the Faculty. At the time of creation of a new committee, the name, size, method of selection (election or appointment), and terms of office shall be determined. The chairperson of a new committee shall submit to the Secretary, as soon as possible, a description to be included in the Addendum.

B. TASK FORCES AND AD HOC COMMITTEES

A task force or ad hoc committee for a specific purpose may be established at any time by the Presiding Officer or by vote of the Faculty. Selection of the committee may be by election or appointment. The committee will be automatically dissolved when it has fulfilled its mission.

ARTICLE VIII

AMENDMENTS

Changes to the Constitution and Bylaws may be proposed by any member of the Faculty. A written proposal must be submitted to the Secretary for inclusion on the agenda of the next Faculty meeting. A copy of the proposed amendment must be distributed with the agenda.

The voting procedures will be handled by the Nominations and Elections Committee. Ratification shall require a two-thirds majority of those present by written ballot.

ADDENDUM: LIBRARY FACULTY STANDING COMMITTEES

A. LIBRARIES SELECT TENURE COMMITTEE

1. Purpose: The purpose of the Libraries Select Tenure Committee is to recommend members of the Library Faculty for tenure.
2. Membership: The Committee will consist of seven (7) tenured faculty members who have been elected by tenured Library faculty.
3. Elections and Term of Office: The Committee shall be elected at the regularly scheduled March faculty meeting, with elected terms of office commencing on April 1. A full term is three years, and no member may serve consecutive terms.
4. Chair: Outgoing Chair shall call the first meeting of the newly elected Tenure Committee. The Chair of the Libraries Select Tenure Committee shall be elected by the Committee at its first meeting after new members have taken office. The duties of the Chair shall include presiding at meetings of the tenured faculty and calling the first meeting of the Committee after an election has taken place.
5. Meetings: A meeting may be called by the chairperson or upon petition to the chairperson by any two members of the committee.
6. Confidentiality: The proceedings of the Libraries Select Tenure Committee will be confidential with respect to all written materials reviewed and all discussions of individual cases by the Committee.

B. NOMINATIONS AND ELECTIONS COMMITTEE:

1. Purpose: The purpose of the Nominations and Elections Committee is to assist the Secretary with all votes involving written ballots.
2. Membership: The Committee shall consist of four (4) members of the Faculty at large and the Secretary. Members are elected by the Faculty at the regularly scheduled March meeting, with terms to commence at the start of the following academic year on July 1.
3. Term of Office: The term of office is three years, members may not serve consecutive terms, and the terms of office will be staggered.
4. Duties: The Committee shall:
 - a. assist the Secretary in determining who is eligible to vote and/or run for office.
 - b. provide a list of nominees of eligible faculty members for all elections.
 - c. count ballots and report election results to the Presiding Officer.
 - d. perform any other functions necessary for election of Faculty committees or officers as requested by the Secretary or Presiding Officer.

5. Restrictions: Any Committee member who is running for an office or committee position may not assist in counting the ballots for that particular office. Serving on this committee does not exclude any member from running for any other Faculty committee or office.

C. LIBRARY PROFESSIONAL DEVELOPMENT COMMITTEE

Mission: The mission of the Library Professional Development Committee shall be to encourage and support faculty and staff development. Functions of the committee shall include such activities as coordinating and publicizing opportunities for development, encouraging and advising faculty and staff in their professional development, and working to provide assistance in the form of time and funding. The Committee shall especially seek to encourage and to assist in their development faculty who are on the tenure track. Through its policies and activities, the Committee shall strive to help the Library better fulfill its mission.

Membership:

1. The Committee will be composed of at least six members and may consist of as many as eight, with a maximum number of six faculty and two staff, each serving a three-year term. Faculty and staff positions will be elected in March, with terms of office commencing at the start of the following academic year on July 1.
2. Committee membership should strive for balance between public and technical services.
3. Committee members representing the library staff may be nominated by any library employee and will be elected by library staff.

D. PEER REVIEW COMMITTEE

Peer review provides for an independent collegial assessment of probationary faculty and promotes a better understanding of faculty competencies across specialties. In so doing, it aids in broadening faculty understanding of professional librarianship and prepares the faculty as a whole for the exercise of its shared governance responsibilities.

The Peer Review Committee (PRC) provides additional information to the Libraries Select Tenure Committee (LSTC) for its formal assessment of probationary faculty. Peer review is distinct from the activities of the LSTC in that the PRC's reviews are based on in-person conversations with probationary faculty. When properly conducted, peer review provides important qualitative input for the LSTC to consider.

Each year, the PRC will submit to the LSTC one review for each probationary faculty subject to annual review by the LSTC, including those in their 3rd year. No peer review is conducted the year that probationary faculty decide to submit their tenure application (typically the 5th year, but this rule applies in the case of early or deferred submission).

Membership

The Peer Review Committee will consist of five (5) tenured members of the University Libraries faculty. The committee is active on April 1st with the Chair-Elect of the previous term assuming the role of Chair. When no designated Chair-Elect is present on the newly formed committee, the Presiding Officer of the Library Faculty will call the first meeting and charge the Committee

to elect both a Chair and Chair-Elect by simple majority. No faculty can serve on the PRC and the LSTC at the same time.

Peer Review Process

The Chair will request from library administration a list of all probationary faculty up for peer review, the names of their academic supervisors, and the job description for each probationary faculty. In June of each year, probationary faculty up for peer review shall submit their annual accomplishments and current vita to the Chair of the PRC coincident with their submission of this documentation to their supervisor.

The PRC will distribute the review assignments among its membership by a method determined by the Chair. Each reviewer will examine the materials for the probationary faculty gathered by the Chair prior to meeting with the reviewee. After meeting in person with the probationary faculty member, the reviewer will compose a review using the template and submit it in draft form to the entire Committee for comments. Once all peer reviews are in draft form, the Committee will meet to discuss the merits of each review and to assess the reviews collectively for equity. Any revisions based on committee comments are incorporated and the final draft is submitted to the committee for a vote (simple majority). Once made final by the committee vote, the Chair submits each peer review to the Chair of the LSTC on behalf of the PRC as a whole. At that time, the Chair also provides a copy of the review to the reviewee and the reviewee's supervisor. This copy includes a reminder that the review is conducted to provide additional information to the LSTC for its formal annual review of probationary faculty.

In the event that either reviewee or the reviewee's supervisor wishes to comment on the review, he/she has ten (10) business days to respond. In the case of the reviewee, this response must take the form of a signed memo sent to the Chair of the LSTC and copied to the Chair of the PRC. Supervisors must send notice of intent to comment to both the Chair of the LSTC and the Chair of the PRC. The supervisor's written response must be sent to the Chair of the LSTC, though it may also be copied to the Chair of the PRC at the supervisor's discretion.

Probationary faculty should retain copies of all peer reviews in their personal records. When probationary faculty compile their final tenure portfolio, they may choose to include copies of peer reviews in the Secondary File. Because peer review is conducted to support the formal annual review of the LSTC, peer reviews are never included in the Primary File of a tenure portfolio.

Focus of the Review

The peer review should be conducted in a spirit of collegiality with an aim to learn more about the reviewee's work as a professional academic librarian. While Librarianship (as defined by University Libraries tenure criteria) must be the primary focus of the conversation and review, the service and scholarly activity of the probationary faculty may also be discussed and included in the written peer review if these comments provide substantive insight into the state of the reviewee's Librarianship.

Peer reviewers are required to review all documentation provided by the probationary faculty. They are also encouraged to inform themselves as needed about the work of colleagues prior to and after the interview.

ADDENDUM II: STANDARD TIMELINE FOR ANNUAL AND PEER REVIEWS

The following schedule will provide a standardized timeline for annual reviews done by supervisors and peer reviews. Due to the structure of the University Libraries annual reviews for tenured faculty are done by the supervisor of that faculty member. The review should address all points that the Select Tenure Committee include on annual reviews for untenured faculty.

Aligning time periods for reviews will take 3 years. Below is the schedule.

Timeline for Reviews

April 2009 All faculty work on accomplishments

April 15, 2009 New chair of Library Tenure starts

May 2009 Supervisors wrote reviews for their faculty

May 2009 Library Tenure Committee worked on Annual Reviews of un-tenured faculty – using data

May 2008-June 2009 (New chair of Library Tenure coordinates this) Nov 2009-Jan 2010 Peer Reviews

June 2010 All faculty work on accomplishments

May 2009 – June 2010 July 1, 2010 Vita, job description and accomplishments

May 2009 – June 2010 turned in to supervisor

July 15, 2010 Supervisors write annual reviews for their faculty

Oct 2010 Peer Reviews using May 2009 – June 2010 accomplishments

Feb 2011 Library Tenure Committee works on Annual Review of un-tenured faculty using vita, job description and accomplishments May 2009 – June 2010

June 2011 All faculty work on accomplishments July 2010 – June 2011 July 1, 2011 Vita, job description and accomplishments July 2010 – June 2011 turned in to supervisor July 15, 2011 Supervisors write reviews for their faculty

Oct 2011 Peer Reviews using July 2010 – June 2011 accomplishments

Continue timeline.

Bylaws Adopted by Library Faculty November 14, 2002



UNIVERSITY OF
South Carolina

College of Social Work

By-Laws

Revised April 12, 2019

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To take effect May 16, 2016

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The Vision of the University of South Carolina College of Social Work is to lead collaborative social change to promote sustainable equity and well-being in South Carolina and beyond.

The Mission of the University of South Carolina College of Social Work is to promote social well-being and social justice with vulnerable populations through dynamic teaching, research, and service conducted in collaboration with diverse people of South Carolina, the nation, and the international community.

The College of Social Work:

- Prepares BSW and MSW graduates to work effectively and ethically within public and private agencies, including interdisciplinary settings, where they will serve primarily those vulnerable populations who experience problems related to economic and social deprivation and the consequences of institutional discrimination and oppression.
- Produces PhD graduates who are able to perform all the role expectations of academicians within social work degree-granting colleges and universities. Graduates are effective in transdisciplinary, community-engaged social work research and education and possess a commitment and a capacity to meet university and community service expectations through both graduate and undergraduate courses.
- Prepares University undergraduate students from other academic programs who wish to pursue a minor in social work, for responsible citizenship by introducing them to social work as a means to helping people enhance their well-being.
- Advances the knowledge base of the profession and translates research into practice in order to reduce poverty and oppression and promote social and economic justice in global society.
- Provides faculty consultation and service to local, state, national and international organizations; student provision of services to consumers in supervised field agency settings; and leadership as a catalyst for positive social change.

The College of Social Work, along with the School of Medicine, College of Nursing, College of Pharmacy, and Arnold School of Public Health, are a part of the Health Sciences Division, under the supervision of the Provost. The Dean of the College of Social Work is appointed by and is accountable to the Executive Vice President for Academic Affairs and Provost. The College is governed by University-wide policies and procedures variously promulgated by the President and Board of Trustees, the Provost, and the Faculty Senate. The UofSC Columbia Faculty Manual is the governing document for the university and is the overarching governing document for all university units. Within this framework, the Dean and faculty of the College, often in consultation with students and alumni groups, make decisions that support and sustain a viable educational community. While the Dean and the faculty have their respective domains, shared governance requires the informed collaboration of both parties in the full spectrum of significant issues before the College.

The Dean's Governance Roles and Responsibilities

According to the UofSC Columbia *Faculty Manual*, the functions of the dean include the following:

The dean of a school or college is the chief academic administrator of the unit and as such is responsible for the personnel and program administration of that division and reports directly to and serves at the pleasure of the provost. The dean reviews curricula

and programs in the school or college, appoints chairs of departments and assigns their duties, supervises the use of funds, space, and equipment allotted to the academic unit, and supervises the preparation of the budget of the division. The dean is the presiding officer of the faculty of the school or college. Deans of colleges or schools that are not departmentalized also have the duties and responsibilities of department chairs.

The Dean is the chief academic administrator of the College of Social Work. He or she also assumes the functions of department chair because the College of Social Work is an un-departmentalized academic unit. As the chief academic administrator of the unit, the Dean is responsible for carrying out the policies of the University as they pertain to the College. Within the context of University policies, the Dean has ultimate responsibility for all administrative, personnel, space, and fiscal matters in the College.

The Dean may call meetings of members of the College of Social Work at will. In decision making, the Dean is responsible for considering University policies, the broader strategic plan and vision developed by the University, the broader strategic plan and vision developed by the College, other College policies, impacts and implications of decisions on the finances of the College, and impacts and implications of decisions on the quality of College programs.

The Dean consults faculty, staff, students, alumni, and other constituent groups in the process of decision making as it pertains to responsibilities listed below. These include, but are not limited to:

- Providing leadership for strategic vision and action of the College
- Developing, evaluating, and continually improving the following in the College
 - Information systems and electronic technology
 - The physical plant
 - Administrative functions, infrastructure, and outcomes
 - Research functions, infrastructure and outcomes
 - Teaching functions, infrastructure, and outcomes
- Leading and overseeing all aspects of development to support the College
- Developing strategies for revenue generation for the College
- Developing and managing the College's budget
- Supervising the directors of COSW Centers and Institutes and overseeing their budget and activities
- Building and sustaining the College's network of external relations with relevant constituencies, community advisory groups, donors, alumni, leaders at the state and national levels, professional organizations, and the national community of scholars
- Establishing and overseeing a media communication system for the College
- Continuously assessing needs and assets of students, staff, and faculty and supporting their professional development
- Determining workload assignments of faculty and staff in accordance with College policies
- Independently assessing administrative tenured faculty who are being considered for post-tenure review
- Advancing the national and international reputation of the College and University
- Supporting initiatives that strengthen the College's interdisciplinary and interprofessional relationships
- Advancing the College's reputation and role in the University
- Appointing interim administrators for all vacant positions

In addition to these responsibilities, the Dean has a joint leadership role with faculty in several responsibilities. These include, but are not limited to:

- Developing a strategic vision and plan for the College
- Assuring highest quality standards and support for research, teaching and service
- Hiring and supervising key non-faculty and administrative leadership within the College
- With input from designated faculty committees and/or administrators, independently evaluating faculty performance on an annual basis and allocating merit raises
- Assigning faculty members to a teaching, research, or alternative profile for work in the College with input from such individual faculty member
- In parallel with the COSW Tenure and Promotion Committee, conducting an independent evaluation of each tenure-track faculty member at the third year in his/her tenure probationary period
- In parallel with the COSW Tenure and Promotion Committee, independently assessing tenure-track faculty who are being considered for tenure and/or promotion to associate or full professor rank. Based on these assessments, the Dean evaluates and makes recommendations regarding promotion to the Provost and the University Committee on Tenure and Promotion (UCTP)
- In parallel with the COSW Tenure and Promotion Committee, independently assessing non-administrative tenured faculty who are being considered for post-tenure review. Based on these assessments, the Dean evaluates and makes recommendations regarding the status of the review to the Provost
- In parallel with the COSW Clinical Faculty Annual Review Committee, independently assessing clinical faculty who are being considered for promotion
- In parallel with a COSW ad hoc Research Faculty Promotion Committee, independently assessing research faculty who are being considered for promotion
- After considering recommendation by the Faculty Search Committee and receiving input from the COSW community, recommending appointment of tenure and promotion
- Deciding on the continuance and termination of non-tenure track teaching faculty with advice from the Associate Dean for Curriculum

In addition to these responsibilities, the Dean must fulfill all responsibilities outlined in University policy.

Parliamentary Authority

The rules contained in Robert's Rules of Order shall govern the College Social Work in all cases to which they are applicable, and in which they are not inconsistent with the by-laws.

Quorum

A quorum is 2/3 of members of a given committee.

Committee Members

COSW committees may include members who are elected and appointed. Student committee members are non-voting members. For committees with student members, students will be excused from committee meetings when their participation would compromise the privacy rights of other students or human resource matters are discussed.

Amendments to the By-Laws Document

Amendments to intra-committee structure or function may be approved at the level of the College. All other amendments must be approved by the Office of the Provost.

Faculty Governance Roles and Faculty Responsibilities

According to the U of SC Columbia *Faculty Manual*, the functions of the faculty include the following: The faculties of the Aiken, Beaufort, Columbia, and Upstate campuses, subject to the review of the president and the board, have legislative powers in all matters pertaining to standards of admission, registration, requirements for and the granting of earned degrees, curriculum, instruction, research, extracurricular activities, discipline of students, educational policies and standards of the university, and all other matters pertaining to the conduct of faculty affairs, including the discipline of their own members.

Faculty Status

Tenured, tenure-track, and research and clinical faculty have authority and voting responsibility over establishing all governance policies and practices except as specified elsewhere in this document. The faculty of the University includes the following categories: professors, associate professors, and assistant professors; full-time academic instructors and full-time lecturers who are not degree candidates in the units of their appointments; clinical and research professors; visiting faculty and emeriti professors; and such other persons as the faculty chooses to elect to its ranks (2013 U of SC *Faculty Manual* p.4).

Curriculum

Faculty have responsibility for and authority over the structure, content, methods of delivery, and evaluation of the curriculum and of standards of student achievement.

Admissions

The faculty have responsibility for and authority over admissions standards and procedures within the College.

Evaluation of students' performance

The faculty have responsibility for and authority over policies that establish and enforce standards of performance, including but not limited to assigning grades and evaluating professional conduct in class and in the field.

Tenure and/or promotion of tenure-track faculty

Only tenured faculty share responsibility in matters of promotion of tenure-track faculty pursuant to the UofSC Columbia *Faculty Manual* and the COSW Tenure and Promotion Criteria and Procedures.

Retention and promotion of non-tenure track faculty

Non-tenure track faculty retention and promotion will be conducted pursuant to the UofSC Columbia *Faculty Manual* and the COSW Clinical Protocol and Research Protocols.

Clinical faculty will reviewed annually by the Clinical Faculty Annual Review Committee (CFARC). The CFARC will be chaired by the Associate Dean for Curriculum . Annually faculty will elect 2 tenured faculty at or above the Clinical Faculty rank(s) and all Clinical Faculty at Associate level or above. The Clinical Faculty CFARC member may be either from the COSW or from another unit, contingent on availability of clinical faculty within the COSW. The CFARC will also review applications for promotion from clinical faculty.

Each Research Faculty member is required to submit an annual report summarizing his/her research accomplishments, professional service contributions, and, if applicable, instructional activities during the

previous calendar year. The primary supervisory authority is the Dean or center or institute director of the unit providing the majority of the faculty member's salary support. The application for promotion from research faculty is reviewed by an ad hoc committee. This ad hoc committee has a minimum of four members: two tenured faculty members, the Associate/Assistant Dean for Research, and at least one Research Faculty member at or above the rank to which the candidate is applying.

Budget

The faculty council shares responsibility for establishing budget priorities and allocating resources with the Dean. The full College budget is available for review by any faculty upon request.

Faculty Personnel Decisions

The tenure-track and tenured faculty have an independent role in the appointment and evaluation of faculty peers (see COSW Policy Manual). Responsibilities of both tenure-track and tenured faculty include evaluating applicants for faculty positions, and making recommendations to the Dean on all faculty appointments. Tenured faculty are also responsible for: annually evaluating the performance of tenure-track colleagues and advising the Dean on the candidate's progress toward tenure; evaluating the progress of tenure-track faculty the third year in the tenure probation period; evaluating tenure-track candidates for promotion to associate or full professor, and conducting post-tenure reviews. All tenured faculty of a higher rank than that of the candidate will comprise the tenure and promotion committee to evaluate faculty members for tenure. All tenured faculty members of higher rank than the candidate will comprise the tenure and promotion committee to evaluate faculty members for promotion. Recommendations are made to the Dean that are communicated to the Provost and the University Committee on Tenure and Promotion (UCTP). The Associate Dean for Curriculum consults with the Program Coordinator for the program in which the instructor is being assigned to teach (BSW, MSW) in decisions regarding hiring and assignment of instructors. See the Retention and promotion of non-tenure track faculty section for details of clinical and research faculty decisions.

Dual-Degree Programs

The Coordinator of the MSW Dual-Degree Programs is appointed by the Dean and this appointment is considered a significant service committee assignment. Faculty are assigned to this position for 3 years with the possibility of reappointment. This Coordinator should not be responsible for any administrative oversight of the execution of these programs, and administration of the Dual-Degree Programs is the exclusive purview of administrative staff at the College of Social Work.

Certificate Programs

The College of Social Work administers and participates in several Certificate Programs. These programs are designed to provide students with knowledge and skills beyond what is offered in their graduate MSW course of study. Each certificate administered by the College of Social Work has a Coordinator who oversees the development of new courses, the maintenance of program integrity, student affairs including the development of a Plan of Study, as well as any interdisciplinary actions that require a meeting of the key participating disciplines.

The Coordinator is responsible for maintaining and informing an interdisciplinary committee that oversees curriculum changes and improvements. Courses offered in the Certificate Program that have a designator associated with the College of Social Work (SOWK) must adhere to the procedures of the MSW Program Committee of the College of Social Work. The Coordinator of each Graduate Certificate

Program is appointed by the Dean, and must be a clinical, tenure-track, or tenured faculty member. Faculty are assigned to this position for three years with the possibility of reappointment. These Coordinators should not be responsible for any administrative oversight of the execution of these programs, and administration of the Certificate Programs is the purview of administrative staff at the College of Social Work.

Ad Hoc Committees

The faculty, faculty committees, or the Dean may establish ad hoc committees to carry out time-limited projects not assigned to an existing committee or to perform sub-functions for standing committees. Faculty service responsibilities will be considered before such assignments.

Administrative and Advisory Groups

The Dean may establish administrative and advisory committees as needed so long as their practices are consistent with existing governance By-Laws. Faculty service responsibilities will be considered before such assignments.

Faculty Standing Committees

Faculty Responsibility for Committee Participation

Much of the business of the College is conducted in standing committees described below. Committee work will take place during the academic year. Relevant program directors and the Dean will determine a plan for activities that need attention during the summer as needed. The quality of the College's governance depends on faculty members' willingness to participate actively in these committees. Thus, it is expected that each faculty member will attend faculty meetings in person, actively serve on committees to which they are elected or appointed, attend committee meetings in person, and share in the work undertaken by the committees. Recommendations for MSW Program Specialization Chairs and Lead Teachers will be made by the MSW Program Committee by May 15 for the upcoming academic year. Recommendations for the BSW Program Sequence Leads and Course Leads will be made by the Undergraduate Program Committee by May 15 for the upcoming academic year. All final assignments will be decided by the Associate Dean for Curriculum. All committee chairpersons are elected by the respective committees unless the committee description specifies who will chair that committee (if a committee cannot reach consensus on the chairperson election, the committee can consult with the Dean for assistance). Committees are encouraged to elect chairpersons with previous experience on the committee. Any faculty member may bring an issue or suggestion to the appropriate faculty committee for discussion. All committee meetings are open to all faculty and administrators except for when the committee is in executive session. Action items are then brought by the respective committees to faculty as a whole for discussion and approval.

College of Social Work Faculty of the Whole

The Faculty of the Whole deliberates on a wide range of issues, decides on matters that fall under the purview of the faculty, elects members to Faculty Council, and advises the Dean on administrative matters. The Faculty of the Whole (see section on Faculty Roles and Voting Rights) typically meets monthly during the academic year, and may convene additionally as needed. Attendees include all faculty (tenure-track and non-tenure track), and others by invitation. Any faculty or staff member may submit items for the agenda and the Faculty Council Chair and Dean jointly determine the particulars regarding presentation. The agenda will include the Dean's report, committee and faculty senator reports, and other business.

Committee Election Procedures

Faculty Council is elected by March each year, separately from and in advance of the standing committees. Remaining committee elections must take place prior to May 15 each year. At least three weeks prior to committee elections, the Faculty Council prepares a ballot by soliciting self-nominations for committee positions. All clinical, tenure-track and tenured faculty must serve on one of the following committees: MSW Committee, Doctoral Committee, Undergraduate Committee, Faculty Search Committee or Faculty Council. The Faculty Council will create the final ballot for committee assignments, taking into account faculty preferences in addition to: committee policies (i.e. some committee require >1 year commitment); faculty service expectations; faculty expertise and experience; service release; committee composition requirements (some committees require certain members to be clinical or research faculty, etc.); maintaining consistency of some members on committees (i.e. do not have committees with entirely new members) and service responsibilities the previous year. If faculty do not submit a committee positions self-nomination in a timely fashion, they will be assigned to committees by the Faculty Council and will have no recourse to their assignment.

Faculty Council, the Program Committees (Undergraduate, MSW, PhD), and the admissions committee will have 2 year staggered service terms. Faculty may serve on consecutive terms on any committees except as otherwise noted. If needed, a faculty member can be elected to serve on a different committee after completing the first-year term.

A draft slate of committee assignments is sent to all faculty members who submitted a committee positions self-nomination to ensure that they agree to be considered for the committees to which they are appointed by the Faculty Council. With this feedback from faculty members, a final slate of committee assignments is distributed prior to the May meeting for review. The faculty will vote on the committee slate as a whole at the May meeting.

If any faculty member is unable to attend the meeting during which elections take place, an absentee ballot may be submitted. The absent faculty member should request a final slate of committee assignments from the Dean's office and return it to the Dean's office no later than one week before the election. This ballot will be added in with all other faculty ballots in committee elections.

Field Education Advisory Committee

This committee advises and supports the Field Programs. The committee is comprised of the Director of Field Education (Chair); Assistant Director of Field Education; and a minimum of one BSW, one foundation and two advanced practice MSW field instructors selected by the Director of Field Education; and one BSW and one MSW student representative. All representatives outside of the College are expected to serve three-year terms.

Tenure and Promotion Committee

The College of Social Work Tenure and Promotion Committee is comprised of all tenured faculty members. Functions of the committee are defined in the "College of Social Work Tenure and Promotion Procedures and Criteria," approved by COSW tenured faculty, UofSC provost, and the University Committee on Tenure and Promotion in accordance with UofSC policy in the UofSC Columbia *Faculty Manual* (www.sc.edu/policies/facman/fmhome.html). In accordance with the University faculty manual and the COSW Tenure and Promotion Procedures and Criteria, the T&P Committee also conducts annual and third year reviews of progress toward tenure and promotion, as well as post tenure reviews, in accordance with COSW policy and the University.

Faculty Voting Rights

Faculty Status	Curriculum	Admissions (Standard & Procedures)	Student Evaluation & Academic Requirements	Tenure and/or Promotion of Tenure-Track Faculty	Retention & Promotion of Non-Tenure Track Faculty	Committee Membership	Budget	Governance
Tenured Faculty	X	X	X	X	X (as specified)	X	X	X
Non-Tenured Tenure-Track Faculty	X	X	X			X	X	X
Research Faculty					X (as specified)	X	X	X
Clinical Instructors and Ranked Clinical Faculty	X	X	X		X (as specified)	X	X	X
Temporary Faculty	Advisory	Advisory	Advisory					

Faculty Elected Committee

The Faculty Council

The purpose of the Faculty Council is to represent faculty interests and perspectives, and to provide a forum for faculty to discuss administrative practices and actions. Faculty Council: 1) hears, considers, and advocates on issues of concern to faculty members; 2) acts as a liaison between faculty and administration; and 3) contributes a faculty perspective on matters where shared (faculty and administrative) governance and decision-making are required.

Faculty Council has responsibility for reviewing issues and making recommendations to the Dean and faculty that relate broadly to the performance and welfare of the College and its faculty. The Faculty Council represents the interests of the faculty and works closely with the Dean in setting the agenda for faculty meetings, studying issues, developing policies, and informing faculty deliberations. Any faculty may place items on the agenda of each Faculty Council meeting. On matters of academic policy and governance, the Faculty Council will structure issues and present them to the faculty as a whole for discussion and decision. The Faculty Council will advise the dean on budget, governance and administrative issues. The Faculty Council organizes and interprets the interests and concerns of faculty and students and advises the Dean on these matters and/or develops recommendations to present to the full faculty.

The Faculty Council consists of six voting members (three tenured faculty, one non-tenured tenure-track faculty member, one clinical teaching faculty member, and one research faculty member), and others invited or requested to attend the council meeting. The Faculty Council may constitute sub-committees, made up of the faculty-at-large, to explore issues and make recommendations. The chair and chair-elect of the Faculty Council are tenured faculty members elected by the faculty no later than March. Faculty Council members will serve for terms of two years and will be ineligible for election for two years following their term of service. The Chair-Elect of Faculty Council is elected as Chair-Elect for the first year and then as Chair for the second year.

Doctoral Program Committee

The primary function of the Doctoral Program Committee is to administer the implementation of course, curriculum, and college objectives for the doctoral Program. The Doctoral Program Committee, in consultation with the Dean, is responsible for all elements of the College's doctoral program, including objectives, curriculum, admissions, procedures, policies, and evaluation. Once an academic year, the committee will facilitate an open curriculum discussion with full faculty. The Doctoral Program Coordinator oversees relations with the Graduate School and other PhD programs nationally, and monitors the interdisciplinary connections with other academic units throughout the university. The Doctoral Program Coordinator is appointed for a five-year term by the Dean and serves as Chair of the committee. Membership consists of four faculty members with significant research, teaching, and advising experience; the Assistant Dean of Curriculum and Assessment; the Associate Dean for Curriculum; and two doctoral student members selected by the doctoral student body.

MSW Program Committee

The primary function of the MSW Program Committee is to administer the implementation of course, curriculum, and college objectives for the MSW Program. The committee is responsible for all elements of the College's MSW program including objectives, curriculum, admissions, enrollment, procedures, policies, and evaluation. Once an academic year, the committee will facilitate an open curriculum

discussion with full faculty. The MSW Program Coordinator is appointed for a five-year term by the Dean and serves as Chair of the committee. Membership consists of the Associate Dean for Curriculum; Director of Field Education; Assistant Dean of Curriculum and Assessment; Assistant Dean for Students; and five other elected faculty members (1 representing foundation year, 1 representing the specializations, and 3 at-large such that at least one clinical and one tenure-track faculty are included). An MSW student member is selected by the MSW student body. The Off-site MSW Program Liaison and student services staff serve as needed.

Undergraduate Program Committee

The primary function of the Undergraduate Program Committee is to administer the implementation of course, curriculum, and college objectives for the BSW Program. The committee is responsible for all elements of the College's BSW program including objectives, curriculum, admissions, enrollment, procedures, policies, and evaluation. Once an academic year, the committee will facilitate an open curriculum discussion with full faculty. The BSW Program Coordinator is appointed for a five-year term by the Dean and serves as Chair of the committee. Membership shall consist of the Associate Dean of Curriculum; Director of Field Education; the Assistant Dean of Curriculum and Assessment; three faculty members elected at large (two with experience teaching in the BSW Program); one BSW senior (elected by the student body) and one BSW junior (appointed by the BSW program staff). The BSW Field Coordinator, and Assistant Dean for Students serve on an as needed basis.

Student Grievance, Standards, Petitions, and Ethics Committee

The Student Grievance, Standards, Petitions, and Ethics Committee hears any student grievances and petitions alleging unfair or discriminatory treatment of students by faculty or staff (including grade appeals). Members include three tenure-track, tenured or clinical faculty members. The Chair is responsible for recording and processing student grievances according to the guidelines set forth in the College's Policy and Procedures Manual and made available to the students through the Student Manual. The committee makes recommendations on any grievances or petitions, forwarding these to the Dean, who is responsible for the resolution of student grievances. However, if a graduate student is not satisfied with the Dean's resolution, he/she may appeal to the Graduate School. If an undergraduate student is not satisfied with the Dean's resolution, he/she may follow up with the UofSC Ombudsperson for undergraduate students. The committee also serves as the Faculty Ethics Committee to deal with matters such as the use of self-authored texts.

Faculty Recruitment Committee

The Faculty Recruitment Committee is responsible for recruiting, screening, and coordinating campus visits for candidates; soliciting evaluations of the candidates; and making recommendations to the Dean. Five faculty members are elected to the committee. The Chair of the committee will be tenured and have at least one year of previous experience serving on the committee. One tenured faculty member will be designated as Affirmative Action Advocate to ensure College compliance with the University's affirmative action policy. Additional members may be appointed by the Dean or invited by the Committee as needed for specific expertise for a particular hire. Additional committee members include one student (BSW, MSW or PhD) as determined by the committee.

Admissions Committee

The primary function of the Admissions Committee is to evaluate admission and enrollment processes in the BSW, MSW, and PhD programs. The Admissions Committee, in consultation with the Dean, is responsible for admission policy oversight, evaluation of admissions criteria, and proposing new criteria.

Members include the Associate Dean for Curriculum (Chair); Assistant Dean of Curriculum and Assessment; Assistant Dean for Students; Coordinators for the BSW, MSW, and PhD programs; one support staff from admissions and one from recruitment; and two elected faculty members at large. Elected members serve on the committee for a two-year term. The committee should include at least one clinical faculty member, in any role.

Other Faculty Elections

Student Ombudsperson

The COSW Ombudsperson is a neutral party who does not act as an advocate for any participant involved in a dispute. The ombudsperson adheres to the International Ombudsman Association (IOA) ethical principles of independence, neutrality, confidentiality, and informality. The Ombudsperson impartially considers the interests and concerns of all persons involved and attempts to facilitate communication to assist parties involved in the dispute informally resolving their dispute in a fair and equitable way, consistent with policies of the University. The ombudsperson should adhere to the International Ombudsman Association's Code of Ethics and Standards of Practice. The Ombudsperson will be a current or emeritus faculty member who does not serve in an administrative role. The Ombudsperson may not serve concurrently on the COSW Grievance Committee or have any other role that might compromise neutrality. If a student wants to file a grievance against the designated ombudsperson, or the ombudsperson has an actual, perceived, or potential conflict of interest, an alternative faculty member shall be appointed by the Dean. It is the duty of the ombudsperson to declare any such conflict of interest, request an alternate ombudsperson, and recuse himself/herself from the grievance process. An Ombudsperson should not participate in or be expected to: Make binding decisions or alter university or COSW policy or procedure; Compel any group or individual to comply with the ombudsperson's recommendations; Receive formal notice of complaint for the university or the COSW; Participate in any formal grievance proceedings; or Act as an advocate for any group or individual.

Faculty Senate

Four senators are elected for three-year staggered terms to the University Faculty Senate. At least one of them will be a clinical faculty.

Appendix 2: Selected By-laws at Other Institutions

Colleges of Pharmacy

University of Tennessee

<https://uthsc.policymedical.net/policymed/artifact/list#>

<https://uthsc.edu/pharmacy/about/index.php> Vision-Mission-Values

University of Georgia

<http://rx.uga.edu/wp-content/uploads/2019/02/ByLaws-Approved-12.17.18-00000003.pdf>

<https://rx.uga.edu/about/vision-mission-values/>

University of Mississippi

<https://pharmacy.olemiss.edu/about-sop/missionvision/>

University of North Carolina

<https://pharmacy.unc.edu/about/the-eshelman-way/>

Colleges of Social Work

Colleges of Arts and Sciences

Colleges of Social Work: A Select Survey of By-laws and Rules at Michigan State University, Florida State University, Rutgers University, and University of Tennessee
Michigan State University

1.1. Composition of the Faculty

1.1.1. In accord with the College of Social Science (CSS) bylaws, the tenure-system faculty of the School of Social Work (School) shall consist of all persons appointed under the rules of tenure and holding the rank of professor, associate professor, or assistant professor.

1.1.2. Persons holding full-time continuing specialist positions in the School's field education program are faculty.

1.1.3. Directors of the School's BASW, MSW, Ph.D., Community and Field Education programs are faculty.

1.1.4. Persons appointed as endowed professors at any rank are faculty.

1.1.5. Persons with School titles of clinical professor, clinical associate professor, clinical assistant professor, senior clinical instructor, clinical instructor, advisor, coordinator, director, or specialist (non-tenure system) are faculty.

1.1.6 The School's Visiting Professors and Professors Emeriti/ae are honorary faculty.

1.1.7 School of SocialWork field instructors appointed annually as instructors or assistant instructors are faculty.

1.2. Voting Faculty

1.2.1. The voting faculty in the election of University councils and University committees consists of all tenure-system faculty (see 1.1.1.) engaged in the academic activities of the School on a regular basis, including those on leave (CSS bylaws).

1.2.2. Voting or giving advice to the Director on issues of reappointment, promotion, and tenure, as well as the evaluation of merit for faculty within the tenure-system is reserved for faculty listed in 1.1.1., in compliance with the School's bylaws (6.3.5. and 6.3.6.).

1.2.3. Voting for members of the School's FAC (Faculty Advisory Committee) is reserved for tenure-system faculty (see 1.1.1.).

1.2.4. Voting for members of the School's SAC (School Advisory

1.4. Tenure-System Faculty Meetings

1.4.1. Tenure-system faculty meetings will be called at least once a semester and may be called upon the request of the School Director and/or the Faculty Advisory Committee.

1.4.2. Tenure-system faculty shall attend and vote at tenure-system faculty meetings.

1.4.3. Matters reserved for tenure-system faculty consideration only are: (1) policy concerning salary, leaves, insurance, retirement, fringe benefits, and issues of tenure-system faculty rights; (2) Policy decisions concerning the appointment, salary, reappointment, promotion, tenure or dismissal of individual tenure-system faculty members, including consideration of the merit salary process; and (3) Matters affecting the professional responsibility of the tenure-system faculty to establish and maintain the intellectual authority of the University (from the CSS Bylaws).

3. SCHOOL ORGANIZATION

3.1. Director of the School

3.1.1. The School Director is the chief executive officer of the School.

3.1.2. The School Director is responsible for education, research and service/outreach programs of the School. This responsibility includes budgetary /fund raising matters, physical facilities and personnel matters in their jurisdiction, taking into account the advisory procedures of the School.

3.1.3. The voting faculty of the School shall have shared responsibility with the Dean to determine procedures for the selection of the School Director to be recommended to the Provost.

3.1.4. Faculty and students of the School shall advise

3.1.5. The School Director shall be subject to review by the Dean at intervals not to exceed five years.

3.1.5.1. The School faculty shall have shared responsibility with the Dean to determine procedures for the review of the School Director. Summary results will be shared with the School Director, with faculty, and other relevant stakeholders determined in consultation with the Dean.

3.1.5.2. At any time during the term of office, the appointment as School Director may be terminated either by resignation or by the Dean of the College of Social Science. A faculty assessment and majority faculty vote of “no confidence” in the leadership of the School Director will prompt College-level assessment and consultation with the School Director and faculty.

3.1.6. The Director of the School will be reviewed with an advisory interim School evaluation in the third year of a first term of office. The evaluation will be led by the Faculty Advisory Committee with input from the School Advisory Committee.

3.1.7. The School Director shall participate in academic governance as part of their administrative responsibility. This participation shall include those responsibilities listed in Section 2.1.5. of the University Bylaws. The voting faculty and School Director shall share in the governance of the School in conformity with University Bylaws for Academic Governance.

3.2. School Administrators

3.2.1. Associate Directors

3.2.1.1. The School Director may designate Associate Directors who shall serve at the request of the School Director with the advice of the Faculty Advisory Committee and School Advisory Committee.

3.2.1.2. The Associate Directors shall perform assigned administrative duties.

3.2.2. The School's Director will designate Program Directors for the School's academic programs with the advice of the Faculty Advisory Committee and School Advisory Committee. These Program Directors, with the School Director and Associate Directors, constitute the School's Administrative Team.

3.2.2.1. Director of the BASW Program

Responsibilities include monitoring of the day-to-day operation of the undergraduate program, coordinating undergraduate admissions procedures, coordination of undergraduate student advising, and other matters related to the undergraduate student's matriculation in the School. Other responsibilities may be delegated by the School Director.

3.2.2.2. Director of the MSW Program

Responsibilities include coordinating MSW admission procedures, coordination of MSW student advising, other matters related to the graduate student's matriculation in the School, and monitoring of the day-to-day operation of the graduate program. Other responsibilities may be delegated by the School Director.

3.2.2.3. Director of the Doctoral Program

Responsibilities include coordinating doctoral admission procedures, coordination of doctoral student advising, other matters related to the doctoral student's matriculation in the School, and monitoring of the day-to-day operation of the doctoral program. Other responsibilities may be delegated by the School Director.

3.2.2.4. Director of Field Education

Responsibilities are overall coordination of undergraduate and graduate field education day-to-day activities at assigned program sites. These responsibilities shall include responsibility for field liaisons and field instructors. Other responsibilities may be delegated by the School Director.

3.2.2.5. Director of Community Programs

Responsibilities primarily include overall coordination of the School's Community Programs. Other responsibilities may be delegated by the School Director.

3.3 Faculty Advisory Committee

3.3.1. The Faculty Advisory Committee consists of three tenure-system persons elected by the tenure-system faculty to advise the School Director on matters of concern to the School. Such matters include program development; relationships with the College and University; special projects, faculty appointments, promotion, tenure, and terminations; reviewing faculty performance and making recommendations to the School Director with regard to annual reviews, assessments and merit salary increases for tenure-system faculty; relationships with community and state agencies; and alumni activities.

3.3.2. The Committee meets regularly (at least once a semester) on the call of the School Director or at the request of two members of the Committee. The Committee reports to the tenure-system faculty at tenure-system meetings. The Faculty Advisory Committee is not a representative legislative body for the faculty, but serves as a consulting body.

3.3.3. The Committee is subject to the following requirements:

3.3.3.1. The three members of the Faculty Advisory Committee shall be elected by secret ballot for three-year terms, one member

to be elected each year. At least one member should have gained tenure.

3.3.3.2. All members of the tenure-track faculty except the School Director shall be qualified to serve on the Faculty Advisory Committee.

3.3.3.3. All members of the tenure-track faculty except the School Director shall be qualified electors of the Faculty Advisory Committee.

3.3.3.4. No member may serve consecutive three-year terms. A person filling an unexpired term is eligible for election for an additional three-year term.

3.3.3.5. To be eligible for election, a member must expect to be able to serve the full term for which she/he is elected.

3.3.3.6. In the spring of each year, the School Director shall submit a secret ballot to all qualified electors. Election shall be in accord with the School's policy and procedures.

3.3.3.7. A permanent vacancy—due to resignation, to nonparticipation, or other reasons—occurring before expiration of the three-year term shall be filled by a similar special election within thirty days except that (1) the special election shall be held at a time other than the regular election, and (2) the member there elected shall serve for the unexpired term of the person whose vacancy she/he fills.

3.3.3.8. A vacancy occurring because of the absence of a member for three or more months shall be temporarily filled by a similar special election. The person so elected shall serve only during the member's period of absence.

Florida State University

Article II – Jurisdiction

Section A. The basic legislative body of the College of Social Work shall consist of full-time members of the Tenure Track and Specialized Faculty. Subject to state law, the regulations of the Florida Board of Governors, and the Constitution of FSU, this legislative body shall have full authority to develop policy and decide matters of curriculum, program offerings, admissions, grading, and any other academic matters of concern to the College.

Section B. All faculty and committee meetings shall be open and conducted according to the following rules, unless exceptions are made for alternative provisions in the Bylaws: quorum consists of a majority of the voting members; majority rule shall apply, the chairperson votes; the chairperson, with the consent of the majority of the voting members, shall determine all other procedural rules not otherwise specified in the Bylaws.

Article III – Faculty Meetings

Section A. The Faculty of the College of Social Work shall meet at least once in each semester. It will discuss and vote on all major changes in program and curriculum that affect the College, in accordance with Article V of the FSU Constitution.

[...]

Article IV – The Dean

Section A. The Dean shall serve as the chief administrative officer of the College.

Section B. The Dean shall call (except as provided in Article III, B) and preside over faculty meetings and shall prepare and distribute the agenda at least three days in advance of the meetings.

Section C. The Dean shall appoint any individuals needed to administer the College's affairs. The Dean shall report to the College, as soon as practical, normally at the beginning of the Fall semester, the names and duties of such appointees.

Section D. The Dean shall establish committees for the conduct of College affairs as provided in Article VI.

Section E. At least once a year, the Dean shall report on the "State of the College" to the faculty. This report shall address the state of the College, priorities for the upcoming year, the College's budgetary status, and other major issues of concern to the College and the faculty.

Section F. The Dean, in conjunction with the appropriate committees of the College, shall coordinate all segments of the academic program, such as degree requirements, curricular offerings and catalog announcements. The Dean shall determine and/or supervise, in consultation with appropriate committees, administrative personnel and faculty members, such matters as the scheduling of classes, assignments of faculty, budgetary policies, and student appeals.

[...]

Article VI – Committees

Section E. Standing Committees

3. Faculty Affairs Committee

- a. This committee shall provide faculty leadership, and assume responsibility for the mechanisms and procedures to support collegial governance, faculty evaluation, and development and maintenance of College Bylaws.
- b. This committee shall be composed of six faculty members, excluding the Dean, four elected from the Tenure Track Faculty and two from the Specialized Faculty.
- c. Faculty members vote within their respective categories for membership on this committee.
- d. The committee shall play an active and responsible role in academic matters, assuring that the collegial system of shared governance is maintained.
- e. The committee shall be responsible for developing and conducting election procedures for faculty committee membership.
- f. The committee shall be involved in, and make recommendations to the Dean for:
 1. a faculty development program;
 2. recruitment of new Tenure Track and Specialized Faculty, including the screening of all applicants;
 3. all concerns relating to faculty rights.
- g. This committee shall assume responsibility for the development of merit policies and procedures which are subject to the approval of Tenure Track and Specialized

Faculty and consistent with criteria in the College of Social Work Evaluation Criteria Document.

Rutgers

Article 1

1.1 Purpose

These Bylaws have been adopted by the Faculty of the School of Social Work. They are intended to govern the affairs of the School in accordance with the Regulations governing Rutgers University. In the event of any inconsistency or conflict between these Bylaws and the regulations governing Rutgers University, University regulations shall prevail. Where necessary, the Rules of Procedure Committee of the School of Social Work shall provide temporary rules while final rules are being drafted and considered.

Article 3

Faculty

3.1 Membership

Faculty of the School of Social Work shall include the President of the University, the University Vice President for Academic Affairs, and the following officers of the University: the Dean, the Associate Deans, the professors, the associate professors, the assistant professors, the lecturers and instructors who have served at least one year, and members of research and extension staff of the School of the equivalent rank and service. These constitute the voting members of the faculty. Other officers and School personnel may be invited to faculty meetings and may take part in the discussion but shall not vote.

3.2 Faculty Duties and Powers

The faculty shall have jurisdiction over academic matters in the School, including:

- Determining any additional requirements for admission that are deemed necessary for entrance into the School;
- Setting up the requisite curricula for academic work and providing for the sequence of courses;
- Adopting additional regulations regarding attendance, conduct of examinations, grading, scholastic standing and honors in course, and other appropriate matters;
- Determining specific requirements for degrees in keeping with established University standards;
- Recommending for degrees through the President to the Board of Governors, those candidates who have fulfilled the requirements for the appropriate degrees;
- Adopting regulations governing faculty procedures, consistent with University Regulations and with the policies of the Board of Governors and the University;
- Proposing through the Senate and the President amendments to University Regulations

University of Tennessee

The faculty, through its governance structure, maintains responsibility and control over admissions, curriculum design, educational policy, review and recommendation of candidates for faculty positions, and review and recommendation of faculty for promotion and tenure. New courses and new programs are reviewed by the College's Curriculum Committees, the dean, the University's Undergraduate and Graduate Schools and the College of Social Work faculty as appropriate.

Article II - The College Faculty and its Organization

A. Composition of the Faculty

The faculty of the College of Social Work is defined as those members of the academic staff including tenured, tenure-earning, and non-tenured, visiting, temporary, part-time, and/or emeritus faculty. The roles, responsibilities, and rights of both tenured and nontenured faculty are defined in the Faculty Handbook of The University of Tennessee, Knoxville.

B. Faculty Voting

Tenured, tenure-earning, and non-tenured faculty who do not have a dual role (e.g., are also currently enrolled as a student in the College), who are employed fifty percent or more time and who are actively involved in the University's mission to teach, research and/or perform public service shall be considered faculty eligible to vote on all issues. Other members of the College faculty and staff may attend and participate in College meetings on a non-voting basis. Faculty who are on official leave or sabbatical from UT for one or more semesters are for the duration of their official leave not included as faculty eligible to vote. The dean of the College is not included among those considered eligible to vote.

D. Agenda

Meetings shall be conducted in accordance with a written agenda circulated in advance to faculty members by either the dean or associate dean. A call for items to be placed on the agenda shall be made to participants. Under exceptional circumstances these conditions may be waived.

F. Functions

1. All curricular and admissions policies governing the College's academic programs are determined by faculty. Decisions to adopt or change published admissions criteria or academic requirements for the BSSW program, the MSSW program, DSW program, or the PhD program require the affirmative vote of a majority of the faculty within the College who choose to vote.
2. The advice of the faculty shall be routinely sought by the dean, associate deans, program directors, and committee chairpersons in formulating policies, practices, and decisions governing all major aspects of College life.
3. The decision to ratify or amend these Bylaws of this governance document shall require an affirmative vote of two-thirds of the faculty who choose to vote.
4. All other decisions (not covered in the Bylaws) submitted for College-wide approval shall require an affirmative vote by a majority of the faculty who choose to vote. To be valid, College-wide votes that are conducted electronically must follow the guidelines stipulated in Article II, Section B above. College-wide votes at College-wide meetings are valid if the rules for a quorum are met.

5. The faculty shall receive at its College-wide meetings a comprehensive report from the dean regarding the state of the College.

6. The faculty shall receive written minutes (in electronic format) of the meetings of all College-wide committees. The faculty shall receive reports from each of these groups at annual meetings of the College-wide faculty.

7. Faculties on each campus shall have the opportunity to receive at their campus meetings a report from both of the associate deans and a report from faculty who are members of College committees, ad hoc committees, and local campus committees. Campus faculty shall have the right to review the work of all campus committees. All campus faculty decisions shall require a majority vote of the faculty who choose to vote.

8. The faculty shall establish a plan and procedures for equitable allocation and distribution of faculty workloads. Distribution of faculty workload shall include all essential College functions necessary for collegial management of the College.

Article IV – College-wide Program Roles

A. Director of the BSSW Program

The director of the BSSW program is appointed by the dean in consultation with faculty and the BSSW program committee. The director reports to the Associate Dean of Academic Affairs. The director carries both administrative and teaching responsibilities. Further detail may be found in the Administrative Policies & Procedures Manual.

B. Director of the MSSW Program...

[Total of 7]

Article V - Committees of the College

Described herewith in are the College-wide committees of the College of Social Work. Each College-wide committee shall, through written minutes, regularly inform the College faculty of its substantive deliberations and recommendations. Where faculty approval of committee actions or recommendations is required, committee chairs shall collaborate with the dean and the associate dean of academic affairs in soliciting such approvals. The committee chairs shall be responsible for maintaining files of minutes and other documents that record committee work. The minutes of all committees shall be made available to the faculty through electronic archive.

A. Standing Committees [...9 total]

1. The Faculty Governance Committee is comprised of five faculty members, with a minimum of one tenure track and one non-tenure track faculty member. The dean is ex-officio and non-voting member. Colleagues elect the members during the College-wide meeting of the spring semester. The chairperson is a tenured faculty member elected by committee members at the last committee meeting during the spring semester. The chairperson will serve a two-year term as the chairperson. The committee provides a forum through which the faculty role in College governance can be continuously clarified and amplified. The committee participates in the ongoing development of College-wide administrative policies and procedures that affect the performance of the faculty role, and routinely advises

Academic Governance in Colleges of Arts & Science – A Select Survey of Bylaws and Rules

Overview

Fifteen A&S colleges were investigated. All fifteen have an articulated academic/faculty governance structure, with the vast majority employing by-laws. These by-laws exist alongside university-level by-laws and rules.

Eight colleges were selected for closer study, at both peer and peer aspirant institutions, including several that have had significant if not severe governance-trust problems (e.g. Colorado and Michigan State).

All eight colleges were found to employ by-laws.

In all but one college (UNC), bylaws create and empower significant college governance bodies that are controlled by faculty—and whose members are appointed by the faculty.

Almost all surveyed colleges employ a number of committees (e.g. curriculum, graduate, budget) on which faculty and administration both serve.

A majority of the surveyed by-laws include provisions for strong faculty involvement in dean searches/appointments.

This report contains excerpted by-laws from A&S colleges at the following institutions (links to full documents are included):

Michigan State University

Florida State University

University of Colorado

University of Washington

University of Virginia

University of North Carolina, Chapel Hill

Louisiana State University

University of Kansas

Michigan State University

From [By-laws – College of Arts and Letters \[n.d.\]](#)

[...]

1.3. Faculty Meetings

1.3.1. A College meeting shall normally be held at least twice during each academic year. Additional ordinary meetings of the College may be called by the Dean, the College Advisory Council, petition to the Dean by ten percent of the voting faculty of the College, or petition by at least fifty students enrolled in the College of Arts and Letters as defined in 2.1.2. [...]

1.3.3. Special Meetings [allowed][...]

2.1.5. All students serving on College standing committees; two students selected by each Department, preferably one graduate and one undergraduate, from Department standing committees; and one undergraduate and one graduate student from the degree-granting Interdepartmental and Interdisciplinary Programs shall automatically be voting members at College meetings, except on matters reserved to faculty by the current *Bylaws for Academic Governance-Michigan State University*. [...]

3.1. Administration of the College

3.1.1. The College's administrative officers are the Dean, Associate and Assistant Deans, and the Department chairpersons or directors of programs. The duties, responsibilities, and powers of these officers and the procedures for appointment and review of appointment shall be as specified in the *Bylaws for Academic Governance-Michigan State University*.

3.1.2. The Dean is responsible for the educational, research/creative, and service programs of the College. This responsibility includes budgetary matters, physical facilities and personnel matters in their jurisdiction, taking into account the advisory procedures of the College.

3.1.3. The College Advisory Council of the College shall have shared responsibility with the Provost to determine procedures for the selection of the Dean to be nominated by the Provost.

3.1.4. The selection of assistant and associate College administrators to be nominated to the Provost shall be the responsibility of the Dean, who shall consult the College Advisory Council.

3.1.5. The Dean of the College shall be subject to regular review at intervals not to exceed five years.

For Ad Hoc Committee on Unit-Level Governance

3.1.5.1. The College Advisory Council shall have shared responsibility with the Provost to determine procedures for the review of the Dean. It is recommended that the procedure developed should include solicitation of faculty input and interviews with the chairpersons and directors by the Provost.

3.1.5.2. There is no limit, other than the limit imposed by the University rules on retirement from administrative positions, on the number of times an individual may be continued in the position of Dean. [...]

3.2. College Advisory Council

3.2.1. Composition

3.2.1.1. To ensure that the overall academic interests of the College are represented, the College Advisory Council shall be composed of:

3.2.1.1.1. One faculty member from each Department with vote.

3.2.1.1.2. One member selected each year by the elected faculty members of the College Advisory Council from among the College representatives to the University Council, who will serve *ex officio*, without vote.

3.2.1.1.3. The Dean, who may also appoint an Associate or Assistant Dean at their discretion. They shall serve *ex officio*, without vote.

3.2.2. Functions

3.2.2.1. The College Advisory Council shall serve as a deliberative body for faculty and students to participate in the policy-making of the College.

3.2.2.2. The College Advisory Council shall serve as a deliberative body which recommends policies to the Dean.

3.2.2.3. The College Advisory Council shall establish, as the need arises, a process of faculty review before any action is taken to create, alter, dissolve, discontinue, disband, or downgrade an academic Department, Program, or Center.

3.2.2.4. The College Advisory Council shall act as an agency through which individual faculty or students may initiate action in the academic governance of the College; it may refer such matter to an appropriate College committee, and shall receive reports as required from College representatives to University committees.

3.2.2.5. The College Advisory Council shall advise and consult with the Dean on problems concerning the welfare of the College.

For Ad Hoc Committee on Unit-Level Governance

3.2.2.6. The College Advisory Council shall have delegated authority to supervise and conduct all faculty elections at the College level, including the election of College representatives to the Faculty Senate and University Council of the University.

3.2.2.7. The College Advisory Council shall name replacements to the Faculty Senate and University Council of the University when an elected faculty representative is unable to serve for a period of one academic semester or more.

3.2.2.8. The College Advisory Council shall have shared responsibility with the Dean in determining the time, date and place of all College faculty meetings.

3.2.2.9. The College Advisory Council shall have shared responsibility with the Dean in preparing the agenda and meetings.

3.2.2.10. The College Advisory Council shall consult with the Dean on the replacement and appointment of Associate and Assistant Deans.

3.3. Standing Committees of the College Advisory Council

3.3.2. College Curriculum Committee

3.3.3. College Graduate Council [...]

Standing Committees Advisory to the Dean

3.4.1. College Reappointment, Promotion, and Tenure Committee [...]

3.4.2 College Inclusive Practices Committee

University of Colorado, Boulder

From [BY-LAWS OF THE ARTS AND SCIENCES COUNCIL](#)

Faculty Governance for the College of Arts & Sciences

Adopted April 14, 2016

Preamble

The Faculty of the College of Arts and Sciences at the University of Colorado Boulder, recognizing that faculty governance is imperative, affirms its right and responsibility to participate fully in the governance of the College in consonance with the Laws of the Regents, including all matters of educational policy, academic ethics, faculty appointments, promotion and tenure, budgetary review, the selection of administrators, and other policies concerning the general academic welfare.

In exercising its rights, the Faculty commits itself to:

- an open and meaningful process of cooperative decision-making;
- the encouragement of excellence in learning, research, and teaching;
- service to the University, the academic profession, and the public;
- the pursuit of a policy in which faculty appointment, retention, advancement, and rewards are based on teaching, creativity, scholarly contributions, and community enhancement;
- diversity in the faculty, administration, staff, and student body, with opportunity for all people regardless of race, color, religion, gender, sexual orientation, age, political affiliation, national or class origin, disability, or veteran status.

[...]

Article III. Conduct of Meetings of the Faculty of Arts & Sciences

The FAS shall meet at least once per semester in each academic year. The FAS meeting may take place in conjunction with an ASC meeting.

The Chair of the ASC must call a special session of the FAS, to be held within ten working days, upon receipt of a petition signed by 5% of the membership. The petition must state the specific item(s) to be considered at the meeting. The Chair of the ASC must also call a meeting of the FAS at the request of the Dean.

For Ad Hoc Committee on Unit-Level Governance

The Chair of the ASC shall preside over meetings of the FAS, assisted, if applicable, by the Parliamentarian of the ASC.

[...]

Article IV. The Arts & Sciences Council

Membership

The Arts & Sciences Council is composed of representatives from primary units, elected for three-year terms. The Dean of the College and the Chair of the Boulder Faculty Assembly are ex-officio, non-voting members of the ASC.

The normal responsibilities of ASC representatives are to:

participate in the work of an ASC standing committee,

distribute the agenda and minutes to the faculty they represent, and

report back, in a timely fashion, to one's unit or constituency on ASC activities.

Purpose

The ASC represents the views and interests of the Faculty of Arts & Sciences. Each month during the academic year the ASC meets to initiate and decide matters of policy, make proposals, and set guidelines that may be general or specific. The ASC will report on its activities to the FAS on a regular basis and at least once per semester.

Conduct of Council Meetings

Normally, the Arts & Sciences Council meets monthly during the regular academic year, at least four times each semester. [...]

Operation

The ASC constitutes standing committees to participate in the governance of the College. The Dean will prepare administrative and policy matters for presentation, review, amendment, and approval or disapproval by the ASC. The Dean will regularly report and explain his or her policies and decisions, both general and specific, to the ASC or its appropriate committees for information and action. In this manner budgetary and other final decisions will constitute a collaborative endeavor.

Election and Vacancies

Each primary unit elects one representative to the ASC. Under-represented groups of faculty in the College of Arts and Sciences may apply to the Arts and Sciences Council for certification as a unit entitled to elect a representative. Representatives serve three-year terms. If a representative goes on leave during the three-year term, the department may elect a temporary replacement, allowing the person to complete the term following the leave; or the department may elect a new representative to begin a new three-year term. A representative may not serve more than two consecutive terms. After a two-year hiatus, a person may serve again. An ASC representative may be replaced for

For Ad Hoc Committee on Unit-Level Governance

reason of non-attendance or other good cause. Each primary unit is responsible for replacing its own ASC representative if the position falls vacant.

[...]

Article V. Committees of the Arts & Sciences Council

The ASC has a variety of working committees. The Standing Committees of the ASC include the Budget, Curriculum, Community and Diversity, Grievance, Online Education and Information Technology, Personnel, and Planning Committees. In addition, the ASC has an Executive Committee and may appoint ad hoc committees.

The committees of the ASC are intended to be working committees participating in the administration of the College. Each committee establishes and publishes its rules of procedure. These committees will be supplied in a timely manner with information and proposals from faculty and administration before these proposals are put into effect. The administration will provide adequate staff support for committee activities.

The standing committees may invite members of the administration as non-voting members to consult on specific issues. The standing committees may nominate non-ASC faculty to serve as voting members of their committees. Nominations will be approved by and the terms of service will be determined by the Executive Committee.

The standing committees shall report at least annually to the full ASC.

Budget Committee

This committee acts jointly with the Dean to review and approve the College budget. When necessary it provides additional advice to the Dean on other budgetary matters.

Curriculum Committee

This committee votes on and makes recommendations to the FAS, the ASC, and the Dean on curricular matters in the College.

Committee on Academic Community and Diversity

This committee identifies, prioritizes and addresses issues of academic community and climate for faculty, staff and students, and advocates diversity at all levels and in all activities of the College. The committee may solicit requests and in some cases proposals from A&S units. It makes recommendations to the Dean and administration about implementation of diversity programs in the College. The committee will maintain and update a Diversity Plan for the College.

Grievance Committee

This committee makes recommendations to the A&S Dean about career salary grievances and about salary and non-salary grievances stemming from annual merit evaluations.

Online Education and Information Technology Committee

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This committee represents the views and the interests of the FAS in all A&S and Campus matters pertaining to online education and information technology. It works in concert with the Curriculum Committee to craft A&S policies regarding online education.

Personnel Committee

This committee advises the Dean on matters of re-appointment, tenure, promotion, and evaluation of the Faculty, and awarding of honorific titles such as the College of Arts & Sciences Professor of Distinction. This committee is also habilitated to consider appeals filed with the dean in cases of non-reappointment recommendations for instructor rank faculty.

Planning Committee

This committee advises the Dean on aspects of planning for the College, including its departments and constituent programs.

Executive Committee

The Executive Committee consists of the chairs of the seven standing committees (Budget, Curriculum, Community and Diversity, Grievance, Online Education and Information Technology, Personnel, and Planning) and the Chair of the ASC, who also chairs the committee. This committee sets the agenda for meetings of the ASC. The agenda must be distributed to each member of the ASC in advance of the ASC meeting. The Executive Committee may propose policies to the ASC for approval that will guide the activities of the College and be implemented by the administration. The Executive Committee will maintain ongoing communication with the Dean and the ASC committees. It is further charged with overseeing elections to the ASC each year and may form ad hoc subcommittees to assist in its various responsibilities.

Ad Hoc Committees of the ASC

The Executive Committee may propose the formation of ad hoc committees of the ASC tasked with analyzing and/or making recommendations about important issues facing the College of Arts and Sciences and its faculty. The creation of such committees must be approved by a vote of the ASC. The Executive Committee nominates and appoints the chair(s) of such committees and approves their charge and membership. The Chair of the ASC is an ex officio member of all ad hoc committees. Each ad hoc committee roster shall include at least 3 ASC representatives and may have as many more members drawn from non-ASC faculty in the College as needed to maintain the efficient functioning of those committees. Under special circumstances, faculty from outside the College may serve on ad hoc committees. It is preferable that ad hoc committee chairs be ASC representatives. Ad hoc committee chairs who are not ASC representatives automatically become non-voting ex officio members of the ASC for the duration of their ad hoc committee's existence.

Ad hoc committee are constituted for six-months or one-year periods. The Executive Committee may renew them once. Further extensions must be approved by the ASC.

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Every ten years, the ASC will consider whether to appoint an ad hoc committee tasked with determining whether changes should be made to the core curriculum and a core revision committee appointed by the Executive Committee.

University of Virginia

From [Faculty of Arts & Sciences Bylaws](#)

[nd]

The name of this body shall be the Faculty of Arts and Sciences, University of Virginia, Charlottesville, Virginia.

Purpose

The purpose of the Faculty in assembly and in its committees shall be to establish academic policy and procedure for the College and Graduate School of Arts and Sciences, and to act upon other matters affecting undergraduate and graduate education, and to consider matters of policy that concern the Faculty in its instructional duties, its research efforts, its governance, its rights and responsibilities and its professional interes[sic]

[...]

Committees of the Faculty

The standing committees of the Faculty shall be six: the Steering Committee, the Nominating Committee, the Committee on Educational Policy and the Curriculum, the Committee on Budget and Development, the Committee on Personnel Policy, and the Committee on Faculty Rules.

The standing committees of the College and Graduate School of Arts and Sciences shall be advisory to the Faculty, and (except as hereinafter noted in the case of the Committee on Faculty Rules) shall act ultimately by means of recommendations and reports to the Faculty. Their primary function shall be to consider matters, motions and resolutions directed to them by the Faculty, by the Steering Committee or by the Dean, or raised on a committee's own initiative. Reports and recommendations from the committees shall be presented to the Faculty in such form as will enable orderly discussion and ready decision. Standing committees or their chairs may be directed by the Faculty to represent it in discussions or negotiations with other groups within the University.

All committees shall report to the Faculty annually and in writing upon their activities during the session, and, if called upon to do so, a committee shall additionally offer a report orally. These reports will normally be provided near the end of any given academic session, and will be submitted by the Secretary to the Office of the Dean.

Functions of the Standing Committees

The Steering Committee (nine elected members) shall serve as the executive committee of the Faculty. It is the committee most broadly and directly responsible for representing faculty concerns, and its principal goal shall be to promote and facilitate effective participation of the Faculty in the

For Ad Hoc Committee on Unit-Level Governance

conduct of College business. It shall also be advisory to the Faculty and advisory to the Dean, representing the Faculty in communications and negotiations with the Dean.

The Steering Committee shall have as its purview all matters of policy that concern the Faculty in its instructional duties, its research efforts, its governance, and its rights and responsibilities. It shall serve as a forum and clearing house for faculty ideas and concerns, and shall take an overall view of the College in respect of planning, setting priorities, allocating resources and insuring the welfare of the College.

The Steering Committee shall meet regularly according to its own schedule, and shall also meet periodically with the Dean to communicate concerns, exchange information and correlate faculty interests with administrative interests. (note – Dean ex officio)

[...]

The Nominating Committee (six elected members), shall solicit nominations from the Faculty for all Committees except the Nominating Committee [...]

The Committee on Educational Policy and the Curriculum (twelve elected members) shall deal with broad policies affecting undergraduate education, and with such specific matters as course changes, new courses, new major and minor programs, degree requirements, special programs such as distinguished major programs and programs leading to the degree with honors, and rules governing the academic status of students. [...]

The Committee on Graduate Educational Policy and Curriculum (six elected members) shall deal with broad policies affecting graduate educational policy and the graduate curriculum, and with such specific matters as course changes, new courses, new programs, degree requirements, changes to any programs that lead to a graduate degree or certificate, and rules governing the academic status of graduate students. [...]

The Committee on Budget and Development (six elected members) shall advise the Dean on budget and resource allocation policies affecting curriculum, instruction, research and staffing within Arts and Sciences, and on goals and strategies of development efforts. [...]

The Committee on Personnel Policy (six elected members) shall advise the Dean on all policies affecting faculty appointments and their termination, promotions, tenure, salary ranges, benefits, and other policies related to the professional performance, evaluation and welfare of the faculty, as administered by the Dean. [...]

The Committee on Faculty Rules (six elected members) shall be empowered to interpret the academic rules of the Faculty and to determine how they are to be applied to individual undergraduate students who appeal decisions made in their cases by the Association Deans. [...]

For Ad Hoc Committee on Unit-Level Governance

Meetings of the Faculty

Regular meetings of the Faculty shall ordinarily be called by the Steering Committee in consultation with the Dean, but may also be called by the Dean as necessary. Written notice and the agenda of each meeting including drafts of any substantive proposals shall be provided at least one week prior to the meeting.

Meetings of the Faculty may also be called upon resolution made in a scheduled meeting of the Faculty, or upon written petition to the Steering Committee by twenty-five members of the Faculty. The Steering Committee shall then call a meeting within ten days. Petitions must include signatures from members of at least two departments.

In the event of an emergency, rules governing advance call for the meeting may be waived by the Steering Committee or by the Dean, except that action taken by such a meeting shall not be valid unless the members present, by two-thirds vote, confirm the existence of such emergency.

Louisiana State University

[LSU College of Science \(CoS\) Bylaws \[2017\]](#)

These Bylaws are intended to facilitate governance of the College of Science (hereinafter called “the College”) and are consistent with LSU administrative procedures. Bylaws are separate from College Policy Statements. The College Bylaws provide a framework within which College policies and procedures can be implemented. The College is subject to the Bylaws and Regulations of the LSU Board of Supervisors, the LSU Permanent Memoranda (PM) and the LSU Policy Statements (PS).

Article I: Mission and Aims

The mission and aims of the College:

Mission statement: To advance science within the state, nation and beyond through teaching, research and service.

A. Raison d’être

The central mission of the College is the pursuit of free and ethical intellectual inquiry in the natural sciences and mathematics, encompassing the domains of Biological Sciences, Chemistry, Geology and Geophysics, Mathematics, and Physics and Astronomy. This inquiry engages with the worldwide scientific community, builds upon past achievements, and forges new directions; it is guided by curiosity, creativity, and the desire to improve the human condition.

[...]

E. Standing College Committees

The College shall have the following standing committees, which shall perform the functions assigned to them by these Bylaws and any other functions as determined by the Dean and/or the Policy Committee to facilitate the functioning of the College. Fifty percent of the membership of a committee shall constitute a quorum. Committees shall keep minutes of each meeting, and shall report to the Dean as directed.

E.1. Policy Committee

E.1.a. Membership and Meetings: This committee consists of two tenured and/or tenure-track faculty members from each department within the College. [...]

E.1.b. Charge: The Policy Committee advises the Dean of the College of Science on procedures of policy. The committee also determines allocations of seats to the Faculty Senate from the CoS. An algorithm has been adopted by the Policy Committee to determine the allocation of senators for each department. [...]

E.2 Promotion and Tenure Committee [...]

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E.2.b. Charge: The Promotion and Tenure Committee is formally advisory to the Dean. Following the college meeting among departmental representatives, the chair and co-chair of the committee meet with the Dean. The Dean receives the votes, takes discussions under advisement and uses that information and the department's recommendations in formulating his/her official evaluations. The Dean passes this information forward.

E.3 Undergraduate Awards, Scholarship, and Honors Committee. [...]

E.4 Courses & Curricula Committee [...]

E.5 Teaching Awards Committee[...]

E.6 Distinguished Dissertation/Non-tenured Faculty Research Award Committee [...]

E.7 Pre-medical/Pre-dental Review Committee [...]

E.8. Residential College Advisory Committee [...]

E.9 Diversity Committee [...]

Florida State University

BY-LAWS—COLLEGE OF ARTS AND SCIENCES

2011. Amended by Faculty Vote May 22, 2017

Preamble

The faculty of the College of Arts and Sciences, being dedicated to upholding standards of excellence in all its graduate and undergraduate programs of study and research, recognizes that standards of excellence can best be achieved through shared governance. Working relationships between administrators and faculty and among faculty within the academic units must be based on mutual respect, transparency, participation of the faculty and its elected representatives, and clarity of roles. The By-Laws of the College of Arts and Sciences define procedures under which the College faculty and administrators conduct the business of the College through shared governance grounded in acceptance of mutual accountability and shared commitment.

These By-Laws are subject to the authority of the Florida State University (FSU) Constitution, the rules and regulations of the Board of Governors (BOG) and the FSU Board of Trustees (BOT), the Collective Bargaining Agreement between the BOT and the United Faculty of Florida, and Florida and Federal Statutes. If any provision of these By-Laws is in conflict with such authorities, it shall not apply, but the other provisions shall continue in force and effect.

If approved by the University President or designee, these By-Laws shall have the force of the authority delegated to the President by the FSU BOT and the BOG.

[...]

Section B. Jurisdiction

The full faculty shall be the basic legislative body of the College, in the sense that the Faculty Senate is the basic legislative body of the University under the University's Constitution. Subject to the Constitution of the University and the regulations of the Board of Governors, it shall determine the various degrees that can be granted, and shall determine and define college-wide policies on academic matters, including curriculum, admissions, grading standards and degree requirements.

The full faculty may resolve on any issue of general interest to the University or College and make recommendations to the appropriate officer or body.

Through these By-Laws, the faculty of the College has delegated its authority over academic policy matters to committees. Such delegated authority may only be overridden by revision of the By-Laws. In addition, the Departments are delegated authority to establish their own academic policies, to the extent that they do not conflict with policies established by the faculty of the College.

Section C. Meetings

For Ad Hoc Committee on Unit-Level Governance

The Arts and Sciences faculty shall meet in a regular session in the Spring Semester of each year prior to the last two weeks of classes on the call of the Dean. At the meeting, the Dean shall report on the state of the College.

Special sessions shall be held at the call of the Dean either on his own initiative or at the request of the Arts and Sciences Policy Committee.

The Chair of the Arts and Sciences Policy Committee shall be the presiding officer. In the absence of the Chair, a person designated by the Chair shall preside.

[...]

Section E. Committees

1. Arts and Sciences Policy Committee

The Arts and Sciences Policy Committee shall consist of five faculty members. They shall serve staggered two-year terms. Each spring, faculty members shall be chosen to replace the members whose terms expire at the end of that academic year.

One member shall be elected by the faculty members of each of the following groups of departments:

Group 1: Classics, History, Religion, Aerospace Studies Department (Air Force ROTC) Military Science Department (Army ROTC)

Group 2: English, Modern Languages & Linguistics, Philosophy

Group 3: Computer Science, Mathematics, Scientific Computing, Statistics

Group 4: Anthropology, Biological Science, Psychology

Group 5: Chemistry & Biochemistry, Physics, Earth, Ocean and Atmospheric Sciences (Geological Sciences, Meteorology, Oceanography)

The representatives for odd numbered groups shall serve terms starting in odd numbered years, and the representatives for even numbered groups shall serve terms beginning in even numbered years. Vacancies created by resignation or other events shall be filled by special election in the appropriate group. The representative from each Group shall not be from the same Department for more than two consecutive terms.

This committee shall elect its own chair for each academic year.

[...]The Arts and Sciences Policy Committee shall function as a liaison between the faculty and College administration. It shall serve as the Dean's advisory Committee, and meet with the Dean at least once during each fall and spring semester. It may formulate and propose to the full faculty College-wide academic policy. It shall review all proposed changes to the organization of the College, poll College members affected by major organizational changes, and disseminate the results

For Ad Hoc Committee on Unit-Level Governance

of such polling. In consultation with the Dean, it shall establish the agenda for general meetings of the College. It may call for a special Faculty Meeting of the College [...]

When the position of Dean becomes vacant, the Arts and Sciences Policy Committee shall submit to the University President or his or her designees a set of recommended criteria for selection of a new Dean, and recommend to the University President or his or her designee names of faculty members for service on the Dean Selection Committee. The Committee shall also represent the faculty of the College in nominating faculty representatives for other search committees for administrators over faculty of the College and University.

2. Area Administrative Committees

Each area of the College shall have an Administrative Committee consisting of its institute and program directors, and department chairs. The chair of each Area Administrative committee shall be elected by the committee members for a one-year term.

(b) The Area Administrative Committee shall review and approve new academic and research programs and all curricular changes, and may consult with the Dean on all matters of interest to the area. The Dean's office will inform all department chairs, directors of programs and institutes of the curricular recommendations of each Area Administrative Committee, and submit the recommendations to the Arts and Sciences Policy Committee for approval.

(c) Area Administrative Committees shall meet monthly during the academic year unless members vote not to meet or to meet virtually.

University of Washington

Code of Organization and Procedure—College of Arts and Sciences

ARTICLE I Voting Membership

Members of the College faculty who are voting members of the University faculty shall be voting members of the College faculty.

ARTICLE II Officers

The presiding officer of the College faculty shall be the Dean of the College or, in his absence, a member of his staff to whom this responsibility has been delegated. A recording secretary shall be designated by the presiding officer.

ARTICLE III Meetings and Legislation

Section 1. Periodic meetings of the College faculty shall be called by the Dean. Special meetings shall be held when called by majority of the College Council or when requested in writing by ten percent of the voting membership of the College faculty.

[...]

ARTICLE V The College Council Section

1. Under provisions of the Faculty Code and Governance, Section 23-41, the College faculty establishes herewith the College of Arts and Sciences Council. The Council shall be composed of eight members elected from the College faculty in a manner prescribed below plus the Dean who shall serve as a non-voting member of the Council. Only voting members of the faculty who hold the rank of Professor are eligible for election. [...]

2. For purposes of representation on the College Council, the College faculty shall be divided into the following four groups. GROUP I: HUMANITIES Asian Languages & Literature, Classics, Comparative History of Ideas, Comparative Literature, English, French and Italian Studies, Germanics, Linguistics, Near Eastern Languages & Literature, Scandinavian Languages & Literature, Slavic Languages & Literature, Spanish and Portuguese Studies. GROUP II: ARTS Art, Dance, Digital Arts and Experimental Media, Drama, , Music GROUP III: SCIENCES Applied Mathematics, Astronomy, , Biology Chemistry, Mathematics, Physics, Psychology, Speech & Hearing Sciences, Statistics GROUP IV: SOCIAL SCIENCES American Ethnic Studies, American Indian Studies, Anthropology, Communication, Economics, Gender, Women, and Sexuality Studies, Geography, History, International Studies, Law, Societies and Justice, Philosophy, Political Science, Sociology

For Ad Hoc Committee on Unit-Level Governance

Each of these groups shall be represented on the College Council by two of its voting members elected for a term of four years. The term of a Council member shall begin on the fifteenth of September following his or her election.

[...]

7. The functions of the College Council shall be: (1) to review and make recommendations on faculty personnel actions for tenure, promotion, and new appointments at a tenured rank; (2) to advise the Dean on matters of educational policy; (3) to advise the Dean on matters of budget, including budget allocations and faculty salary policy; (4) to advise the Dean on matters of College administrative policy and procedure; (5) to act on behalf of the College faculty in recommending the granting of undergraduate degrees; (6) to advise the Dean in appointing standing and special committees of the College faculty; and (7) to interpret the College Code of Organization and Procedure.

UNC-Chapel Hill

Bylaws of College of Arts and Sciences

Divisions

The College is divided into four divisions. All departments and curricula are assigned to one of these four divisions. Each division has a representative, who serves on the Arts and Sciences Advisory Committee (ASAC), as follows: [...]

[...]

By-Laws of the Divisions of the College of Arts and Sciences

College of Arts & Sciences Administration & Contacts (Division Chairs listed here)

By-Laws of the Division of Fine Arts

(amended and approved 19 April 1979, revised 4 November 2002)

1. Membership. The Fine Arts Division of the College of Arts and Sciences consists of the following departments:

- a. The Department of Art,
- b. The Department of Dramatic Art,
- c. The Department of Music,

[...]

By-Laws of the Division of Humanities

As amended February 4, 2002

1. Membership. The Humanities Division of the College of Arts and Sciences shall consist of the Departments of Classics, Communication Studies, English, Germanic Languages, Linguistics, Philosophy, Religious Studies, Romance Languages, Slavic Languages, and the Curricula in American Studies, Asian Studies, Comparative Literature, and Folklore, and such other appropriate departments or curricula as may from time to time be created.

[...]

By-Laws of the Division of the Basic and Applied Natural Sciences

[sic][...]

For Ad Hoc Committee on Unit-Level Governance

By-Laws of the Division of the Social Sciences

As adopted February 17, 1971; Clarified October 13, 1972; Revised April 23, 2001

1. The Division of the Social Sciences of the College of Arts and Sciences consists of the Departments of Aerospace Studies, Afro-American Studies, Anthropology, City and Regional Planning, Economics, Exercise and Sport Sciences, Geography, History, Naval Science, Recreation and Leisure Studies, Political Science, Public Policy, Sociology, Women's Studies, and such other Departments and Curricula as may from time to time be created within or assigned to the Division. Members of the Departments of Philosophy and Psychology vote in other divisions, but have advisory privileges in the Division of the Social Sciences.

University of Kansas

BYLAWS OF THE COLLEGE ASSEMBLY IN THE COLLEGE OF LIBERAL ARTS AND SCIENCES

Article I. Membership in the Assembly

A. The voting membership of the College Assembly (CA) shall consist of:

- I. Tenured and tenure-track faculty in the College of Liberal Arts and Sciences (from here forward referred to as the “College”) with the rank of assistant professor and above, without regard to percentage of time;
- II. Those outside of the tenure-track but in a faculty equivalent position in the College with the rank of assistant professor or above (e.g., assistant specialist, teaching specialist, assistant scientist, clinical assistant professor, research assistant professor), without regard to percentage of time;
- III. Lecturers (or those in equivalent positions) in the College, with 100 percent appointments of more than one year;
- IV. Emeritus faculty in the College who declare themselves voting members each year; and
- V. Graduate and undergraduate students of the College elected to Student Senate as well as elected officers of the unit-level graduate student organizations.

[...]

Article II. College Academic Council

A. Role of the College Academic Council (CAC): The College Academic Council (CAC) will act in the name of the CA unless the CA, as a whole, is called upon to decide a matter in question.

B. Meetings of the CAC: The CAC will set the dates of its meetings, which are scheduled currently to occur on the second Tuesday of each month in August, September, October, November, December, January, February, March, April, and May. The CAC may meet more or less frequently as the business of the College justifies.

C. Membership of the CAC will be as follows:

- I. Representatives from all five of the College divisions, with representation based on the relative size of the divisions, resulting in 11 total voting members. Three faculty members

will serve from each of the three larger divisions which include: 1) Humanities (HUM); 2) Social and Behavioral Sciences (SBS); and 3) Natural Sciences and Mathematics (NSM). One faculty member will serve from each of the two smaller-sized divisions which include: 1) School of the Arts (SOTA); and 2) International and Interdisciplinary Studies (IIS). The representatives are selected in the regular elections in the spring semester to standing committees with an e-mail ballot (see **Article VIII. Elections** for more details on the election of CAC members). [...]

E. Role of the dean and associate deans of the College: The dean (unless serving as interim chair) and each of the associate deans of the College serve as non-voting *ex-officio* members; each may request items to be added to the agenda and have the same speaking privileges as other members.

H. Activities of the CAC:

- I. Curriculum. The CAC will consider all curricular and degree changes proposed by the Committee on Undergraduate Studies and Advising (CUSA) and the Committee on Graduate Studies (CGS). The CAC's approval is necessary for such changes to be official unless the CAC refers the issue to the CA for decision at a meeting of that body or *via* an e-mail ballot. Actions by the CAC will be announced to the CA members *via* e-mail and/or *via* Web posting within 72 hours after a decision by the CAC.
- II. Consultation on the Budget. At the first meeting of each semester and at the first meeting after any significant budget changes are announced, the dean of the College will provide the CAC with a brief overview of the College budget. The CAC may also request specific information about the budget from the dean to be presented at these times or at any other meeting with a minimum notice of two weeks. Upon request, the Secretary of the CA can provide members with information about how they may access the printed budget.
- III. Petitions to the CAC. The CAC may consider petitions from departments, programs, centers, individuals and groups of College staff, students, and faculty members for discussion.
- IV. [...]

- V. Requests for Information by the CAC. The CAC has the right to request that the dean and/or associate deans of the College, chairs, directors, or other representatives of departments and programs supply information and/or attend its meetings to discuss issues with the CAC.

Article III. Meetings of the Assembly

- A. The CA will meet whenever 25 members of the CA request such a meeting by sending an e-mail petition to the secretary of the CA. The CA may also be called to meet at the request of the CAC. Notice *via* e-mail of at least ten business days must be given before the CA will meet. The dean, in consultation with the CAC, will determine the date for the meeting of the CA, but in any case, it must take place within 30 days of the submission of a letter of petition for a meeting.
- B. The dean shall receive items for the agenda from the committees and members of the CA, and shall distribute the agenda at least one week prior to the meeting. New items that do not appear on the agenda may be raised and discussed at the meeting, but no item that has not been distributed to members at least one week prior to the meeting can be voted on in the meeting.
- C. A quorum of ten percent of the CA membership shall be present before any business may be transacted, except that, if any item could not be acted upon for a lack of a quorum at the previous meeting, then the membership present shall constitute a quorum at a subsequent meeting for the purpose of acting on that particular item.

Article IV. Officers of the Assembly

- A. The dean or the dean's representative shall preside at all meetings of the CA.
- B. The chair of the CAC or another member selected by the chair should attend all meetings of the CA as an official representative of the CAC.
- C. The dean may appoint a parliamentarian.

Article V. Powers of the Assembly

Subject to the provisions of the law and the Rules of the Board of Regents and consistent with policies established by the Code of the University Senate and the Constitution and the Policies and Procedures of the University Office of Graduate Studies, the CA has the power to:

For Ad Hoc Committee on Unit-Level Governance

- A. Establish rules for the conduct of its business.
- B. Establish committees of its choosing and assign functions and responsibilities to such committees.
- C. Set requirements for graduate and undergraduate degrees and establish other appropriate academic regulations.
- D. Approve or disapprove course changes or courses proposed to be offered for credit in the College.
- E. Establish procedures for students in the College in such matters as probation, suspension, reinstatement, dismissal and other measures related to the maintenance of proper academic standards.
- F. Consider such other matters as the Senate Code assigns or delegates to the College and Schools, or the Graduate Faculty of the University may assign or delegate to the College, or the standing committees place before the CA, or the dean places before the CA; additionally, the CA shall consider matters placed before it by a petition supported by 25 signatures of members of the CA.

Article VI. Standing Committees of the Assembly

- A. The College includes five standing committees of the CA. The composition and key details of the five standing committees are outlined below:

Committee on Graduate Studies (CGS):

Committee on Undergraduate Studies and Advising (CUSA):

College Committee on Appointments, Promotion and Tenure (CCAPT):

Committee on Sabbatical Leaves (CSL):

Committee on the Evaluation of Chairpersons and Directors (CECD):

Appendix 3: Community Insights Survey Executive Summary

UofSC Community Insight Survey Executive Summary

Background

Upon his arrival, President Robert Caslen asked the Division of Human Resources to conduct a Community Insights Survey to gain understanding of the university's strengths, weaknesses and issues. President Caslen has prioritized the collection of data from the faculty and staff to inform the strategic planning process. The survey results will serve as a baseline for UofSC and the university plans to resurvey in 18-24 months to assess our progress and improvement.

After due diligence, in October 2019, the university selected ModernThink as our external partner to conduct the survey. ModernThink is a company with deep higher education experience and an objective perspective. ModernThink also partners with the Chronicle of Higher Education to conduct the Great Colleges to Work For© program. A Survey Committee with broad representation from across the university advised Human Resources on the survey design, the collection process and the sharing of the survey results. This was the first time since 2014 that UofSC had conducted a survey of this type.

Response Rate

Faculty and staff were surveyed electronically between November 4-November 18, 2019. Temporary Employees and Adjunct Instructors were not included in the survey. A total of 2,536 people replied to the survey. The response rate are in three different categories: 1) All employees (faculty + staff); 2) Staff only; and 3) Faculty only. ModernThink indicates that the 44% overall response rate is very solid for the "first-time" deployment of a survey such as this one. The expected response range is from 36-46%. At the 95% Confidence Level, the margin of error for our results is 1.46%.

Pre-Loaded Job Category	Total	Responded	% Responded
All Employees	5775	2536	44%
Staff	3852	1739	45%
Faculty	1923	797	41%

Key Thematic Findings

The ModernThink standard survey consists of 60 statements broken into 15 separate categories. In addition, ModernThink creates two indices from selected questions from various categories. An Innovation Index is provided in the results summary as well as an Engagement Index. UofSC added 16 customer statements to the survey. These statements primarily related to Diversity and Inclusion, Title IX, and Ethics. Two open-ended questions solicited comments about what employees appreciate about UofSC and what would make UofSC a better place to work. The high-level results indicated the following:

Strengths

- Job Fit, Autonomy & Support for Work/Life Balance
- Connection to Mission & Sense of Pride
- Supervisor/Department Chair Competencies & Effectiveness
- Knowledge & Understanding of Title IX and Issues Related to Sexual Harassment, Assault and Discrimination

UofSC Community Insight Survey Executive Summary

Opportunities

- Resource Constraints (i.e., compensation, staffing levels, facilities & deferred maintenance)
- Performance Management & Accountability (i.e., on-boarding, performance review processes & feedback, favoritism, appreciation & respect)
- Connection to Confidence in Senior Leadership (i.e., experience, communication, capabilities)
- Communication, Collaboration & Shared Governance
- Diversity, Equity, Inclusion & Belonging
- Knowledge & Understanding of Code of Conduct and Expectations Regarding Ethical Conduct

Overall Benchmark Scorecard

The numbers below represent the percentage of positive and negative responses by survey category. Categories contain from 2-8 individual questions. Results in the first column reflect our average percent positive for each survey statement, that is, the percentage of our employees who responded with “Strongly Agree” or “Agree.” The second column of data on the spreadsheet reflects the percentage of negative responses, that is, the percentage of our faculty/staff who responded with “Disagree” or “Strongly Disagree.” Dimensions highlighted in green were the most positive overall (higher than 70%). Dimensions highlighted in red were the least positive overall (lower than 50%). The **Honor Roll** benchmark represents the average positive scores from institutions of comparable enrollment size with the best overall scores in 2019. The **Region Benchmark** includes all the 4-year 2019 Great College participants from the Southeast Region of the United States.

Total number of survey respondents (2536)	% Positive	% Negative	Honor Roll Benchmark	Region Benchmark
Job Satisfaction/Support - Average	71	10	83	76
Teaching Environment - Average	57	17	80	70
Professional Development - Average	64	16	80	73
Compensation, Benefits & Work/Life Balance - Average	60	19	81	70
Facilities - Average	61	18	83	64
Policies, Resources & Efficiency - Average	51	23	74	63
Shared Governance - Average	42	28	76	64
Pride - Average	68	11	87	80
Supervisors/Department Chairs - Average	71	11	81	78
Senior Leadership - Average	42	28	77	64
Faculty, Administration & Staff Relations - Average	45	22	78	64
Communication - Average	48	22	71	61
Collaboration - Average	52	20	76	66
Fairness - Average	51	23	73	64
Respect & Appreciation - Average	52	21	76	67
Innovation Index - Average	52	21	72	64
Engagement Index - Average	71	9	86	80
UofSC Custom Statements - Average	67	16	*	*
Overall Survey Average 1 - 76	58	18	79	69

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Interpretation of Scores

The following guidelines should be used to interpret the scores. The numbers in parentheses represent the number of survey items that fall into that category of results (i.e.) 13 survey items were rated in the “Excellent to Very Good” category based upon the percentage of positive responses received.

Positive Responses		Negative Responses	
<i>Strongly Agree, Agree</i>		<i>Disagree, Strongly Disagree</i>	
(# of UofSC) items in this category		(# of UofSC) items in this category	
Guideline Score	Description	Guideline Score	
75% + (13)	Excellent to Very Good	< 10% (14)	
65-74% (14)	Good	10-14% (17)	
55-64% (18)	Fair to Mediocre	15-19% (14)	
45-54% (15)	Warrants Attention	20-29% (21)	
< 45% (16)	Acute	30% + (10)	

Most Positive Responses	% Positive	% Negative	Region Benchmark
I know how my job contributes to this institution’s mission.	88%	4%	93%
I have a good relationship with my supervisor/department chair.	83%	6%	89%
I am given the responsibility and freedom to do my job.	81%	5%	88%
My supervisor/department chair supports my efforts to balance my work and personal life.	79%	7%	88%
This institution actively contributes to the community.	76%	5%	92%
My job makes good use of my skills and abilities.	75%	8%	86%
I know what to do if I receive a report of sexual assault, harassment or interpersonal violence.	86%	7%	UofSC custom statement
The University encourages victims to report incidents of harassment, discrimination and sexual assault.	85%	5%	UofSC custom statement
Most Negative (lowest levels of positive responses)	% Positive	% Negative	Region Benchmark
Faculty, administration and staff are meaningfully involved in institutional planning.	28%	37%	69%
There is a sense that we’re all on the same team at this institution.	32%	36%	73%
Senior leadership communicates openly about important matters.	35%	33%	71%
This institution is well run.	35%	29%	79%
I am paid fairly for my work.	35%	42%	63%
At this institution, we discuss and debate issues respectfully to get better results.	36%	27%	73%
There is regular and open communication among faculty, administration and staff.	36%	29%	72%
My department has adequate faculty/staff to achieve our goals.	36%	41%	54%

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Demographics Overview

The survey requested responses in six (6) demographic categories: 1) Gender; 2) Age; 3) Ethnicity; 4) Race; 5) Job Status (Type of Employment); and 6) Years at the Institution. Responses other than “Declined to Answer” to the statements in the demographic categories ranged from a high of 98% for the Job Status statement to a low of 82% for the Race statement.

Faculty/Staff

Survey data reveals that over two-thirds (68.6%) of the survey respondents were staff (1739). A total of 797 (31.4%) of the respondents were members of the faculty. Overall, staff was more satisfied than faculty. Staff had a 60% positive response rate across all 76 statements, while Faculty had a 54% positive response rate. Notable differences include the categories of Professional Development, Facilities, Pride, Senior Leadership, and the UofSC Custom Statements. Faculty was more positive about their Professional Development (70% to 61%) primarily because Faculty understand the necessary requirements to advance their careers (72%) compared to staff (53%). Faculty was much less positive (49%) about the Facilities than Staff (67%). Faculty was especially critical of the quality of classrooms, offices and laboratories with a positive response rate of only 32% to that statement. Staff report a higher positive response rate in the Pride category (71%) compared to Faculty (60%). Faculty was also less positive about statements related to Senior Leadership (33%) compare to staff (47%), although both groups were quite low for that category overall. Lastly, Staff were more positive overall on the UofSC Custom Statements (69%) versus Faculty (60%).

Gender

Survey data indicates that there is very little difference in perceptions of the university by gender. The largest variance in any of the 15 survey categories was 5%. Females (72%) were more positive in the Pride category than Males (67%). Conversely, Males (54%) were more positive in the Communications category than were Females (49%). There was similar difference in the Fairness category where Females (52%) indicated a lower positive response than Males (57%). There were greater gender variances on individual survey questions related to diversity, support regardless of heritage or background, and promotions (Females were less positive by 8-9%). Males were less positive than Females on the question related to confidence in senior leadership knowledge and skills (45% to 54%).

Age

There are some differences in survey results by age. The 25-29 and 30-34 age groups were slightly more positive overall in the categories of Pride (8% higher) and Senior Leadership (7% higher) than the other age groups. The 60-64 and 65+ age groups were the most positive about their pay (50% positive compared to 35% overall). The four age groups of employees reporting themselves to be between 25-44 were 7% less positive on the question related to whether the institution’s benefits meet their needs (55% versus 62% for other groups).

Ethnicity

The Ethnicity demographic statement requested that survey respondents indicate if they identified as Hispanic or Latino. Forty-six people, (1.8%) of the survey respondents, so indicated. Hispanics/Latinos were 5% more positive than other respondents across all survey statements (66% to 61%). However,

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this group was less positive than non-Hispanics or Latinos on statements related to comfort in speaking up without fear of harming their career (11% lower) support regardless of heritage or background (13% lower), and whether the university employs a diverse workforce (11% lower).

Race

Eighteen (18) percent of survey respondents declined to answer the demographic question about Race. The Declined to Answer group was significantly less positive across all 76 questions than the other groups (44% to 58%). Whites (60%) and Asians (63%) were more positive overall than Black or African Americans (55%) or American Indian or Alaska Natives (50%). There was a significant amount of variability across individual statements. Two custom UofSC statements related to whether the university currently has, or recruits, a diverse workforce received responses that were 19% less positive from the Black/African American demographic.

Job Status

The Job Status demographic statement asked people to indicate if they were 12 month or 9-month employees, or if they had some other term of employment. Employees who indicated a 9-month job status were significantly less satisfied across all 76 statements (55% to 63%) than employees who indicated a 12-month job status. Nine-month employees were much less positive in the Pride category (57% vs. 71%) and the Senior Leadership category (28% vs. 47%) than 12-month employees.

Years at Institution

Survey results varied some according to how long people reported being at the institution. Employees who indicated that they had been at UofSC less than two years were the most positive overall (68% vs. 56%). The two combined demographic groups of employees who indicated that they had been at the university from 16-25 years were the least satisfied overall (51% vs. 56%). For those two groups, particular areas of concern were facilities, senior leadership and the efficiency of management. The group that reported greater than 25 years at the university were the most satisfied with their pay (46% vs. 35%) and the quality of their benefits (67% vs. 57%).

Next Steps

The UofSC survey results are somewhat disappointing. The University did not meet the highest-level benchmarks in any of the survey categories. While some of the survey feedback reflects the controversial presidential search, the results likely also reflect more systemic issues that need to be addressed. The ongoing strategic planning process will closely consider this data as improvement strategies are developed. Divisions and Colleges will address additional areas that require improvement.