

University of Minnesota
COLLEGE OF LIBERAL ARTS

CONSTITUTION

Approved by the General Assembly, January 25, 1966
Approved by the CLA Assembly, May 31, 1983
Approved by the Board of Regents, November 10, 1983
Amended by the CLA Assembly, March 7, 1989,
May 29, 1990, and February 23, 1993

Preamble

The College of Liberal Arts of the University of Minnesota is dedicated to education in the liberal tradition that fosters enriched, productive, and satisfying lives and is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.

The college provides educational experiences that acquaint its students with the principal fields of knowledge: communication, language and symbolic systems; the physical and biological sciences; the individual and society; artistic expression. As students, in exploring these fields, come to understand more fully their pluralistic cultural heritage and the surrounding world, they become better prepared to make informed choices of areas they wish to investigate in greater depth.

The college not only affords baccalaureate degrees for students who meet its requirements, it also provides or amplifies the liberal education components of all Twin Cities campus University degree work. It provides the context in which all students, whatever their concentrations, may benefit from educational experience in the liberal arts. The All-University Council on Liberal Education in 1970 made this statement about liberal education:

The University of Minnesota believes that all of its students, whatever their area of specialization or their vocational goals, should hold in common the search for a liberal education. In the broadest sense a liberal education is one which frees us from the limitations placed by ignorance on our powers of judgment and choice. More specifically, liberal education asks of us that we seek control over the general intellectual instruments for acquiring and communicating knowledge, primarily the instruments of language and number; that we seek historical and philosophic perspective on the nature of our own lives and the world in which we live; and that we seek appreciation of the creative insights into life and nature provided by literature and the arts. To help students achieve the goals of liberal education, the university expects all students to distribute some part of their course work in areas of study other than those most clearly linked to their specialized or vocational interests.

The College of Liberal Arts accepts the major role in implementing these objectives.

The college counts among other primary responsibilities: providing major degree programs for students in the humanities and fine arts, the natural sciences, the social sciences, and the professional schools under its aegis; providing preparatory and supporting education for students who plan to enter other professional schools of the University; providing resources for advanced and

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graduate study, and for student and faculty research in the fields in which it offers programs; and providing such services to on- and off-campus constituencies as are consistent with its purposes and facilities.

In seeking to carry out its missions, the College of Liberal Arts operates as a functional college. It comprises both the departments that are administratively organized within it and those that provide instruction in other liberal arts and sciences though administratively organized in other colleges of the University. It also offers learning opportunities preparatory to a number of professional callings.

This constitution is designed, therefore, for the governance and operation of a college serving multiple functions and confronting complex circumstances. The constitution extends suffrage to organized units and faculty members functionally associated with it, as well as to those budgetarily within its framework. It was first approved on January 25, 1966, by the General Assembly after study, review, and approval by all relevant committees and, as adopted on that date and since amended, bears the stamp of approval of all whose relationship to the college it directly affects, including those budgetarily organized outside its boundaries.

This constitution is not part of the employment contract between the University and its employees. It does not establish terms and conditions of employment.

ARTICLE I. General Powers

Section 1. Distribution of Powers

All matters relating to the educational and administrative affairs of the College of Liberal Arts are committed to the dean, the CLA Assembly, and the college faculty, as delegated by the Board of Regents and in accordance with the constitution of the University Senate, and consistent with actions of these bodies heretofore or hereafter taken.

ARTICLE II. The Faculty

Section 1. Membership

The faculty of the college shall consist of the president of the University; the dean, professors, associate professors, and assistant professors; instructors, research associates of the academic class 9406 in all departments, schools, and other units of the University that are administratively within the college or that offer majors leading to bachelor's degrees through the college.

Section 2. Faculty Tenure and Promotion

Procedures concerning faculty tenure and promotion, including removal for cause, shall be consistent at all times with procedures adopted by the Board of Regents and embodied in the document Regulations Concerning Faculty Tenure, department 7.12 statements on indices and standards for Tenure and Promotion, and the Procedures for Reviewing Probationary Faculty.

ARTICLE III. Dean of the College

Section 1. Appointment

The dean of the college shall be appointed by the Board of Regents upon recommendation of the president or the president's designee* of the University for an initial term of three years (J appointment) with reappointment each year (K appointment) based on performance evaluation carried out in accord with University policy.

Section 2. Review and Search Committees

A review committee, appointed by the president following consultation with the CLA Executive Committee, shall include primarily members of the college faculty but also two representatives of the undergraduate student body of the college, one academic professional/administrative staff member, one civil service representative, and one graduate student. Such a committee shall review the deanship not less than every five years and recommend to the president either reappointment or non-appointment of the incumbent. A committee of the same construction appointed by the same method shall serve as the search committee for a replacement for the dean whenever a vacancy occurs, publicizing the search and inviting nominations from faculty, staff, and students.

Section 3. Duties and Authority

a. The dean, as the chief representative and executive officer of the college, shall have general administrative authority over college affairs, being responsible for formulating policies, introducing and testing educational ideas and proposals, and stimulating discussions leading to the improvement of the educational program of the college. The responsibilities shall include continuous review of departments, programs, and schools within the college, and review of the entire college within each five- to seven-year period. Summaries of such reviews shall be presented to the vice president for academic affairs, the president, and the Board of Regents.

* In future references, president means president or president's designee

b. The dean shall have final authority to make recommendations to the president on all faculty appointments, promotions, and tenure, and on the budget. In general policy matters, the dean shall consult with the Executive Committee, the Committee for Curriculum, Instruction, and Advising, the Budget Advisory Committee and the Council of Chairs. Any of these groups may initiate meetings with the dean.

c. All committees of the college and the CLA Assembly shall keep minutes of their meetings and proceedings, and shall send copies of such to the dean. The dean shall keep such minutes on file and make them publicly available except as prescribed by Minnesota and federal law.

ARTICLE IV. Departments and Schools

Section 1. Organizational Units

The departments, schools, and other units that are administratively within the College of Liberal Arts or that offer a major leading to a bachelor's degree through the college shall constitute the college. Proposals for changes in the department or school structure of the college shall, after consultation with groups directly concerned, be referred by the dean to the Committee for Curriculum, Instruction, and Advising. Recommendations of the committee shall be submitted in writing to the dean for forwarding to the CLA Assembly in advance of the meetings that are to consider them. Approval or disapproval by a majority of a quorum of the CLA Assembly shall constitute the recommendation of the assembly. The referral forwarded to the president of the University shall include the report of the assembly action and the dean's own recommendation.

Section 2. Membership

A department or school shall consist of a chair or director and all full-time professors, associate professors, assistant professors, instructors, and other full-time or part-time faculty, staff, and students as the department or school may designate with the approval of the dean.

Section 3. Constitutions and Procedural Rules

Each department or other teaching unit shall adopt a written constitution that is not in conflict with college or University policy and shall send it to the dean. The constitution shall indicate the policies and procedures under which the unit operates.

Section 4. Meetings

Each department or school shall hold at least one meeting in every quarter for the consideration of matters concerning department or school policy, recommendations concerning the appointment of new members (as well as graduate assistants) and decisions concerning department or school curricula. Agendas for such meetings shall be communicated in advance, and at all meetings minutes shall be kept which may be examined at any time by members of the department or school and which shall be sent to the dean.

Section 5. Consultation on Budget and Personnel

a. Recommendations on matters of general concern regarding department or school budgets shall be made to the dean, by the chair, or director of the unit after consultation with members of the unit. Recommendations by chairs and directors concerning the rank, tenure and salary of individual faculty members of departments and schools shall be made to the dean after consultation with eligible faculty. Recommendations concerning the salary and appointment terms of academic professional/administrative staff shall also be made to the dean following appropriate consultation. The results of such consultations shall be recorded in the recommendations made to the dean.

b. Each department and school shall devise methods of ascertaining and reporting to the faculty the views of students majoring or taking work in their units concerning the performance of individual faculty members. Such procedure should, whenever possible, use the participation of appropriate student organizations in gathering student views.

Section 6. Department Chairs and School Directors

Chairs of departments shall be appointed for three-year terms and directors of schools shall be appointed for specified terms of no more than five years; they shall be eligible for additional terms. The dean may request nominations for chairs or directors from the units concerned and may consult, collectively or individually or both, with members of the units; the dean may also appoint advisory committees that include the appropriate associate deans and representatives of related departments or schools. Upon concluding these deliberations the dean shall nominate chairs or directors to the president of the University.

Section 7. Grievance Procedures

The college shall establish a grievance committee to resolve grievances brought by faculty, staff, or students in accordance with the University-wide GRIEVANCE RULES or other applicable University grievance polices.

Section 8. Receivership

Should a department prove unable to govern itself or to manage its affairs the dean may resort to the extraordinary remedy of taking it into receivership; that is, to appoint temporary additional faculty members or a chair or both from outside the department for the purpose of restoring order. Such appointments shall be for no longer than two years. Appointees shall have full voting rights, including the right to vote on matters of educational policy, promotion, and tenure.

Before taking such action the dean shall consult with the CLA Executive Committee and proceed according to any applicable University policy. Throughout any implementation of the receivership process the dean and provost shall protect the tenure rights of faculty members according to the Regulations on Faculty Tenure.

This policy shall not bear on the process of ordinary appointment of department chairs or faculty members, nor shall it be used to eliminate departments or to make other changes in academic organization.

ARTICLE V. The CLA Assembly

Section 1. Definition and Function

The CLA Assembly shall be the policy-making and legislative body of the College of Liberal Arts.

Section 2. Membership

a. Faculty

(1.) The faculty as defined in Article II, that is the president of the University, the dean, professors, associate professors, and assistant professors, plus the instructors, research associates of the academic class 9406 who hold 100% time appointments shall be eligible for election to the assembly and shall be eligible to elect members of the assembly.

(2.) Annually in the winter quarter the dean shall request nominations for the assembly from all departments, schools, or units that are administratively within the College of Liberal Arts or that offer a major leading to a bachelor's degree through the college. The dean shall inform each unit of the maximum number of nominations it may make according to the formula of one nominee for each unit and one additional nominee for each ten faculty members of a unit. Nominations shall also be possible by petition of ten eligible voters.

(3.) Election to the CLA Assembly shall be by secret ballot, under the Hare method. A member in more than one unit may vote only once.

(4.) The size of the elected faculty membership of the assembly shall be determined by dividing by twelve the number of eligible voters in units that are administratively in CLA and by thirty-six the number of eligible voters in units that are not administratively in CLA. Votes of members in the latter category shall count as one-third votes. The candidates who would be next in line for assembly seats shall be recorded so that alternates can be named in case members are unavailable for more than one quarter.

(5.) The faculty members of the assembly shall include at least six untenured faculty. If necessary to assure such minimum representation, the CLA Executive Committee shall appoint additional members for one-year terms. The chair of the Council of Chairs shall be an ex-officio voting member of the Assembly.

(6.) Elections shall be for two-year staggered terms. Members may not serve more than two consecutive terms; after two years of not serving, they are again eligible.

(7.) A faculty alternates list shall be formed by taking, in order, the eight faculty members receiving the greatest number of votes but not elected. A faculty member who fails to attend two successive meetings without being replaced by a substitute (see section 4b below) shall be dropped from membership and replaced by the first person on the alternates list.

b. Students.

There shall be eight undergraduate student members, selected by the CLA Student Board from among currently registered students. There shall be three currently registered CLA graduate student members, selected by an appropriate graduate student organization or, if in the judgment of the CLA Assembly no such organization exists, appointed by the dean. Student members shall serve for two-year staggered terms.

c. Administration

The dean and any associate deans of the college shall be ex-officio voting members. They may not, however, be elected under Section 6f.

d. Civil Service

Two civil service members shall be selected annually by the Liberal Arts Staff Association. Members may be reselected to a second term.

e. Academic Professional/Administrative

Two academic professional/administrative staff members who do not hold faculty rank shall be selected annually by the Academic Professional/Administrative Staff Association. Members may be reselected for a second term.

Section 3. Officers

a. The assembly shall elect from its membership at its organizational meeting each spring (see section 4c) a faculty member to serve as chair of the assembly for a term of one year. The chair shall appoint a secretary for a term of one academic year (with the possibility of re-appointment); the secretary shall keep full minutes of meetings and perform other functions as assigned by the assembly or its chair. The assembly shall also elect from its membership a faculty member to serve as vice chair for a term of one year. The vice-chair will preside in the absence of the chair or when the chair takes the floor.

b. The current Executive Committee shall present to the new assembly a slate of at least two faculty members willing to serve as chair of the assembly and two faculty members willing to serve as vice chair of the assembly. Members of the assembly may nominate additional persons from the floor.

Section 4. Meetings

a. The assembly shall meet at least once in each quarter. Meetings will be called by the assembly chair at the direction of the Executive Committee or by petition of any ten members of the assembly presented to the secretary.

b. Faculty, student members, civil service members, and academic professional/administrative members may designate a substitute for a given meeting from their constituency by informing the secretary prior to the meeting. Faculty members may also request the secretary to designate a substitute from the faculty alternates list.

c. Each spring, the members of the assembly elected to serve the following academic year shall meet to organize. That meeting will be conducted by the chair of the assembly for the current academic year. The assembly shall elect its chair for the following academic year and act on nominations for the Budget Advisory Committee and the Committee for Curriculum, Instruction, and Advising.

Section 5. Quorum and Rules

One-half of the members of the assembly shall constitute a quorum. The assembly shall make its own rules of procedure. In any case to which no explicit rule applies, or when applicability of rules is in doubt, Robert's Rules of Order, Newly Revised shall govern.

Section 6. Authority and Responsibility

The CLA Assembly shall have general legislative authority over educational matters affecting the college as a whole, including the power and responsibility to:

- a. Make bylaws for the implementation of this constitution.

b. Make provisions, rules, and regulations necessary for the governance of the college.

c. Receive, discuss, and act upon reports or recommendations submitted to it by the Executive Committee or by the dean; request from any college committee or the dean reports or recommendations affecting administrative or educational policy.

d. Approve in accordance with Article IV, Section 1, any proposals for changes in the departmental and school structure of the college.

e. Provide a forum for opinions of faculty, students, staff and administration.

f. Elect at its organizational meeting in the spring quarter, from and by its own faculty membership, members of the Budget Advisory Committee and the Committee for Curriculum, Instruction, and Advising for staggered two-year terms as described in Article VI and Article VII. Members elected to these committees shall complete their terms even if their assembly membership expires. Members for these committees shall be nominated by the dean consulting with the chair of the Executive Committee. Additional nominations may be made from the floor.

Section 7. Participation and Voting

All members of the faculty of the college, students, civil service and academic professional/administrative staff and college committees have the right to attend meetings and, with assembly permission, to be recognized by the chair and to speak, to make motions from the floor, and otherwise to participate in any meeting of the CLA Assembly, except that only members of the assembly shall vote.

Section 8. The Executive Committee

a. The Executive Committee of the Assembly shall be composed of the dean of the college, the chair of the assembly, the vice chair of the assembly, the chair of the Budget Advisory Committee, the chair of the Committee for Curriculum, Instruction, and Advising, and the chair of the Council of Chairs and Directors. The chair of the assembly will serve as chair of the Executive Committee.

b. The Executive Committee shall determine an agenda for each meeting including any reports from the dean and shall publish it to all members of the assembly well in advance, together with any relevant documents.

c. The Executive Committee shall receive the reports and minutes of the Budget Advisory Committee and the Committee for Curriculum, Instruction, and Advising. These committees, any other college committees, and any individual faculty, staff member, or student may request the Executive Committee to place items on the agenda of the assembly.

d. The Executive Committee shall meet regularly to discuss the important business of the college.

ARTICLE VI. Budget Advisory Committee

Section 1. Authority and Responsibility

The dean of the college shall seek the advice of the Budget Advisory Committee in planning the college's budgetary commitments. The committee shall select its own chair. The committee shall advise the dean on allocating budgetary resources, including faculty positions to departments, programs, and schools and shall advise the college administration on procedures to gather information serving that purpose.

Section 2. Membership

Consulting with the chair of the current Executive Committee, the dean shall nominate eight faculty members, who are members of the assembly, one undergraduate student, one graduate student, one member of the college civil service staff, and one member of the college academic professional/administrative staff. Those names shall be presented to the organizational meeting of the new assembly for its approval. Additional nominations may be made from the floor. The dean or the dean's designate shall serve as an ex-officio member of the committee.

ARTICLE VII. Committee for Curriculum, Instruction, and Advising

Section 1. Membership

a. Consulting with the chair of the current Executive Committee, the dean shall nominate nine faculty members, who are members of the assembly, to serve on the Committee for Curriculum, Instruction, and Advising. Those names shall be presented to the assembly for its approval at its organizational meeting.

b. The committee shall select its own chair.

c. The dean or a dean's designate, the directors of Student Academic Support Services and Honors, and the chair of the Student Academic Affairs Committee shall serve as ex-officio members.

d. Two undergraduate students selected by the CLA Student Board, one graduate student selected by the Council of Graduate Students, one civil service employee selected by the CLA Staff Association, and one P/A selected by the CLA P/A Association shall be members of the committee.

Section 2. Authority and Responsibility

a. The committee shall propose to the assembly curricular, instructional, and advising policies of college-wide significance, new degree regulations, revision of existing degree regulations, and the establishment or discontinuance of majors or degree programs.

b. The committee shall receive reports from the Budget Advisory Committee and the Course Review Committee, and any other committee of the college, on any matter that requires further consideration as policy.

c. The committee shall identify and refer to the dean for budgetary consideration any curricular or instructional proposals that have significant financial implications. To that end, this committee shall receive regularly the agenda for and minutes of the Course Review Committee (see Article VIII, Section 5).

ARTICLE VIII. Other Standing Committees

Section 1. Grievance Committee

a. A Grievance Committee shall be established, in accordance with the University-wide GRIEVANCE RULES or other applicable University grievance policies (the committee will include representatives of the faculty, academic professional/administrative staff not holding faculty appointments, students, and civil service). Members shall be appointed by the dean, after appropriate consultation with representatives of the relevant constituencies and with the approval of the Executive Committee for two-year staggered terms.

b. The committee shall hear grievances in accordance with the University-wide grievance procedures or other applicable University grievance policies.

c. Findings of the Grievance Committee shall be reported to the dean.

Section 2. Honors Committee

a. An Honors Committee and its chair shall be appointed by the dean in consultation with the director of Honors. The committee shall consist of eight faculty members selected from the list of honors representatives of the teaching units of the college, three undergraduate student members, and up to five other members. Members shall serve two-year terms and may be re-appointed.

b. The committee shall be responsible for approving college honors courses and overseeing the honors program of the college. It shall recommend to the Committee for Curriculum, Instruction, and Advising changes in policies for honors work in the college.

Section 3. Promotion and Tenure Review Committee

- a. A Promotion and Tenure Review Committee shall be appointed by the dean.
- b. The committee shall advise the dean on all recommendations concerning promotion and tenure.

Section 4. Student Academic Affairs Committee

a. A Student Academic Affairs Committee and its chair shall be appointed by the dean in consultation with the directors of the college's student service offices. It shall consist of ten faculty members with two-year staggered terms, four undergraduate student members with two-year staggered terms, one academic professional/administrative staff member not holding a faculty appointment with a two-year term, two civil service members with two-year staggered terms, the director of Student Academic Support Services, the director of Honors, and a senior college administrator from outside the College of Liberal Arts with a one-year term. Members may be re-appointed.

b. The committee shall oversee all student-service functions in the college, including advising, admissions, orientation, registration, career development and placement, special support services, and the interpretation of college regulations concerning students. The committee shall propose to the Committee for Curriculum, Instruction, and Advising, and when appropriate to the Budget Advisory Committee, policies for college student services, including advising, admissions, scholastic standing, academic performance, and scholastic conduct. The committee shall delegate authority to and oversee subcommittees on scholastic standing, scholastic appeals, and scholastic conduct.

The Scholastic Standing Committee shall administer and interpret faculty regulations concerning admissions, advanced standing, probation, suspension, graduation, registration, grading, attendance, and related matters. It may interpret a regulation broadly if the spirit of the regulation is satisfied and the effect is to the student's educational advantage or prevents undue hardship.

The Scholastic Appeals Committee shall act on individual student requests and deal with situations in which the request cannot be handled in the student's college office or in which the student is appealing a decision of a Scholastic Appeals Committee representative or a senior representative.

The Scholastic Conduct Committee is responsible for acting on cases of alleged student scholastic dishonesty involving students, faculty, and staff within the functional units of the college. The committee shall keep the faculty, staff, and students apprised of its existence and procedures for dealing with student scholastic misconduct.

Section 5. Course Review Committee

a. The Course Review Committee shall consist of fourteen faculty members appointed by the dean, two undergraduate students selected by the CLA Student Board, two graduate students selected by an appropriate graduate student organization, and one academic professional/administrative member who does not hold a faculty appointment selected by the CLA Academic Professional/ Administrative Staff Association from among those of its members whose primary responsibility is to advise undergraduate students.

b. The committee shall select its own chair.

c. The committee shall review and approve proposals for courses to be added to the curriculum and policies governing transfer of credit. The committee shall identify and refer to the dean course proposals with significant financial or policy implications. Departments and other units may make minor modifications in existing courses and requirements for the major, provided such changes are approved by the appropriate college officer. If the college officer believes, however, that a proposed change requires committee consideration, it shall be referred to the committee.

d. The committee shall circulate proposed courses and major changes to all chairs and directors of academic departments, programs, and schools, to the deans of the college, and to the chair of the Committee for Curriculum, Instruction, and Advising.

**ARTICLE IX. Council of Chairs and Directors of Academic
Departments, Programs and Schools**

Section 1.

The Council of Chairs and Directors of Academic Departments, Programs and Schools shall consist of the chairs and directors of those academic departments, programs and schools that include budgeted or tenured faculty. Each spring quarter, the council shall elect one of its members as its chair. The chair shall serve on the Executive Committee for a year beginning the sixteenth of June.

Section 2.

The council shall meet regularly with the dean to discuss collegiate actions that significantly affect the missions of the departments, programs and schools.

Section 3.

The chair of the council shall set its agenda and shall seek the advice of both the dean and its members to that end.

ARTICLE X. Special and Ad Hoc Committees of the College

Section 1. Creation of Committees

a. The CLA Assembly or the dean may create such special or ad hoc college committees as are considered necessary for achieving the objectives of the college.

b. Any council or committee of the college may create subcommittees in order to accomplish its work.

Section 2. Appointment of Members

Except in cases in which membership is specified in the establishment of the committee as ex-officio, by election, or by approval of a specified authority, all members of committees whose functions or purposes are essentially college-wide shall be appointed by the dean. Membership in the college shall not be prerequisite to such appointment, and the dean may select members from appropriate constituencies.

ARTICLE XI. Non-faculty Constituencies

Section 1. CLA Student Board. Authority and Responsibilities

Without in any way limiting access to the administration and faculty for any individual student or student group, the CLA Student Board shall be considered the official channel whereby recommendations from the student body as a whole are brought to the college. The board shall be the principal instrument for achieving participation of students in the affairs of the college, and shall nominate undergraduate student representatives to all appropriate committees of the college.

Section 2. Council of Graduate Students. Authority and Responsibilities

The Council of Graduate Students serves as an organization for all University graduate students including those in the College of Liberal Arts. The council shall be the principal instrument for achieving participation of graduate students in the affairs of the college, and is charged with nominating their representatives to all appropriate committees of the college.

Section 3. CLA Staff Association. Authority and Responsibilities

The Liberal Arts Staff Association serves as an organization of all civil service employees in the College of Liberal Arts. The association shall be the principal instrument for achieving participation of civil service personnel in the affairs of the college, and is charged with nominating their representatives to all appropriate committees of the college.

Section 4. CLA Academic Professional/Administrative Staff Association.
Authority and Responsibilities

The CLA Academic Professional/Administrative Staff Association serves as an organization of all such employees in the College of Liberal Arts who do not hold faculty appointments. The association shall be the principal instrument for achieving participation for such academic professional and administrative staff in the affairs of the college, and is charged with nominating their representatives to all appropriate committees of the college.

ARTICLE XII. Senate Representation

Section 1. Eligibility

The Constitution of the University Senate specifies (a) who shall be eligible for election to that body, (b) the number of senate members each college, school or other unit may elect, and (c) who shall be eligible for reelection.

Section 2. Invitations for Nominations

The information referred to in Section 1. shall be transmitted annually in the spring quarter by the dean, to all departments, schools, and other units administratively within the College of Liberal Arts. The dean shall then request nominations for the senate from each eligible unit of the college.

Section 3. Nominating Procedures

Each department, school or other unit administratively within the college may nominate as many candidates for the senate as it may nominate for the CLA Assembly. The dean shall annually inform each eligible unit of the number of nominations it may make, and the departments, schools, and other units shall submit their slates of nominations to the dean. Nothing shall prohibit any eligible unit from nominating faculty members from units of the college other than itself or from the list of academic staff members not regularly attached to an existing faculty who vote with and may serve as representatives of the College of Liberal Arts. Additional persons may be nominated on petition to the secretary of the CLA Assembly signed by fifteen members of the faculty of the eligible units of the college.

Section 4. Alternate Representatives

A senator may designate to serve in his/her place and stead any member of the college faculty and/or staff eligible to vote for senators, upon presentation of a written notice to the clerk of the senate prior to the commencement of any senate meeting. No alternate may substitute for more than one senator at any given meeting of the senate. If a senator's term is terminated or interrupted for a period of

more than one quarter, the position shall be filled in accordance with the procedures specified under Section 5.

Section 5. Methods of Election

Election to the senate shall be by secret ballot, under the Hare method. The ballots shall be prepared in the office of the dean and, after the faculty has voted, shall be returned there. Ballots shall be counted by the secretary of the assembly and two additional faculty members designated by the dean. The results of the election shall be reported to the faculty and the clerk of the senate. The candidates who would be next in line for senate seats shall be recorded so that alternates can be named in case members become unavailable for more than one quarter.

ARTICLE XIII. Amendments, Interpretations, Implementation

Section 1. Amendments

The constitution and bylaws of the college may be amended by a two-thirds majority of voting members present at a meeting of the CLA Assembly. Amendments may be proposed by the Executive Committee, the Committee for Curriculum, Instruction, and Advising, the CLA Student Board or a recognized graduate student organization, the CLA Staff Association or the Academic Professional/Administrative Staff Association, or by petition of any ten assembly members or any twenty-five members of the faculty, or other constituency listed above. Notice of proposed amendments shall be given in writing to all members of the assembly and circulated widely at least thirty days before the CLA Assembly is to act on them. Notice of CLA Assembly meetings at which proposed amendments are to be voted on shall be given to all members of the assembly and circulated widely at least ten days in advance of such meetings.

Section 2. Interpretation

Final authority to interpret this constitution shall reside in the CLA Assembly.

Section 3. Implementation

This constitution shall become effective immediately after its adoption by the faculty of the college through its assembly. All committees, provisions, rules, and regulations in existence at the time this constitution becomes effective, and not in violation of its provisions, shall continue until modified in accordance with provisions and procedures established herein.

BYLAWS OF THE CLA CONSTITUTION

Article I. General rules for committees and councils of the College of Liberal Arts

1. All College of Liberal Arts committee meetings shall be open to members of the constituencies involved in their deliberations. Any committee may go into executive session upon a majority vote of its members, if in accordance with the law.
2. Terms as used in council and committee appointments and elections shall run from September 16 through September 15.
3. Ex-officio members shall have all the privileges of membership except that of voting, unless otherwise specified in the article constituting the committee or council.
4. In all council, committee, and other meetings in the College of Liberal Arts, the motion to table shall be debatable.
5. One-half of the voting members shall constitute a quorum for all College of Liberal Arts committees and councils.

Article II. Adoption of Bylaws

1. Amendments, additions, and deletions of by-laws shall be adopted by a simple majority of the vote of the Assembly.
2. Proposed changes in bylaws must be submitted in writing to assembly members at least ten days prior to the meeting at which a vote on such changes is to be taken.

Article III. On filling vacant Senate positions

A senator whose term will be terminated or interrupted for more than one quarter shall notify the dean. A substitute shall be provided according to the procedure specified in Article XII, Section 5. The substitute senator shall serve during the time the regular senator is unavailable.

College of Human Ecology
UNIVERSITY OF MINNESOTA

**CONSTITUTION
&
BYLAWS**

*Adopted February, 1992
Mary E. Heltsley, Dean*

UNIVERSITY OF MINNESOTA COLLEGE OF HUMAN ECOLOGY

CONSTITUTION

Preamble

The mission of the College of Human Ecology is to examine the interaction of individuals and families in their environment(s): the social environment, the natural environment, the built environment, and the aesthetic environment. The College's teaching, research and outreach provides insights into how people affect and are affected by their surroundings in a changing world. The College focuses on the near environment of food, home, shelter, family, and community and the larger environment of public policy and institutional support.

The College aspires to maintain highly ranked graduate programs, strong undergraduate programs, continued leadership of innovative outreach programs, and research productivity that empowers faculty, staff and students to work creatively and effectively in improving the human condition.

It is the purpose of this constitution to provide a framework enabling faculty, administrative staff, students, and civil service personnel to work together to accomplish the goals of the College. This constitution is not part of the employment contract between the University and its employees. It does not establish terms and conditions of employment.

ARTICLE I - GENERAL POWERS

All matters relating to the educational and administrative affairs of the College are committed to the Dean and the College Assembly, as delegated by the Board of Regents and in accord with the Constitution of

the University Senate, and consistent with actions of these bodies heretofore or hereafter taken.

ARTICLE II - THE DEAN

The Dean of the College shall be appointed by the Board of Regents upon recommendation of the President or the President's designee for an initial fixed term of three years (J appointment). In the third year of the initial appointment, the Senior Vice President or the Senior Vice President's designee shall appoint a committee to conduct a major review of the dean. Subsequent appointments for the incumbent Dean shall be annual and renewable (K), based each year on a performance evaluation carried out in accordance with University policy. Every five years this annual review will take the form of a formal review to be carried out by a committee appointed by the Senior Vice President for Academic Affairs.

The Dean shall have general administrative authority over the affairs of the College. The Dean shall provide leadership in formulating policies, introducing and testing educational ideas and proposals, and supporting efforts toward continued improvement of the College's programs. The Dean shall be responsible for the development and periodic review of departmental programs. The Dean shall be responsible for the interpretation of the College's programs to the University and community.

The Dean or the Dean's designee shall serve as the primary medium of communication for official business of the College with other University authorities. Where action of the Board of Regents is requested or required, the Dean shall make such recommendations as are necessary to the Senior Vice President for Academic Affairs. The Dean is responsible for the preparation of the annual budget of the College.

ARTICLE III - FACULTY

Section I. Definition

The faculty of the College shall be all faculty personnel holding appointments as Instructor, Assistant Professor, Associate Professor, Professor, or Regents Professor, who are budgeted through the

departments or the Office of the Dean for teaching, research, and extension, including members on leave, and the Dean and Associate and Assistant Deans of the College. All above defined faculty and Academic Professional staff holding faculty rank are voting faculty.

All faculty in Food Science and Nutrition and Home Economics Education are voting faculty in the College of Human Ecology.

Section 2. Faculty/Student Rights, Responsibilities, and Grievances

The College faculty shall be governed by the policies of the Regents, the Senate (the Twin Cities Campus Assembly), and the University's central administration, and by the University's Regulations Concerning Faculty Tenure, in all matters addressed by those documents or policies including, but not limited to, academic freedom and responsibility, sexual harassment, and promotion and tenure.

The College shall establish a grievance committee to resolve grievances brought by faculty, staff or students in accordance with the University-wide Grievance Rules or other applicable University grievance policies. Bargaining unit staff shall be governed by their union contract.

ARTICLE IV - OTHER CONSTITUENCIES

Section 1. Academic Professional and Administrative (PA) Staff

Academic Professional and Administrative (PA) staff not holding faculty rank shall consist of professional personnel who are assigned to duties enhancing the research, teaching, and service functions of the College and administrative personnel who are involved in policy development or execution or in directing, coordinating, or supervising activities in the College.

Section 2. Civil Service Staff

Civil service/Bargaining unit employees are support staff and scientific/technical staff hired through the University's Personnel Department, and affiliated with units administratively within the College.

Section 3. Student/Professional Training Appointees

Student/Professional Training appointees are those holding appointments such as graduate assistants and postdoctoral associates.

Section 4. Students

Undergraduate and graduate students are those who are currently enrolled in the University, and in good standing in the College .

Section 5. Rights and Privileges

Members of constituencies defined in Article IV are expected to participate in the affairs of the College, including its governance mechanism, its committee structure, its grievance procedures, and the revision of the College Constitution. Representatives from these groups shall serve on College committees and should be chosen according to procedures specified in the bylaws.

ARTICLE V - GOVERNANCE/ADMINISTRATIVE STRUCTURE

Section 1. Executive Committee

The Executive Committee consists of the Dean, Associate and Assistant Deans, Department Heads, School Directors and others as invited by the Dean, and shall assist the Dean in the planning, coordination and execution of the programs of the College.

Section 2. Assistant and Associate Deans

Positions of Associate and Assistant Deans may be proposed as warranted by the administrative and program needs of the College. Establishment of the positions of Associate and/or Assistant Deans shall be initiated by the Dean of the College after consultation with the Policy and Planning Committee.

The Dean may assign specific administrative duties to Associate and Assistant Deans and may delegate executive authority to them. The Dean shall make known to the faculty the principal areas of responsibility delegated to the Associate and Assistant Deans.

Associate and Assistant Deans may be appointed for a term of up to 3 years on an annual basis with reappointment, if recommended, for subsequent 3 year terms on the same annual basis. Annual reappointment is based on a performance evaluation carried out in accord with University policy. A formal review will take place during the third year of service to determine if reappointment is recommended.

Section 3. Department/School Heads

The department heads/school director will have responsibility for coordination of teaching activities, research and continuing education programs, in consultation with the College Deans.

Heads of departments/director of school will be appointed for an initial period of 3 years with possibility of reappointment for subsequent 3-year terms. Annual performance evaluations will be conducted by the Dean in accordance with College policy. A formal review will take place during the third year of service to determine if reappointment is recommended.

The department heads/school director will make recommendations to the Dean on personnel matters and administer personnel policies as determined by tenure code, civil service and P/A regulations, after consultation with appropriate departmental faculty or staff in accordance with unit constitution or bylaws.

The department heads/school director will make recommendations to the Dean on matters regarding department budgets after appropriate consultation with department faculty and staff.

Section 4. Departmental Structure

A department/school as established by the Board of Regents will be considered the basic organizational unit of the College. It shall be administered in accordance with the unit constitution and/or bylaws. Proposals for change in the departmental structure will be reviewed by the Dean of the College in consultation with groups directly concerned, including the department faculty, the College Policy and Planning Committee, and appropriate committees of the Institute and Senate.

Departments/schools desiring to establish an alternate form of departmental governance may do so with a 2/3 vote of the department voting faculty, the approval of the Dean, and approval from a majority vote of the College Policy and Planning Committee. A system of review must be included in any alternate form of departmental governance.

Undergraduate curricula of the College shall be expressed as "programs" and those faculty members and students providing leadership to each program shall be known as a Program Committee. Programs function under the auspice of the governing department(s).

Section 5. College Committees

Standing and ad hoc College committees will be established and terminated as defined in the by-laws. Standing committees will be established by action of voting faculty at any regular or special meeting. Ad hoc committees will be appointed by the Dean.

ARTICLE VI - AMENDMENTS

Section 1. Amendments

The Constitution of the College may be amended by a two-thirds majority of those present at a meeting of the College Assembly, such amendment to be introduced by proposal from a standing committee or by a petition signed by members of the faculty and presented to the Dean's office. All amendments should be reviewed by the Faculty Consultative Committee and their recommendation presented to the College Assembly. Notice of such proposed amendments, together with the recommendation of the Faculty Consultative Committee, shall be given in writing to all members of the faculty at least 30 days before the College Assembly is called upon to act on them. The amendment to the Constitution will become effective when approved by the Senior Vice President and Provost for Academic Affairs.

Section 2. Interpretation

Final authority to interpret this Constitution shall reside in the College Assembly.

Section 3. Implementation

This Constitution shall become effective immediately after its adoption by the College Assembly and its approval by the Senior Vice President and Provost for Academic Affairs. Adoption will require a majority vote of the voting faculty of the College (by voice or mail ballot).

ARTICLE VII - BYLAWS

Procedures for operating under this constitution shall be specified in the Bylaws. Any proposed amendment, addition, or deletion of the Bylaws may be presented by a member of the College Assembly and must be submitted as information to groups directly concerned, including faculty and other constituencies, at least two calendar weeks prior to the vote. Bylaws shall be adopted, amended, or deleted by majority vote of those

voting. No items for action shall be presented during the summer. Proposed changes are encouraged to be brought first to the appropriate College committee.

BYLAWS

Section 1. Appointment and Review of the Dean

A Selection Advisory Committee, appointed by the Vice President of the Institute of Agriculture, Forestry and Home Economics (IAFHE), will recruit and review candidates. This committee, following the charge from the Vice President, will recommend candidates for interview and selection. A majority of the Selection Advisory committee will be faculty from the College. The committee shall be composed of at least one representative from each of the following constituencies: undergraduates, graduate students, professional and administrative staff and civil service personnel.

The dean is annually reviewed by the Vice President of the IAFHE. The Vice President may periodically appoint a review committee to study the status, progress, and effectiveness of the College Dean's administration. The Review Committee's appraisal will be forwarded to the Vice President, who in consultation with the Senior Vice President, will decide whether the Dean will continue to serve for an additional term.

Section 2. College Administrative Structure

The administrative structure within the College office will be determined by the Dean. The Executive Committee will advise the Dean on the planning, coordination and execution of the activities originating in the College office.

Section 3. Appointment and Review of Assistant/Associate Deans

The Dean will appoint a Selection Advisory Committee to identify qualified candidates for assistant/associate dean(s). Criteria for composition of the committee will be the same as for selection of the Dean. The committee, following the charge from the dean, will submit the designated number of candidates to the Dean for interview and selection.

The Dean will appoint a review committee to assess the status, progress and effectiveness of the Associate/Assistant Dean's administration. The review committee will consist of representatives from units in the College.

Section 4. Voting Faculty

Voting faculty status will be determined by Article III, Section 1 of the Constitution. The Dean will have authority to determine voting eligibility for those individuals who may not clearly fit into a classification.

Section 5. College Assembly

The College Assembly will meet at least quarterly at the call of the Dean, or by petition of 10 members of the voting faculty. Voting representatives shall be selected from the following constituencies: undergraduates, graduate students, administrative professional, and civil service personnel. A quorum will consist of a majority of those present, and eligible to vote, at a faculty meeting.

A notice of faculty meetings will be sent to the faculty and voting representatives not less than two calendar weeks prior to the date of the meeting. The Dean, or designee, will preside at the meetings. Roberts' Rules of Order, newly revised edition, will be the parliamentary authority. Minutes of all meetings will be distributed within a reasonable time period to voting faculty and voting representatives.

Section 6. Appointment and Review of Department/School Heads

The Dean of the College will appoint a Selection Advisory Committee to recruit and identify qualified candidates for Head or Director. The majority of the Selection Advisory Committee members will be faculty appointed from the unit for which leadership is being sought. Undergraduates, graduate students, academic professional/administrative staff, and civil service staff will each have at least one representative on the

Selection Advisory Committee. The committee will submit a slate to the Dean, based on the charge given to the committee, of individuals to be interviewed, and later proposed for candidacy.

At least half of the formal review committee for the department/school head will consist of faculty members elected from the evaluating unit. Undergraduates, graduate students, academic professional/administrative staff and civil service staff will have at least one representative on the review committee. The review committee will conduct a thorough review, with special reference to those aspects of departmental operation influenced by the performance of the unit administrator. The review committee will prepare a written report of its findings and recommendations for the Dean. The Dean of the College, in consultation with the Vice President of the IAFHE, will decide about continuation of the unit administrator for an additional term.

Section 7. Constituency Membership on College, Departmental, School, and Program Committees

Undergraduate, graduate students, civil service/bargaining unit and administrative professional staff will have at least one representative on Standing Committees, except those dealing specifically with issues related to another group (civil service, faculty consultative, promotion and tenure, single quarter leave).

Student representatives on college and program committees will be elected, or appointed, annually according to guidelines established by the Student Board and the graduate student organization. If no student organization exists, recommendations will come from department/school heads. Civil Service/bargaining unit and academic professional/administrative staff will be elected from and by their respective membership. The chairs of the student organizations, elected or appointed representatives of other constituencies, or designate, will serve as voting members at the College Assembly. Constituency members of Standing Committees of the college may attend college faculty meetings as non-voting members.

Section 8. Departmental/School Organization and Governance

The department head or school director will call at least one meeting every quarter of the faculty to consider matters of departmental policy. The department head/director will also call a faculty meeting within 10 days of receipt of a petition signed by 25% of the voting faculty. Notice of the agenda will be sent to individuals eligible to attend at least one week in advance. The same voting rights and selection procedures for constituency representatives will exist at college, department/school levels.

Section 9. Elected Committees

The College Administration Office will develop a ballot and conduct elections to determine voting faculty membership on elected committees. The Dean will review membership to assure appropriate representation of resident teaching, extension, and research faculty. Faculty, civil service/bargaining unit, and administrative professional staff membership on committees will be for a three-year term, with elected alternates completing unfinished terms.

Policy and Planning Committee

The Policy and Planning Committee will consult with the Dean on strategic planning and major structural changes in the College. Significant changes in the use of collegiate resources will be subject to consultation between the Dean and the Policy and Planning Committee. The Committee will consist of one faculty member elected by the the voting faculty of each department/school and one person selected from each of the constituency groups. Student members will be chosen annually. The Dean, Associate and Assistant Deans will be non-voting members. The committee shall meet regularly.

Faculty Consultative Committee

The Faculty Consultative Committee will bring to the attention of the Dean those matters of primary concern to the welfare of the faculty. In practice,

the elected faculty members of the Policy and Planning Committee constitute the Faculty Consultative Committee. The Dean, or designee, will be a non-voting member of the committee.

Academic Professional and Administrative Consultative Committee

The Academic Professional and Administrative Consultative Committee will serve in an advisory role to the Dean on matters concerning PA staff, both teaching and non-teaching. The committee shall consist of one representative from each department/school in the College, where applicable. The committee will make recommendations on any matter of College policy relevant to academic/administrative professional staff. The Dean, or designee, shall serve as a non-voting member of the committee.

Civil Service Consultative Committee

The Civil Service Consultative Committee will serve in an advisory role to the Dean on matters concerning civil service staff which come under the jurisdiction of the college. The committee shall consist of one representative from each department/school in the College. The Committee may make recommendations of any matter of College policy relevant to civil service staff. The Dean, or designee, will be a non-voting member of the committee. Bargaining unit staff representation will be subject to contract specifications.

Promotion and Tenure Committee

The Promotion and Tenure Committee will review departmental documents of nominees for promotion and tenure of faculty members. The committee will advise the dean on promotion and tenure policies and make recommendations about candidates for promotion and tenure. This committee actions will be governed in accordance with pertinent sections of the University regulations governing tenure. The committee will consist of two elected associate or full professors, holding regular appointment with continuous tenure, from each unit. Members of the committee may

vote only on promotion for those being considered at their own rank or a lower rank.

Faculty and P/A Leave Committees

Faculty Leave Committees will review departmental documents for nominees for sabbatic, single quarter, and professional development leaves. The committees will advise the dean on leave policies and make recommendations about candidates for single quarter leave. Sabbaticals will be reviewed for adequacy of plan for leave. Separate committees will be established for faculty and academic/administrative professionals. The committees' actions will be governed in accordance with University regulations governing single quarter, sabbatic, and professional development leaves. The committee will consist of one elected faculty member, holding regular appointment with continuous tenure, from each unit. Another committee will consist of no less than three elected academic/administrative professionals, representing different units within the college.

Educational Policy Committee

The Educational Policy Committee will act as an educational review committee to deal with broad curricula issues and goals, experimental programs, innovations in instruction, or general grading and evaluation guidelines and practices. The committee will review and approve changes in course offerings presented by departmental curriculum committees. The Educational Policy Committee will consist of one elected faculty member from each department/school, two undergraduate students, and one graduate student. The Associate Dean and/or designees will serve as non-voting members.

Section 10. Appointed Committees

The College Administrative Office, specifically the Dean, will appoint the members of the Standing Committees based on the recommendations of department heads/directors. Department heads/directors will review committee membership to assure appropriate representation of resident teaching, extension and research faculty members. Undergraduate and graduate student membership will be chosen as outlined above.

College Honors and Awards Committee

The Honors and Awards Committee shall be responsible for identifying potential candidates for faculty, student, and alumni awards, except for scholarships. The committee shall be made up of one representative from each department/school, two alumni of the College, two undergraduate students, a graduate student, a civil service/bargaining unit representative and an academic professional/administrative representative. The Dean, or designee, shall serve as an ex-officio member of this committee.

Student Academic Standards Committee

The purpose of the Student Academic Standards Committee is to interpret University and College policies and procedures regarding grading, curricular requirements, scholastic appraisal and student academic conduct. The committee shall consist of one representative from each department having an undergraduate program, the Associate Dean, and the Director of Student Services, and other individuals designated by the Associate Dean.

Scholarship Committee

The purpose of the Scholarship Committee is to select outstanding students for undergraduate scholarships, and to assist them in coordinating economic support and academic success. The committee shall be made up of representatives of each department having an undergraduate program, the Director of Student Services (or designee), the Associate Dean (or designee), and two undergraduate students.

Student Recruitment and Retention Committee

The committee is responsible for setting college policy regarding undergraduate recruitment, student development and retention. The committee shall be made up of a representative from each department having an undergraduate program, the Director of Student Services (or designee), and two undergraduate students.

International Committee

The purpose of the committee shall be to encourage faculty and students to be aware of and involved in international issues and activities, promote the inclusion of international concepts in the College curricula, and initiate and participate in the development of international program proposals. This committee shall be made up of one representative from each department/school, one international student, one graduate student, and two undergraduate students. The Dean in charge of international activities shall serve as ex-officio member of this committee.

College Grievance Committee

The College Grievance Committee will be governed by the most recent grievance procedures approved by the Board of Regents. The College committee will consist of at least six members. One-third of the members will be faculty or academic staff from outside the college, appointed by the Senate Committee on Committees. The remaining members will be representative of faculty, academic staff, civil service employees and students of the College. The chair will be named by the University Grievance Officer from the members external to the College.

If there are insufficient members of the University Grievance Committee or of a college grievance committee to constitute a panel, the original appointing authority may appoint additional members. Each department or other academic or administrative unit appoints a grievance officer or committee who will assist in the informal resolution of grievances within the unit and who will provide information about formal procedures.

AMENDMENTS

Amendments to the Bylaws may be proposed by action of the College faculty, the Policy and Planning Committee, the Dean of the College, or by petition signed by ten voting faculty members. Notice of such proposed changes in the Bylaws shall be sent in writing to all voting faculty members of the College at least two calendar weeks before voting takes place. Changes in the By-laws require a majority vote of the voting faculty of the College.

45 SECTION 3. *Consultation*

46 The University Librarian shall consult with staff when appropriate through
47 scheduled meetings as described in the bylaws. In making decisions concerning personnel
48 policy, planning, and general programs, the University Librarian shall solicit the ideas and
49 recommendations of these bodies. The University Librarian and his or her designees shall
50 be responsible for implementing policy.

51 ARTICLE III. Library Assembly

52 SECTION 1. *Definition and Function*

53 The policy-making and legislative body of the Libraries shall be the Library
54 Assembly. It shall include as regular voting members all faculty, academic professional,
55 academic administrative, and civil service staff holding appointments of 75% time or more
56 in the University Libraries or hired through the University personnel department and
57 affiliated with the University Libraries.

58 SECTION 2. *Faculty*

59 The faculty of the University Libraries shall be all faculty personnel holding regular
60 appointments as assistant professor, associate professor, professor, or regents professor, who
61 are budgeted through the University Libraries, including members on leave, all Libraries
62 administrators if they hold faculty rank, and the President of the University.

63 Only tenured faculty have the right to vote on tenure decisions and only those with
64 rank above the individual who is being proposed for promotion have the right to vote in
65 the promotion process.

66 SECTION 3. *Academic Professional Staff*

67 Academic professional staff of the University Libraries shall be all professional
68 personnel holding appointments in the 97XX classes, including but not limited to assistant
69 librarian, associate librarian, librarian, and development officer, who are budgeted through
70 the University Libraries, including members on leave, and all Libraries administrators if

97 ARTICLE V. Governance Structure

98 The principal governing bodies of the University of Minnesota Libraries, Twin
99 Cities Campus, are the Library Assembly, its Executive Committee, and other bodies as
100 defined by the bylaws.

101 ARTICLE VI. Implementation, Interpretation, and Amendments

102 SECTION 1. *Implementation*

103 This constitution shall become effective immediately after its adoption by two-
104 thirds majority of those eligible to vote and its approval by the Senior Vice President for
105 Academic Affairs or designated authority.

106 SECTION 2. *Interpretation*

107 Final authority to interpret this constitution shall reside in the Library Assembly.

108 SECTION 3. *Amendments*

109 The constitution of the University of Minnesota Libraries, Twin Cities Campus may
110 be amended by a majority vote of those voting by mail ballot, such amendment to be
111 introduced by proposal from a governance committee, as defined in the Bylaws, Sections 4-
112 6, or by a petition signed by fifteen or more members of the Library Assembly and
113 presented to the secretary of the Assembly. All amendments shall be reviewed by the
114 Library Assembly Executive Committee, and their recommendation shall be presented to
115 the Library Assembly. Notice of such proposed amendments, together with the
116 recommendation of the Executive Committee, shall be given in writing to all members of
117 the Library Assembly at least thirty days before the Library Assembly is called upon to act
118 on them. The amendment to the constitution will become effective when approved by the
119 Senior Vice President for Academic Affairs or designated authority.

120

ARTICLE VII. Bylaws

121 SECTION 1. *Definition*

122 The bylaws provide procedures for operating under the constitution.

123 SECTION 2. *Amendments to the bylaws*

124 The Library Assembly may enact, amend, or repeal bylaws by a majority vote of
125 those members voting by mail ballot, such amendment to be introduced by proposal from
126 a governance committee or by a petition signed by fifteen or more members of the Library
127 Assembly and presented to the secretary of the Assembly. All amendments shall be
128 reviewed by the Library Assembly Executive Committee, and their recommendation shall
129 be presented to the Library Assembly. Notice of such proposed amendments, together
130 with the recommendation of the Executive Committee, shall be given in writing to all
131 members of the Library Assembly at least fifteen days before the Library Assembly is called
132 upon to act on them.

BYLAWS

1 SECTION 1. *Appointment of the University Librarian*

2 When a vacancy exists, the Executive Committee shall appoint an ad hoc committee
3 to prepare recommendations to the University President or the President's designee on the
4 appointment of the University Librarian as specified in the Constitution, Article II, Section
5 1. The ad hoc committee shall consist of seven members. Appointments to the committee
6 shall provide for geographical representation as well as balance between administration and
7 staff and between different functional units.

8 SECTION 2. *Library Assembly*

9 1. Definition and Function

10 The policy making and legislative body of the University Libraries shall be the
11 Library Assembly, as specified in the Constitution, Article V. In addition, it shall provide
12 a forum for discussion of policies, procedures, and other pertinent issues.

13 2. Membership

14 University Libraries staff shall be considered members of the Library Assembly as
15 specified in Articles III and IV of the Constitution. All staff holding faculty, academic
16 professional, administrative, or civil service appointments shall be considered voting
17 members of the assembly; bargaining unit staff may attend and speak as allowed by union
18 contract, but may not vote.

19 3. Officers

20 The University Librarian shall preside at Library Assembly meetings. The Acting
21 University Librarian shall preside at Assembly meetings in the University Librarian's
22 absence.

23 The voting members of the Library Assembly shall elect a secretary for a one-year
24 term.

25 4. Meetings

26 Library Assembly meetings shall occur quarterly on dates set by the University
27 Librarian. The University Librarian's office shall make all necessary arrangements for the
28 meeting, and shall send notices of each meeting to all University Libraries staff and to other
29 constituencies specified in Article IV of the Constitution.

30 Special meetings of the Assembly may be called by the University Librarian or
31 Executive Committee. Notice of such meetings shall be sent to all members of the
32 Assembly as soon as possible.

33 The most recent Scott Foresman edition of *Robert's Rules of Order* shall prevail in
34 instances not covered in the Constitution and Bylaws.

35 5. Agenda and Minutes

36 The University Librarian shall prepare the agenda for Library Assembly meetings
37 in consultation with the Executive Committee. The Assembly Secretary shall be
38 responsible for keeping minutes of Library Assembly meetings and shall maintain a record
39 of attendance. Both agenda and minutes shall be distributed to all staff and to the Senate
40 Library Committee by the University Librarian's office.

41 6. Reporting

42 Each of the personnel committees, standing committees, ad hoc committees, and the
43 Libraries' senior senator shall prepare a quarterly report for the Library Assembly.

44 7. Quorum

45 A quorum shall be considered to consist of a majority of the voting members of the
46 Library Assembly.

47 SECTION 3. *Executive Committee*

48 1. Definition and Function

49 The Executive Committee shall serve as an advisory body to the University
50 Librarian and as the collective representative of the library personnel groups to which it is
51 responsible. It shall make recommendations to the University Librarian and the Assembly
52 upon all matters of Library policy, and serve as the executive body of the Library
53 Assembly.

54 2. Membership

55 The Executive Committee shall consist of one representative from each of the
56 University Libraries' personnel committees; three members elected at-large to one-year
57 terms by the voting members of the Assembly; and the University Librarian. At-large
58 Executive Committee members shall serve for no more than three consecutive one-year
59 terms.

60 3. Officers

61 The University Librarian shall serve as chair of the Executive Committee. In the

62 University Librarian's absence, the Acting University Librarian shall serve as Executive
63 Committee chair. The Executive Committee may select other officers as needed to
64 facilitate its operation.

65 4. Meetings

66 The Executive Committee shall meet regularly no less than once a month. Special
67 meetings may be called by the University Librarian or by the representatives of the
68 personnel committees. A minimum of four Executive Committee members must be
69 present to conduct business. Agendas for any special meetings shall be distributed as soon
70 as possible. All Executive Committee meetings shall be open to any library staff who wish
71 to attend.

72 5. Agenda and Minutes

73 The University Librarian shall prepare an agenda for each meeting in consultation
74 with the Executive Committee. The Executive Committee shall be responsible for
75 distributing to all Libraries staff an agenda before each Committee meeting and for
76 distributing to all Libraries staff minutes after each meeting.

77 SECTION 4. *Personnel Committees*

78 University Libraries staff who are permitted to organize personnel committees based
79 on job classification under university governance policies (e.g., faculty appointees, academic
80 professional appointees, administrative appointees, and civil service staff) shall be
81 encouraged to do so.

82 Organized personnel committees shall be responsible for establishing their own

83 policies and procedures for choosing representatives to the Executive Committee and for
84 conducting business appropriate to the personnel committee (e.g., reviewing applications for
85 tenure, continuous appointment, and promotion, and representing the interests of the
86 personnel class). Each personnel committee shall submit a quarterly report to the Library
87 Assembly.

88 Organized personnel committees (e.g., Faculty Personnel Committee, Librarian
89 Personnel Committee, Administrative Personnel Committee, and Civil Service Committee)
90 shall be entitled to send a representative to serve on the Executive Committee.

91 SECTION 5. *Standing Committees*

92 Standing committees of the University Libraries shall consist of the following:

- 93 • **Committee on Nominations, Elections, and Appointments**, responsible for
94 conducting elections of Library Assembly secretary, Executive Committee at-large
95 members, University Senate representatives, and members of the standing
96 committees. The Committee shall consist of four voting members of the Assembly,
97 two elected each year to staggered two-year terms.
- 98 • ~~Committee on Research~~ **Committee on Research and Publications**, responsible for advising the Executive
99 Committee regarding the distribution of library funds in support of staff research
100 and publication activities, and for assisting staff in these activities. The Committee
101 shall consist of five voting members of the Assembly, two elected each even-
102 numbered year and three each odd-numbered year. Committee members shall
103 serve for two years.

104 Each standing committee shall submit a quarterly report to the Library Assembly.

105 SECTION 6. *Ad Hoc Committees*

106 The Executive Committee shall appoint ad hoc committees as the need arises to
107 address specific, short-term issues pertaining to Libraries policy. Such ad hoc committees as
108 are in existence at the time of the quarterly meeting of the Library Assembly shall submit a
109 quarterly report to the Assembly.

110 SECTION 7. *University Senators*

111 University senators shall be elected by eligible academic staff in the Libraries
112 according to the Senate rules and formula for representation. The senior senator shall
113 submit a quarterly report to the Library Assembly. Other senatorial duties shall be in
114 accordance with Senate rules.

115 SECTION 8. *Other Bodies Engaged in Formulating Library Policies*

116 These Bylaws recognize that in addition to the Library Assembly, Executive
117 Committee, and their committees, other bodies within the Libraries may also engage in
118 formulating library policies within specific areas of professional expertise. As long as the
119 membership of these bodies consists largely of voting members of the Library Assembly,
120 these bodies shall be considered to be working in concert with the purposes of the Library
121 Assembly. The Executive Committee, on behalf of the Library Assembly, reserves the
122 right to require broader consultation and discussion at the written request of fifteen voting

123 members of the Assembly.

124 SECTION 9. *Elections and Appointments*

125 1. Committee on Nominations, Elections, and Appointments

126 The Committee on Nominations, Elections, and Appointments shall be responsible
127 for gathering nominations, conducting elections, and recommending appointees.

128 2. Nominations

129 The Committee on Nominations, Elections, and Appointments shall prepare and
130 circulate preference sheets for indicating interest in offices and committee positions to all
131 eligible members of the Assembly.

132 The Committee shall prepare a slate of nominees for each open position in the
133 Assembly, the Executive Committee, and their committees. The slates shall be presented at
134 the spring quarterly meeting of the Assembly, at which time nominations may also be
135 made from the floor.

136 3. Elections

137 The Committee on Nominations, Elections, and Appointments shall conduct any
138 contested elections by mail ballot. Uncontested elections shall be decided at the spring
139 Assembly meeting by voice vote.

140 The balloting for Executive Committee positions and Library Assembly Secretary
141 shall be conducted separately from the balloting for other committee positions within
142 thirty days after nominations have been made.

143 The balloting for the remaining offices shall occur as soon as possible in June.

144 Newly elected officers and committee members shall take office July 1 of that
145 calendar year.

146 4. Vacancies

147 The Committee on Nominations, Elections, and Appointments shall keep a record
148 of the ballots cast for each office for the length of term of that office. When a vacancy
149 occurs, the Committee shall recommend a replacement to the University Librarian.
150 Consideration of balloting records and preference sheets shall be given. The University
151 Librarian shall make the appointment in consultation with the Executive Committee.

152 5. Nomination and Election of University Senators

153 Senator nominations shall be sought by the Committee on Nominations, Elections,
154 and Appointments prior to the first Library Assembly meeting of the calendar year.
155 Additional nominations may be made from the floor at the Assembly meeting. The
156 number of senators, their eligibility to serve, and their terms of service shall be in
157 accordance with the rules of the University Senate.

158 Elections shall be conducted in accordance with the rules of the University Senate.
159 A number of alternates equal to the number of senators shall be elected.

160 The Committee on Nominations, Elections, and Appointments shall send a mail
161 ballot to all eligible academic staff containing the names of those nominated. Those with
162 the highest number of votes shall be elected as senators, and the remaining candidates shall
163 be elected as alternates based on the number of votes received. Elections shall be conducted
164 and the results reported to the clerk of the Senate in accordance with the schedule set by
165 the University Senate.

166 6. First Election

167 The first election after the adoption of these bylaws shall be held as soon as possible
168 and the persons elected shall take office immediately. If the election occurs before July 1,
169 the persons elected shall serve until July 1 of the following year.

170 SECTION 10. *Records*

171 All official records of the Library Assembly, the Executive Committee, and its
172 committees shall be entrusted to the care of the University Archives.

173 SECTION 11. *Constitutional Review*

174 There shall be a general review of the Constitution by the Library Assembly two
175 years after it becomes effective.

Constitution for the
School of Management, including
The Graduate School of Management

(Approved by the faculty June 13, 1973.)
(Amended September 20, 1973)

(Amended November, 1976)
(Amended June, 1981)
(Amended September 22, 1983)
(Amended September 5, 1984)

Preamble

The faculty of the School of Management herein states those Articles which will facilitate its mission of (1) providing graduate and undergraduate education in Management and Business Administration, (2) conducting scholarly research, and (3) providing scholastic leadership, lifetime educational opportunities, and other service to the State of Minnesota, its people, and others involved with problems of organizational administration.

The word School shall mean both the School of Management and the Graduate School of Management except where one or the other is specified.

The word "Faculty" shall mean both the faculty of the School of Management and the Graduate Faculty of Management, combined, except where one or the other is specified. Where not otherwise designated, the word "faculty" shall refer to one or more subsets of the Faculty, the members of any such subset being those members of the Faculty who have a principal concern for, participation in, or will be affected by the action, policy or other matter at issue.

Substantial consultation between the Dean and the Faculty is a tradition of the School.

Article I - Powers of the College and School

All powers exercised by the Faculty of the School are delegated by the Board of Regents, and these powers can be modified by subsequent action of the Board of Regents. This Constitution is in conformity with the Constitution of the University of Minnesota Senate.

Article II - Role, Responsibilities, and Authority of the Dean

1. The Dean of the School shall be appointed by the Board of Regents upon recommendation of the President of the University. Recommendations to the President shall be made by a Search Committee appointed by the President. The Committee shall be composed of a faculty chairperson from outside the School, a vice-chairperson from within the School, and at least three additional School of Management faculty members, and one undergraduate student and one graduate student from their respective boards. While alumni, the business community, Civil Service representatives, and other concerned parties should be consulted, their direct representation as well as the exact faculty membership shall be determined by the President after consultation with the School Executive Committee.

2. The term of office shall be seven (7) years with the possibility of reappointment following a review initiated by the President and in consultation with Faculty and students near the end of the stipulated term or at such earlier time as the President deems advisable.

3. The Dean is the Chief Executive Officer of the School, he shall have general administrative authority over School affairs in consultation with the Faculty, and where appropriate with Civil Service representatives, and he shall make recommendations to the President on all faculty appointments, promotion, tenure and salary adjustments following established consultative procedures in

the School and he shall ensure that all procedures are consistent with University procedures and policy.

4. The Dean of the School shall provide leadership for formulating policies, work with the Faculty in introducing and testing educational ideas and proposals, and stimulate discussion within the School leading to improvement of the educational program of the School and its programs and the interpretation of those programs to the University and the community.

5. The Dean shall provide for a continuing review of the School departments and an overall review of the School approximately every five to seven years. The Dean will summarize the review and will send these summaries forward to the Vice President for Academic Affairs, the President and the Board of Regents. Administrative structure shall be determined by the Dean in consultation with the Faculty. Operating procedures shall be determined by the Dean in consultation with the Faculty and where appropriate with Civil Service representatives. The Dean shall ensure that performance of individual faculty members be reviewed annually for promotion and/or salary determinations. These evaluations shall be communicated to the individual faculty members.

6. The Dean, as Executive Officer of the School, shall have final authority to make budgetary recommendations to the President, after completion of established consultative procedures within the School.

Articles III - Role, Responsibilities, Authority of the Faculty

1. Faculty members shall be appointed by action of the Board of Regents upon recommendation from the Faculty of the School to the Dean (See Article II, section 3). The function to recommend may be delegated by the Faculty in accordance with the By-Laws.

2. The Faculty implements the teaching, research, and service activities of the School. It has authority over the academic programs and their component parts.

3. The Faculty is the general policy-making and legislative body of the School. The Faculty shall receive reports or recommendations submitted by the Dean or may require such reports or recommendations on any matters affecting administrative or educational policy prior to their implementation.

4. The Faculty of the School shall consist of all professors, associate professors, assistant professors, and instructors, whose appointments are in the School. Additions and withdrawals shall be made through the procedures established in the By-Laws.

5. The Graduate Faculty of Management constitutes the Faculty of the Graduate School of Management and is composed of full and associate members in business administration as defined by the Graduate School. The Graduate Faculty of Management shall be organized in accordance with regulations set forth in the By-Laws. Additions and withdrawals shall be made through procedures established in the By-Laws. The Graduate Faculty of Management has authority for the graduate degree programs in business administration within the jurisdiction and procedures of the Graduate School, University of Minnesota.

6. Responsibilities and voting rights of the Faculty shall be in accordance with the statement adopted by the University Senate entitled Academic Freedom and Responsibility.

7. Removal for cause from the University shall follow the procedures as outlined in the Regulations Concerning Faculty Tenure, including amendments.

8. All proposals pertaining to degree program requirements, course changes, course additions or deletions, or any other matters judged to be of

submitted to the Graduate Faculty in Management for membership in that Faculty and (2) in reviewing appointments to membership on committees of the School.

6. Minutes of the Executive Committee meetings shall be distributed to all members of the Faculty and staff.

7. The School of Management will be in compliance with grievance and appeal policies and procedures of the University. Formalized Procedures for School level grievances, including the functions of the Grievance Committee, and Grievance Committee procedures, shall be set forth in the By-Laws.

8. The program directors are responsible for administering the programs of the Faculty of Management.

9. The Board of Overseers of the School consists of business executives and other professionals who have an interest in education. The members of the Board are drawn from the Twin Cities, the State of Minnesota, and from a wider national audience. The purpose of the Board is to serve as a link between the Faculty, the Dean, and the students of the School with the business community. The Board also provides an outside executive input into the various academic and professional programs of the School. The members of the Board are appointed by the President upon recommendation of the Dean.

10. The faculty Appointments and Promotions Committee shall consist of one member from each department of the School of Management. Each department shall elect a full professor as its member of the Faculty Appointments and Promotions Committee.

Article V - By-Laws

1. Procedures for operating under this Constitution shall be specified in the By-Laws. Any proposed amendment, addition, or deletion of the By-Laws must be submitted as information to undergraduate and graduate student boards

curricular nature shall be screened and reviewed by the Curriculum Committee of the Faculty prior to submission to the appropriate Faculty for action. The Committee shall be responsible for periodic review of the curriculum.

9. Faculty membership of the Curriculum Committee shall be elected by the Faculty. Student Membership on the committee will include representation from the undergraduate and graduate students elected by their respective boards.

Article IV - Administrative Structure

1. To facilitate administration of the School, the Dean shall appoint associate and assistant deans, program directors, and academic, research and other administrative unit heads upon consultation with and recommendation from the appropriate faculty.

2. There shall be an Executive Committee, a Curriculum Committee, a Faculty Appointments and Promotions Committee, and a Grievance Committee. Other standing and ad hoc committees shall be appointed by the Dean following consultation with the Executive Committee.

3. The Executive Committee shall consist of the heads of the academic units, the Dean, and the Business Board President, his or her designate, servicing ex-officio. The Dean shall act as chairman. Ex officio membership shall be designated in the By-Laws.

4. Representatives of the Civil Service staff shall be present ex officio whenever substantive items involving Civil Service are being discussed. Joint meetings of the Executive Committee with undergraduate and graduate student representatives shall be held periodically.

5. The Executive Committee shall act in an advisory capacity to the Dean. The Committee shall act for the Faculty (1) in nominating persons to be

as well as at a regular or special meeting of the Faculty at least two calendar weeks prior to its presentation for vote (excluding Summer). By-Laws shall be adopted, amended, or deleted by majority vote. No items for action shall be presented during Summer.

Article VI - Amendments

1. Any proposed amendment must be submitted for discussion at a regular or special meeting of the Faculty at least two calendar weeks prior to its presentation for vote. Presentation for ballot may be in any quarter other than Summer.

2. Amendments to the provisions of this Constitution shall be adopted upon affirmative vote of a two-thirds majority of the Faculty in residence during the academic quarter (excluding Summer) in which the item is presented for ballot.

By-Laws

School of Management and Graduate School of Management

I. Appointment and Promotion

1. Recommendations for appointments to, promotions in rank, and terminations from the faculty of the School of Management shall be conducted according to the Standards and Procedures as adopted and amended by the Faculty of the College and in accordance with the Tenure Code of the University of Minnesota.
2. Recommendations for appointments to, changes of status within, and terminations from the Graduate Faculty of Management and the regulations and procedures of the Graduate School, University of Minnesota.
3. All untenured appointments to a tenure track academic position shall require the evaluation of a search committee and of the faculty of the department in which the individual will be appointed. The recommendations of the Search Committee, the department, and the Dean shall be simultaneously transmitted to the University's Academic Vice President and to the Faculty Appointments and Promotions Committee. Any non-reappointment or termination of an untenured faculty member shall require the evaluation of the faculty of the department in which the individual is appointed, the evaluation of the Faculty Appointments and Promotions Committee, and the vote of the School of Management.
4. All promotions to a tenured academic faculty position shall require the evaluation of the faculty of the department in which the individual

will be appointed to, the Faculty Appointments and Promotions Committee, and the vote of the faculty of the School of Management. The Faculty Appointments and Promotions Committee shall transmit the departmental evaluation, the Faculty Appointments and Promotions Committee evaluations, and the votes of the School of Management faculty, to the Dean of the School of Management. The Faculty Appointments and Promotions Committee transmission, together with the recommendation of the Dean, shall constitute the School of Management's submission to the Academic Vice President. These same procedures shall be followed for tenure appointments from outside of the School of Management including faculty chairs, except that the vote of the Faculty Appointments and Promotions Committee shall substitute for the vote of the faculty of the School of Management.

II. Faculty Meetings

1. Meetings of the School faculties shall be held at least once each quarter with an agenda circulated in advance to the membership.
2. The Dean of the School shall act as Chairperson of the School faculty. A member of the faculty shall be elected as Secretary.
3. The Graduate Faculty of Management shall elect annually a Chairperson and a Secretary from among its membership. The Graduate Faculty of Management shall also elect a Graduate School Social Science Policy and Review Council representative from among its membership for a term and in accordance with regulations and procedures established by the Graduate School, University of Minnesota.
4. A meeting of the School faculty or of the Graduate School of faculty must be called upon written petition to the Chairperson by five (5) or

more members of the appropriate faculty.

5. Except where otherwise noted, Roberts Rules of Order will govern the conduct of faculty meetings.

III. Executive Committee Meetings

1. Meetings shall be held at least once each month with an agenda prepared and circulated in advance by the Dean.
2. A special meeting of the Executive Committee shall be held upon request of three members of that Committee.
3. Ex officio members shall include the Associate Deans and Program Directors. The use of the word "periodically" with reference to meetings with students shall be construed to mean "once each quarter".

IV. Administrative Officers

1. Academic unit heads shall serve three-year terms of office and may be reappointed.
2. Other administrative officers of the School shall serve terms of office as determined by the Dean.

V. Grievances relating to Academic Freedom and Responsibility

Grievances arising from alleged violations of academic freedom or alleged breaches in academic responsibility as defined in regulations of the University Senate and not covered by procedures existing elsewhere in the University fall within the jurisdiction of the School of Management and Graduate School of Management when they relate to the conduct of programs and activities of these entities.

1. School Grievance Review Officer

- A. There shall be a School Grievance Review Officer (SGRO elected by the faculty for a three-year period. The SGRO shall not be a member of any grievance committee nor hold a position which is primarily administrative and shall be a tenured faculty member. If the SGRO is involved as a grievant or respondent, the University Grievance Officer shall act in his/her place.
- B. The functions of the SGRO shall, among other things: a) explain procedures to protect the rights of grievant and respondent; c) transmit appeals to the appropriate authority; and d) transmit summaries of grievance procedures to the University Grievance Review Officer. The SGRO shall act in good faith and, with the consent of all parties, act as an informal mediator of the grievance. In addition, the SGRO shall direct grieving persons and related documents to the appropriate persons involved in various phases of the grievance procedures.
- C. When a grievance appears to lie outside the purview of academic freedom and responsibility as defined in the Senate Statement, the SGRO may so advise the grievant, but the School Grievance Committee shall be empowered to make the local determination in said issue.

2. School Grievance Committee

- A. There shall be a School Grievance Committee (SGC) authorized to hear grievances arising from alleged violations of academic freedom or alleged breaches in academic responsibility. The Committee shall conduct formal hearings in complaints which cannot be informally settled, receive evidence concerning the charges made, make findings of fact, and recommend appropriate outcomes, to the Dean.

- B. The School Grievance Committee shall be composed as follows: four faculty members, one undergraduate student, one graduate student and one Civil Service member. Faculty members are to be elected for staggered three-year terms by the faculty. Replacements must also be elected by the faculty. Student members are to be elected by the student groups representing undergraduate and graduate student organizations. The Civil Service member is to be elected by the Civil Service staff in the School. If a member of the Committee is involved in a grievance, such member shall be replaced for the purpose of acting on that grievance in the same manner as that specified in the initial election. The Committee shall elect its chairperson.
- C. The School Grievance Committee will decide whether to hear a complaint after reasonable informal settlement efforts have been made by the parties and SGRO to achieve an acceptable resolution of the grievance. The grounds for review by the Committee shall include: Appropriateness of the complaint, timeliness, and relief requested. The appropriateness of the complaints refers to the specific action alleged to constitute a violation or breach of a part of the Academic Freedom and Responsibility policy statements. Timeliness is the requirement that a complaint must be filed within the time constraints specified within section 3(A) of these Bylaws, or the grievant shall be deemed to have waived any rights he or she otherwise may have under these procedures. The nature of the relief requested must be such that the committee can deal with it within its purview.

3. Grievance Procedure

The following procedures will govern all cases heard by the School Grievance Committee. Their purpose is to provide for the just, fair,

and expeditious handling of grievances that are within the jurisdiction of the committee.

A. Commencement of a Grievance. A grievance proceeding is commenced under these procedures by the grievant filing two copies of his or her written complaint with the School Grievance Review Officer. The written complaint must contain, at a minimum, the following information:

- (1) The name, address, and telephone number of the grievant and respondent. The term "respondent" means the person(s) who is (are) alleged to have committed an infraction of one's academic freedom (hereinafter "violation") or a breach of responsibility (hereinafter "breach") as established in the Senate policy, or the person(s) who appear(s), from a reading of the complaint, to have a substantial interest in the outcome of the grievance and whose actions appear to be challenged as a violation or breach;
- (2) A statement in plain and simple language of the specified action, including the date(s) when those action(s) alleged to constitute a violation(s) or breach(es) took place;
- (3) A verbatim quotation of that part of the University Academic Freedom and Responsibility policy alleged to be violated or breached by the alleged action;
- (4) A summary of the steps previously taken to informally resolve the matter; and
- (5) A statement of the relief requested. The Committee may not hear with the SGRO by the grievant within 120 calendar days after the occurrence of the alleged violation(s) or breach(es).

- B. Mediation. Once the complaint is filed, the SGRO must send a copy of the complaint to the respondent within three school days* after the date of filing. (Hereinafter defined - *A school day is a day of instruction during the regular academic year.) Then the SGRO shall attempt to resolve informally the grievance by conferring with the grievant, respondent, and such other persons considered relevant to the grievance by the parties and/or the SGRO in an attempt to have the grievant and respondent, settle their differences. If the grievant and respondent voluntarily settle the grievance (or any part of it) in this way, they shall sign an agreement which describes the terms or conditions of the resolution of the grievance (or any part of it). This agreement shall be a part of the record. If the grievance is not fully settled through this mediation process within 30 school days after the date the complaint is filed, the SGRO shall so notify the grievant and respondent in writing.
- C. Respondent's Answer. Within 30 calendar days after receipt of the SGRO's letter notifying the respondent that mediation was unsuccessful, the respondent shall file two copies of a written answer to the complaint with the SGRO. The written answer must contain, at a minimum, the following information:
- (1) A statement in plain and simple language (a) admitting or denying the factual allegations of the specific action(s) alleged in the complaint, including his or her version of the specific action(s) involved in the grievance, and (b) setting forth what he or she believes to be the proper interpretation of the applicable part of the University Academic Freedom and Responsibility policy; and/or
 - (2) if applicable, the allegation that the SGC lacks jurisdiction to

hear the grievance or that the complaint fails to state a violation(s) or breach(es). Within three school days after the date the answer is filed, the SGRO shall forward copies of the complaint, answer, letter of notification of unsuccessful mediation, and any written agreement resolving part of the grievance (the "grievance file") to the Chairperson of the SGC, the grievant and the respondent.

- D. Prehearing Communication. Within 15 school days, after receipt of the grievance filed from the SGRO, the Chairperson of the Committee must notify, in writing, the grievant and respondent of
- (1) the names of the members of the SGC, which will hear the grievance,
 - (2) the date, time and place of the grievance hearing. The scheduled date shall allow for notice of a minimum of 10 school days.
 - (3) the obligation of the grievant and respondent to exchange between them 5 school days prior to the grievance hearing a written list of the names of the witnesses and copies of all exhibits each intends to present at the hearing, and
 - (4) the consequence of failing to fully comply with Section D part (3) above.

Failure to fully comply with Section D part (3) shall be grounds for exclusion of the testimony of such omitted witness or the introduction of such omitted exhibit unless, for good cause shown which is not attributable to the lack of due diligence of the proponent of such omitted witness or exhibit, the committee elects to hear such testimony or accept said exhibit.

E. Conduct of the Hearing

(1) Governing Principles. The hearing shall be conducted in such a manner as will ensure fairness to all parties, proceed expeditiously, and tend to elicit the evidence in the most accurate and reliable form possible.

(2) Chairperson's Role. The Chairperson shall preside at the hearings and shall rule on questions of evidence and procedure, which rulings are appealable to the Committee.

(3) Committee's Role.

(a) The Committee shall hear the evidence and based solely thereon shall render its written

(i) findings of fact,

(ii) conclusions concerning whether the facts as found constitute a violation(s) or breach(es); and

(iii) recommendation by majority vote for remedial action, if any.

(b) The Committee shall rule, by majority vote, upon appeals made by timely motion of the chairperson's ruling on matters concerning evidence and procedure.

(c) The members of the Committee may question witnesses, may require parties to recall witnesses previously called, and may require parties to call witnesses or submit evidence not previously called or submitted.

(4) Rights of Parties. All parties have the right to

(a) be represented by an advisor or attorney;

(b) be afforded a reasonable opportunity to present their case by oral testimony and other evidence;

- (c) present witnesses on their own behalf, and be witnesses themselves;
 - (d) confront and question witnesses called by other parties and otherwise to rebut the evidence produced by other parties;
 - (e) present arguments.
- (5) Written Statements in Lieu of Testimony.
Written Statements of witnesses who are not present to testify shall be admitted as evidence in the hearing process provided such statements have been filed with the chairperson of the SGC as least 5 school days prior to the hearing and made available to grievant and respondent at least 3 school days prior to the hearing.
- (6) Rules of Evidence
- (a) Evidence to be Considered. In order to be considered by the Committee, all evidence, except that which it admits through notice, must be offered and accepted at the hearing and must be made a part of the record. No other factual information or evidence shall be considered by the Committee.
 - (b) Notice. The Committee may take notice of facts and University policy which are not offered and accepted as evidence at the hearing if such facts or policy are matters of common knowledge to the University community.
 - (c) Admissibility. The Committee may admit all evidence which possesses probative value. The chairperson shall, upon objection by a party or upon his or her motion, rule upon all questions of admissibility or exclusion of evidence, which ruling is appealable to the Committee in accordance with

Section E. (3) (b).

(7) The Record. The chairperson shall maintain a record of the grievance proceeding, which record shall include:

- (a) The complaint and answer;
- (b) Agreement of successful mediation and/or notification of unsuccessful mediation;
- (c) Prehearing communications summary;
- (d) All exhibits offered at the hearing;
- (e) A tape recording of the hearing;
- (f) All pre-hearing and post-hearing briefs submitted;
- (g) Written motions made subsequent to hearing or decision;
- (h) The decisions and recommendations of the Committee.

(8) Appeal. Grievant or respondent has the right to appeal the decision of the Committee to the University Appeals Committee on Academic Freedom and Responsibility.

F. Modification of Rules of Procedure. The procedures set forth herein may be modified when necessity arises and good cause is shown.

Proposed Modifications in the constitution of the Carlson School of Management
(as amended on September 5, 1984)

September 11, 1987

Article IV Para 10

Current Draft

The faculty (sic) Appointments and Promotions Committee shall consist of one member from each department of the School of Management. Each department shall elect a full professor as its member of the Faculty Appointments and Promotions Committee.

Proposed Draft

The Faculty Appointments and Promotions Committee (FAPC) shall consist of one member from each department of the School. The members of the FAPC are appointed by the dean of the School for three-year staggered terms, from a list of nominees proposed by the faculty. Each regular member of the faculty of the School, regardless of rank, shall vote for two full professors in each one of the departments of the School. The two individuals with the largest number of votes in each department are the nominees from that department. If a nominee is selected by the dean and becomes unavailable, the dean may select the other nominee from the department or conduct another election for nominees from that department to serve the remainder of the term. The dean shall appoint a member of the FAPC to serve as its chair for a one year term.

By-Law I.2

Current Draft

Recommendations for appointments to, changes of status within, and terminations from the Graduate Faculty of Management and the regulations and procedures of the Graduate School, University of Minnesota.

Proposed Draft

Recommendations for appointments to, changes of status within, and terminations from the Graduate Faculty of Management shall be conducted according to the Standards and Procedures as adopted and amended by the Graduate Faculty of Management and the regulations and procedures of the Graduate School, University of Minnesota.

By-Law I.4

Current Draft

All promotions to a tenured academic faculty position shall require the evaluation of the faculty of the department in which the individual will be appointed to, the Faculty Appointments and Promotions Committee, and the vote of the faculty of the School of Management. The Faculty Appointments and Promotions Committee shall transmit the departmental evaluation, the Faculty Appointments and Promotions Committee evaluations, and the votes of the School of Management faculty, to the Dean of the School of Management. The Faculty Appointments and Promotions Committee transmission, together with the recommendation of the Dean, shall constitute the School of Management's submission to the Academic Vice President. These same procedures shall be followed for tenure appointments from outside of the School of Management including faculty chairs, except that the vote of the Faculty Appointments and Promotions Committee shall substitute for the vote of the faculty of the School of Management.

Proposed Draft

Add the following to the current draft: The FAPC shall distribute the resume of the candidate, along with a note of proposed action, to the School's faculty. Any five or more members of the tenured faculty of the School may ask the dean through the FAPC to call a meeting of the faculty of the School to review a proposed appointment. Tenured members of the School faculty of rank equal to or higher than the proposed appointment may participate in this review.

UNIVERSITY OF MINNESOTA
School of Nursing

CONSTITUTION*

Approved by Board of Regents 8/78
Amended 2/80; 6/80, 6/86
Revised 1/89

**The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, religion, color, sex, national origin, handicap, age, veteran status, or sexual orientation.*

UNIVERSITY OF MINNESOTA
School of Nursing

CONSTITUTION

ARTICLE I. GENERAL POWERS

The name of this organization shall be the University of Minnesota School of Nursing. The School of Nursing has three purposes: to provide education in the discipline and practice of nursing; to promote and conduct research in nursing; and to serve as a resource in the promotion of excellence in nursing to the community at large. This constitution is not part of the employment contract between the University and its employees. It does not establish terms and conditions of employment.

ARTICLE II. DEAN

Section A: Authority, Role and Responsibilities

The Dean is the Chief Executive Officer of the School of Nursing and has general administrative authority over School affairs. The Dean shall make recommendations to the President on all faculty appointments, promotion, tenure and salary adjustments following established procedures for consultation with the faculty of the School. The Dean shall have final authority for budgetary recommendations to the President, after completion of established procedures for consultation with faculty of the School. The Dean may appoint advisory committees to fulfill duties or responsibilities assigned to them by the Dean. The Dean shall specify who shall act for the Dean in the Dean's absence.

The Dean of the School of Nursing shall provide leadership for formulating policies, introducing and testing educational ideas and proposals, and stimulating School discussions leading to improvement of the educational programs of the School. The Dean shall provide leadership in formulating a development plan reflective of the School's missions and the recommendations of the General Assembly, and in implementing the development plan.

The responsibilities of the Dean shall include strengthening the School, its programs and its clinical affiliations; seeking adequate physical facilities for teaching, for research, and for faculty and staff offices; seeking financial support for the School; and interpreting these needs of the School to the Vice President for Health Sciences, the President of the University, the legislature, the public, benefactors and other relevant persons, groups, bodies, or organizations. The Dean shall provide to all committees accurate information necessary for their functioning, as well as interpretation of such information. The Dean shall report to the General Assembly at least annually the state of the School and progress toward accomplishment of the School's missions. The Dean shall have responsibility for the regular review of existing educational programs, and shall take such actions as are appropriate to the implementation of recommendations resulting from these reviews.

Section B: Selection and Appointment

When the position of the Dean of the School of Nursing becomes vacant, or before then if appropriate, a Search and Screening Committee appointed by the President shall, with input of the unit faculty, implement the search process, solicit and review candidates, and make recommendations to the President. The Committee members from the School of Nursing shall include representatives of the faculty, students, and civil service staff.

The Dean of the School of Nursing shall be appointed by the Board of Regents upon the recommendation of the President of the University and the Vice President for Health Sciences for an initial term not to exceed five years with the appointment renewable on an annual basis.

Section C: Review, Renewal of Appointment and Reappointment

The appointment of the Dean of the School of Nursing is annually renewable. The incumbent dean may also be reappointed for additional terms. Annual review and renewal of appointment are based on a performance evaluation carried out in accord with University Policy. The Vice President (or the Vice President's designee) is responsible for this annual review and evaluation of the Dean prior to renewal of the appointment or reappointment. The review shall be conducted in a form and manner determined by the president.

Section D: Associate Deans, Assistant Deans, Directors

The Dean may recommend to the President and Board of Regents the appointment of such Associate and Assistant Deans and Directors as seem appropriate to organize and direct the administrative operations of the School of Nursing. The conditions of their appointment, the delegation of authority and responsibilities to them and criteria for their annual review shall be determined by the Dean after consultation with the faculty of the School. Reappointment will be based on an annual review by the Dean carried out in accord with University policy.

ARTICLE III. THE FACULTY

Section A: Definition

The faculty of the School of Nursing shall consist of Professors, Associate Professors, Assistant Professors, Instructors, and those with academic professional appointments, who hold regular or non-regular appointments in the School of Nursing.

Section B: Rights and Responsibilities

Faculty responsibilities shall be consistent with the Senate Statement of December 3, 1970, Academic Freedom and Responsibility or the most recent revision of that document and other University Policies.

Section C: Faculty Tenure and Promotion

The School of Nursing shall follow the tenure policies and regulations approved by the University Senate and other University Policies. Procedures concerning faculty tenure, including removal for cause, shall be consistent at all times with procedures adopted by the

Board of Regents and embodied in the document, Regulations Concerning Faculty Tenure, July 1, 1985, or the most recent revision of that document.

ARTICLE IV. GENERAL ASSEMBLY

Section A: Composition

1. The General Assembly of the School of Nursing shall be composed of voting members and non-voting members.
2. The voting membership shall be the faculty with regular appointments in the School of Nursing and academic professional staff who hold continuous, probationary, or fixed terms of two years or more in length in the School of Nursing.
3. Non-voting members of the General Assembly may attend General Assembly meetings and shall have floor privileges. The non-voting membership shall consist of faculty with non-regular appointments, and those with annual academic professional appointments in the School of Nursing, student and civil service members of standing committees and councils.
4. Individuals who do not qualify for membership or are non-voting members in the General Assembly as described in Article IV, Section A, Numbers 2 and 3, may be nominated and elected to either voting membership or non-voting membership by a 3/4 majority affirmative vote of the voting membership.
5. A simple majority of the voting membership of the General Assembly shall constitute a quorum.

Section B: Officers

The Chairperson and Vice Chairperson shall be elected by the voting membership.

Section C: Authority and Responsibility

The General Assembly shall have authority over educational matters affecting the School of Nursing as a whole, as delegated by the Board of Regents and in accord with the Constitution of the University Senate. The General Assembly is responsible for determining the philosophy and missions of the School; the purposes and objectives of the programs; the curriculum offerings of the programs; and populations to be served by these programs.

The General Assembly shall determine the organization and structure of the faculty to enable it to discharge its authority and responsibilities as provided for in the Bylaws.

Section D: Committees

The General Assembly may establish committees from its membership as are necessary to facilitate carrying out its responsibilities. There shall be representation on the committees from the academic professional and administrative (PA) staff, student body and civil service staff as appropriate to the purpose of the committee. The Assembly shall review the need for the function of all its committees as appropriate.

Section E: Grievance Committee

In accordance with University Senate policies there shall be a special grievance committee

for academic freedom and responsibility to act upon grievances initiated within the School of Nursing. The composition and functions of the committee shall be stipulated by the University approved grievance procedure of the School of Nursing.

ARTICLE V. FACULTY CONSULTATIVE COMMITTEE

Section A: Membership

There shall be a Faculty Consultative Committee elected by and from the faculty with voting rights in the General Assembly. The Chair of the General Assembly is an ex-officio member.

Section B: Functions

This committee services as an official channel between the faculty and administration. Its functions shall include, but not be limited to: 1) identifying issues of concern or opportunities for improvement, and bringing them to the attention of the Dean, other administrative officers of the University, and/or the School of Nursing General Assembly for action; 2) serving as faculty representatives from whom the Dean and other administrative officers can seek evaluations of opinions about their actions or proposals; 3) consulting with the Dean on budget formulation, and making recommendations reflective of the General Assembly's statement on goals and priorities.

ARTICLE VI: ACADEMIC PROFESSIONAL AND ADMINISTRATIVE (PA) STAFF

Section A: Composition and Purpose

Academic professional and administrative (PA) staff shall consist of professional personnel who are assigned to duties enhancing the research, teaching, and service functions of the School and administrative personnel who are involved in policy development or execution or in directing, coordinating, or supervising activities in the School.

Section B: Rights and Responsibilities

Members are expected to participate in the affairs of the School, including its governance, its committee structure, its grievance procedures, and the revision of the School constitution. Representatives on School committees shall be chosen according to procedures specified in the Bylaws.

ARTICLE VII: STUDENT PARTICIPATION

Section A: Composition and Purpose

There shall be a provision within the School of Nursing for a Nursing College Board. The Nursing College Board shall represent all students enrolled in a nursing major in the School of Nursing.

Section B: Functions

The Nursing College Board functions shall include:

1. serving as the official channel for the student body as a whole to communicate with the administration and faculty;
2. facilitating student participation in the affairs of the School of Nursing and the University.

Section C: Rights and Responsibilities

Members are expected to participate in the affairs of the School, including its governance, its committee structure, its grievance procedures, and the revision of the School constitution. Representatives on School committees shall be chosen according to procedures specified in the Bylaws.

ARTICLE VIII: CIVIL SERVICE EMPLOYEE PARTICIPATION

Section A: Composition and Purpose

Within the School of Nursing there shall be provision for a Civil Service Coordinating Council. This Council shall include all civil service employees as defined in the University Civil Service Rules.

The Civil Service Coordinating Council shall elect members to the Civil Service Representative Committee.

The Civil Service Representative Committee shall serve as an official means for the civil service employees to communicate with the administration and faculty.

Section B: Rights and Responsibilities

Members are expected to participate in the affairs of the School, including its governance, its committee structure, its grievance procedures, and the revision of the School constitution. Representatives on School committees shall be chosen according to procedures specified in the Bylaws.

SECTION IX: AMENDMENTS, INTERPRETATIONS, IMPLEMENTATION

Section A: Amendments

Proposals for amending the Constitution of the School of Nursing may be initiated by any voting member of the General Assembly. Proposals shall be presented for discussion to the General Assembly. Following discussion, a draft of the proposed amendment and a mail ballot shall be submitted to each voting member of the General Assembly. Approval by at least two-thirds of the votes received within ten working days after submission of the mail ballot shall constitute adoption of the amendment. Proposed amendments to the

Constitution, duly approved by the voting membership of the General Assembly, shall be submitted to the Vice President for Health Sciences, the President of the University, and the Board of Regents for final approval. They shall be in effect as of the day following approval by the Board of Regents.

Section B: Interpretation

Final authority to interpret this Constitution shall reside in the General Assembly.

Section C: Implementation

This constitution shall become effective immediately after its adoption and its subsequent approval by the Board of Regents.

ARTICLE X: BYLAWS

Procedures for operating under this constitution shall be specified in the Bylaws. Adoption, amendment, interpretation and implementation of the Bylaws will be specified within the Bylaws.

*Approved by Board of Regents 8/78
Amended by School 2/80
Amended by School 6/80
Amended by School 6/19/86
Revised by School 1/25/89*

djh:constitution

UNIVERSITY OF MINNESOTA
School of Nursing

BYLAWS

Approved by General Assembly
April 15, 1991

Amended: 11/18/91
Amended: 5/28/92
Amended: 6/11/93
Amended: 3/8/95
Amended: 5/12/95
Amended: 6/23/95
Amended: 4/17/96

UNIVERSITY OF MINNESOTA
School of Nursing

BYLAWS

ARTICLE I. NAME, GENERAL POWERS, PURPOSES

The name of this organization shall be the University of Minnesota School of Nursing. The School of Nursing has these purposes: to provide education in the discipline and practice of nursing; to promote and conduct research in nursing; and to serve as a resource in the promotion of excellence in nursing to the community at large. All powers exercised by the Faculty and Dean of the School of Nursing are delegated by the Board of Regents. These authorities and responsibilities are delineated in the Constitution of the School of Nursing. These Bylaws are to be interpreted in conformity with the School of Nursing Constitution.

ARTICLE II. DEAN

Section A. Authority, Role and Responsibility

In addition to the authority and responsibility designated in the Constitution, the Dean has the following authorities and responsibilities.

1. The Dean will provide leadership in formulating a development plan reflective of the School's missions and the recommendations of the General Assembly, and in implementing this plan through the faculty's organization.
2. The Dean is responsible for the implementation of the faculty developed and approved educational programs within the constraint of available resources. The Dean will consult with faculty during the development of educational programs and provide information regarding available resources.
3. The Dean, after consideration of recommendations by the Consultative Committee, shall make budget recommendations to the Vice President for Health Sciences and the President of the University.
4. The Dean is responsible for the regular review of the School of Nursing educational programs, research and public service activities and shall take such actions as are appropriate for the implementation of recommendations resulting from such reviews.
5. The Dean shall make a recommendation to Central Administration on each new faculty appointment after receiving and considering a recommendation from a faculty search committee and, when appropriate, the Tenured Faculty Committee.
6. The Dean shall make recommendations to Central Administration on faculty promotions and tenure after receiving and considering faculty recommendations from the appropriate faculty body in accordance with the Tenure Code. The Dean shall make recommendations to Central Administration on academic professional staff promotion and

ARTICLE II. Section A, Continued

continuous appointments after receiving and considering faculty and academic professional staff recommendations in accordance with the Academic Professional and Administrative Staff Policies and Procedures. The Dean is responsible for the periodic review of all other faculty, academic professional and administrative staff.

7. Criteria and standards for merit salary adjustments, developed in consultation with the faculty, shall be applied by the Dean and any persons designated to assist her in making salary adjustments.

Section B. Associate Deans, Assistant Deans, Directors

1. The Dean shall seek consultation with the Consultative Committee regarding the need for specific administrative positions and related role functions.

2. The conditions for new appointments, delegation of authority and responsibilities, and criteria for annual review shall be determined by the Dean after consultation with the Consultative Committee.

3. Reappointment of each Associate Dean, Assistant Dean or Director shall be based on a review by the Dean carried out in accord with University policy.

ARTICLE III. GENERAL ASSEMBLY

The General Assembly shall have authority to determine the philosophy and missions of the School of Nursing as delegated by the Board of Regents and in accord with the Constitution of the University Senate and the School of Nursing Constitution.

Section A. Authority and Responsibility

1. The General Assembly is responsible for determining the philosophy and missions of the School, the purposes and objectives of the programs, the curricular offerings of the programs, and populations to be served by these programs.

Definitions

Programs. Entities that lead to distinct degrees. Examples are the BSN, MS and PhD programs. (This interpretation is consistent with the use of the term "program" as used in the provision that requires approval by the Higher Education Coordinating Board for each new program.)

Curricular Offerings of the Programs. A distinct area of study within a program that specifies a course of study defined by the faculty. (This would not include the addition of a course or two to an on-going course of study. This would not include the Plan A Option in the Master's program because the course of study is defined by the student.)

ARTICLE III, Section A, Continued

Populations to be Served by the Programs. A group of potential students who share a common educational background and/or are being targeted* by a special effort. (For example, this would include the Moorhead State University/School of Nursing partnership project in the Master's Program.)

**Targeted to mean special arrangements made for a specific group.*

2. The General Assembly shall elect a chairperson and vice chairperson each spring to one-year terms.
3. The General Assembly acts on major policy areas and on those policies recommended by Standing Committees as stipulated in these Bylaws.
4. The General Assembly will review the need for and the functions of all Standing Committees at least every five (5) years. Committee chairpersons will prepare a report for the General Assembly to be used for review purposes.
5. The General Assembly may direct the Consultative Committee to assign issues, problems or questions to Standing Committees or to establish Special Committees to implement specified functions for a prescribed period of time.
6. The General Assembly is responsible for a regular review of progress toward the achievement of the School of Nursing mission and goals.
7. The General Assembly may nominate and elect non-regular faculty and Academic Professionals who do not qualify for voting membership in the General Assembly, whose major contribution is to the educational mission of the school and who hold full-time appointments, to voting membership in the General Assembly by a 3/4 majority affirmative vote of the voting membership. The term of the voting membership shall not exceed the length of the employment appointment.

Section B. Organization of Faculty

The General Assembly shall determine the organization and structure of the faculty to enable it to discharge its authority and responsibilities and to implement the programs of the School. Formulation of regulations and standards and implementation of the graduate programs shall be carried out in accordance with Graduate School standards and policies.

Section C. Operating Procedures of the General Assembly

1. Regular meetings shall be held at least quarterly. One regular meeting each year shall be the annual meeting at which committee reports and future directions shall be considered.
2. Special meetings may be held at the call of the chairperson or the Consultative Committee or by written request to the chairperson by 10% of the General Assembly membership. Special meetings shall deal only with the specific concerns for which they are called.
3. A simple majority of the General Assembly membership shall constitute a quorum.

ARTICLE III. Section C, Continued

In the presence of a quorum, a simple majority of those present and voting shall constitute a definitive vote unless otherwise specified in the Constitution or these Bylaws.

4. Agendas shall be prepared by the chair of the General Assembly. For regular meetings, agendas including action item materials shall be distributed one week in advance of meetings. For special meetings, the announcements and the agendas shall be distributed one week in advance of the meeting. Individual members of the General Assembly as well as Committees may submit agenda items to the chair of the General Assembly.

5. The chairperson shall arrange for minutes to be taken for all meetings. These will be distributed to individual members and filed in permanent records. An annual summary of actions shall be compiled for the annual meeting.

6. At the beginning of each academic year regular meetings of the General Assembly will be scheduled by the Consultative Committee.

ARTICLE IV. STANDING STRUCTURAL COMMITTEES

Section A. Tenured Faculty Committee

1. *Membership*

a. All faculty tenured in the School of Nursing.

2. *Authority and Responsibility*

a. Carry out the authorities and responsibilities set forth in the Tenure Code of the University and all associated University policies.

b. Develop and implement School of Nursing policy for tenure review including procedural requirements and criteria for tenure that are consistent with University policy.

c. Make annual informational reports to the General Assembly, including but not limited to, number of nominations processed, outcomes of nominations, and tenure policy changes.

d. Make recommendations to the General Assembly relative to the long term needs of the School and other recommendations requiring General Assembly approval through the appropriate committee structure.

Section B. Grievance Committee

Grievance Committees as specified by University policies shall be established in the School of Nursing. Membership composition will be as designated in the specific policy guidelines. The Consultative Committee is charged with securing membership for these committees in the same manner as other standing committee memberships are determined.

ARTICLE IV, Continued

Section C. Student Participation - Nursing College Board

1. Membership

All students enrolled in a nursing major.

2. Authority and Responsibility

a. Determine the structure necessary to assure adequate student participation and representation in the governance affairs of the School of Nursing and the University as a whole.

b. Appoint or organize elections for six student participants, three undergraduate and three graduate, to serve as members of standing committees in the School of Nursing, including Faculty/Academic Professional/Student Awards, Development and Public Service Committee, the Research Committee, and the Curriculum Coordinating Committee. These student members will be non-voting members of the General Assembly as specified in Article V of the Constitution.

c. Appoint or elect students for membership on special committees as specified in Article VI of the Bylaws, if student participation has been determined to be appropriate. The qualifications of the student membership will be determined by the respective chair of the special committee who will make a request to Nursing College Board.

d. Secure membership to the Constitution Committee and Bylaws Committee whenever such a committee has been organized for review or revision of these documents.

e. Secure faculty representatives to the Nursing College Board, as provided in the Nursing College Board Bylaws.

Section D. Civil Service Coordinating Council

1. Membership

a. All civil service employees as defined in School of Nursing Civil Service Bylaws.

2. Authority and Responsibility

a. Elect members of Civil Service Representative Committee.

b. Communicate with School of Nursing administration and faculty through the Civil Service Representative Committee.

c. Elect representatives from the Civil Service Representative Committee to School of Nursing governance bodies as requested.

ARTICLE IV, Continued

Section E. Academic Professional Coordinating Council

1. *Membership*

a. All full and part-time Academic Professional employees of the School of Nursing.

2. *Authority and Responsibility*

a. Elect members to the Academic Professional Representative Committee which will coordinate the activities of the Council described below. Membership will include a minimum of 6 with 5 full-time and 1 part-time, at least one of whom shall be from the graduate program and one from the undergraduate program.

b. Communicate with School of Nursing administration, faculty, and members of the Academic Professional Coordinating Council through the Academic Professional Representative Committee.

c. Review annually and propose revisions as necessary, the Position Descriptions for the Academic Professional category.

d. Review annually and revise as necessary, criteria and standards for evaluation of Academic Professionals for continuation, promotion and fixed-term appointments.

e. Develop and Implement the procedure by which merit increases will be allocated.

f. Select representation to the All-University Academic Staff Advisory Committee.

g. Provide orientation and mentoring for all new Academic Professional employees.

h. Submit annually in the spring a motion to General Assembly that all full-time Academic Professional employees be given voting membership in the General Assembly for the following year.

i. Submit an annual report to the General Assembly including, but not limited to, the recommendations and activities of the Council.

ARTICLE V. GENERAL COORDINATION AND LIAISON FUNCTIONS

Section A. Consultative Committee

1. *Membership*

ARTICLE V. Section A, Continued

a. Six elected voting members of the General Assembly, at least five (5) of whom shall hold tenure in the School of Nursing. Administrators are not eligible for membership. Terms of office for faculty Consultative Committee shall be three years. Elections shall be so adjusted that the terms of one-third of the members shall expire each year.

b. Elections for expiring terms of the committee shall be held each May.

1) The chair of the General Assembly shall arrange for a slate of twice as many nominees as are needed to fill expiring terms on the committee.

2) Faculty with voting rights in the General Assembly shall elect committee members by mail ballot.

2. *Authority and Responsibility*

a. Consultative

1) Meet with the Dean at least quarterly to discuss issues related to the School of Nursing's missions, faculty and administrative roles, and other appropriate matters.

2) Initiate whatever studies are necessary to fulfill its consultative responsibilities or request such studies from administration or from committees of the General Assembly.

3) Consult with Administration on the budget and the distribution of resources.

4) Consult with Administration on long-range planning.

5) Advise the Dean on criteria and procedures for making major administrative appointments.

6) Receive from any faculty member, academic professional, civil service staff member or student notification of concerns which may require consultation with Administration.

b. Steering

1) May assign issues, problems or questions to an appropriate committee of the General Assembly.

2) Monitor the progress of committees on assigned tasks and coordinate efforts that extend beyond the purview of one committee.

3) May receive recommendations of committees or faculty members, academic professionals or students who wish to present a proposal to the General Assembly. The committee is empowered to place such proposals on the agenda of a regular or a special session of the General Assembly, and

ARTICLE V. Section A, Continued

when appropriate, to make recommendations on such proposals, or to refer the proposal to an appropriate committee.

4) If requested by the chair of the General Assembly, assist with setting the agenda for meetings of the General Assembly. The committee will ensure that issues of concern that have come before the Consultative Committee shall be put on the agenda in a timely fashion for study, debate and action.

5) Serve as a coordinating committee and liaison between the Dean or the Dean's administrative officers and the General Assembly. The Dean is requested to notify the Consultative Committee of the creation of any ad hoc committees and, where appropriate, to seek the advice of the Consultative Committee on methods of coordinating efforts with the General Assembly of its committees.

c. Executive

1) Serve as a deliberative body of the General Assembly on major items not assigned to other committees and make recommendations, where indicated, on committee or individual proposals being submitted to the General Assembly.

2) Examine any action taken affecting the School of Nursing by bodies outside the School of Nursing or individuals related to the University.

3) Establish and charge special committees of the General Assembly or employ other mechanisms which it regards as appropriate in carrying out the work of the General Assembly that goes beyond the scope of standing committees and in furthering communication among the faculty, students and administration.

4) Appoint members of standing and special committees of the General Assembly in accordance with the composition and qualifications as specified in the Bylaws. The chair will be elected by individual committee membership with the incumbent serving until a new chair is elected. If the chair is not continuing on the committee, the Consultative Committee will appoint a convener.

5) Report either orally or in writing on any matters completed, pending or projected which, in its judgement, should be brought to the attention and consideration of the General Assembly.

ARTICLE VI. STANDING AND SPECIAL COMMITTEES OF THE GENERAL ASSEMBLY

Section A. Research Committee

ARTICLE VI. Section A, Continued

The Research Committee represents faculty and student interests in research at the School of Nursing.

1. *Membership*

Voting members will include:

- a. Three voting members of the General Assembly who hold an earned doctorate (e.g. PhD, EdD, DNSc) and are currently engaged in research.
- b. Any faculty fulfilling the following criteria:
 - 1) Serving in an endowed research position (chair and/or professorship); and
 - 2) the Research Officer of the School of Nursing.
- c. University of Minnesota Hospital and Clinic representative who has administrative responsibility for research or his/her designee.
- d. One undergraduate and one graduate student.

2. *Authority and Responsibility*

- a. Recommend to the General Assembly policies which relate to research activities of faculty and students and stimulate the development of research initiatives in areas appropriate to the School of Nursing, its research mission and societal needs.
- b. Identify resources to foster research activities and forward policy recommendations for their allocation to the General Assembly.
- c. Help publicize research activities of faculty and students.
- d. Review and evaluate the School's progress toward its research goals.
- e. Advise the appropriate administrative officer of the School of Nursing on matters of faculty concern related to research.
- f. Facilitate collaborative research with other disciplines within the University and with institutions outside the University.
- g. Ensure the conduct of programs and activities for faculty development in research.

Section B. Curriculum Coordinating Committee

The Curriculum Coordinating Committee is concerned with all matters that influence the quality and nature of educational programs offered within the School of Nursing. It serves

ARTICLE VI. Section B, Continued

as the curriculum committee of the School to initiate, coordinate and evaluate curricular activities and to promote creativity in guiding the present functions and future direction of the curricula of the School of Nursing.

1. *Membership*

- a. Six voting members of the General Assembly, at least four (4) of whom shall be tenured.
- b. One undergraduate and one graduate student.

2. *Authority and Responsibility*

- a. Serve as a deliberative and coordinating body in matters pertaining to educational policy, curricular development and future planning related to all programs within the School of Nursing.
- b. Formulate and submit recommendations to the General Assembly regarding approval or modification of program objectives, based on the School's philosophy, missions and future directions.
- c. Recommend to General Assembly position and policy statements regarding initiation and/or discontinuance of programs, criteria and mechanisms for articulation of programs, changes in general direction, areas of emphasis and/or philosophical base of programs.
- d. Initiate and coordinate curriculum development activities, establish curricular subcommittees, as appropriate, from committee's membership and beyond, and assess progress and products of such subcommittees for consistency and continuity with an overall curricular plan.
- e. Develop and recommend criteria, scope and procedures for evaluation of the School's programs and curricular offerings and make recommendations, based on results of such evaluative activities, to the Dean and the General Assembly.
- f. Develop and implement a plan to accomplish the teaching mission of the School in a manner that fosters the unity of the School.
- g. Explore, clarify and seek faculty consensus on specific curricular issues, including: perspectives of nursing as a discipline, views on the human health experience, level differences in knowledge development and practice expectations of the undergraduate, master's and doctoral programs and proposals for an organizing framework for the curriculum of the School.
- h. Make recommendations to Consultative Committee and administration regarding resources needed to carry out current and projected curricular offerings.

Section C. Faculty Evaluation Committee

1. *Membership*

ARTICLE VI. Section C, Continued

Four tenured faculty members who are representative of both the graduate and undergraduate program faculty.

2. *Authority and Responsibility*

- a. Develop and evaluate the criteria, standards, and procedures for faculty appointment, retention, promotion, and merit review and for adjunct faculty appointment, retention and promotion and submit recommendations to the General Assembly.
- b. Implement the procedure for review of faculty for promotion and tenure within the framework established by the University's Tenure Code and procedures.
- c. Provide summaries of discussion, action, and recommendations to the Dean for each faculty member reviewed.
- d. Review candidates for faculty and adjunct faculty appointments for consistency with established criteria and standards.
- e. Recommend appointments of adjunct faculty to the Dean.
- f. Consult with the Dean and Central Administration in matters relating to the implementation of promotion and tenure procedures.
- g. Advise faculty regarding self evaluation procedures.
- h. Establish and evaluate a faculty mentoring system encompassing all dimensions of the faculty role.

Section D. Faculty/Academic Professional/Student Awards, Development and Public Service Committee

1. *Membership*

Three (3) voting members of the General Assembly, at least two (2) of whom shall be tenured faculty, and one undergraduate student and one graduate student.

2. *Authority and Responsibility*

- a. Serve as a deliberative and coordinating body in matters pertaining to School of Nursing policy on awards to be given faculty, academic professionals, fellowships/scholarships/awards to be given students, faculty development opportunities and public service commitments.
- b. Formulate recommendations regarding individuals selected for awards.
- c. Develop public service objectives and forward these to the General

ARTICLE VI., Continued

Assembly.

- d. Set equitable standards for the distribution of resources for faculty and academic professional development.
- e. Assess progress of the School of Nursing in securing faculty, academic professional and student awards, providing opportunities for faculty development and accomplishing public service activities.
- f. Develop a plan to achieve committee objectives in a manner that fosters the unity of the School.

Section E. Academic Professional Coordinating Council

1. Membership

All full and part time Academic Professional employees of the School.

2. Authority and Responsibility

- a. Elect members to the Academic Professional Representative Committee which will coordinate the activities of the Council described below. Membership will include a minimum of 6 with 5 full time and 1 part time, at least one of whom shall be from the graduate program and one from the undergraduate program.
- b. Communicate with School of Nursing administration, faculty, and members of the Academic Professional Coordinating Council through the Academic Professional Representative Committee.
- c. Review annually and propose revisions as necessary, the Position Descriptions for the Academic Professional category.
- d. Review annually and revise as necessary, criteria and standards for evaluation of Academic Professionals for continuation, promotion and fixed-term appointments.
- e. Develop and implement the procedure by which merit increases will be allocated.
- f. Select representation to the all-University Academic Staff Advisory Committee.
- g. Provide orientation and mentoring for all new Academic Professional employees.
- h. Submit annually in the spring a motion to General Assembly that all full time Academic Professional employees be given voting membership in the General Assembly for the following year.
- i. Submit an annual report to the General Assembly including, but not limited

ARTICLE VI., Continued

to, the recommendations and activities of the Council.

Section F.1. Undergraduate Admission and Progression Committee

The Undergraduate Admission and Progression Committee is responsible for formulating and implementing criteria for undergraduate student admission and progression in **Article** accordance with School of Nursing and University policies and regulations.

1. ***Membership***

Four voting members of the General Assembly, at least two (2) of whom are regular faculty and one (1) of whom is tenured.

2. ***Authority and Responsibility***

a. Formulate, seek approval for, and apply criteria and procedures for undergraduate student admission.

b. Develop, seek approval for, and implement criteria and procedures for undergraduate student progression.

c. Review and propose policies for undergraduate student admission and progression.

d. At least once a year, meet jointly with the Graduate Admission and Progression Committee for consideration of mutual concerns.

Section F.2. Graduate Admission and Progression Committee

The Graduate Admission and Progression Committee is responsible for formulating and implementing criteria for graduate student admission and progression in accordance with School of Nursing and University policies and regulations.

1. ***Membership***

Four voting members of the General Assembly who have Graduate School appointments (AM or FM) at least one (1) of whom shall have an FM appointment in the Graduate School.

2. ***Authority and Responsibility***

a. Formulate, seek approval for, and apply criteria and procedures for graduate student admission.

b. Develop, seek approval for, and implement criteria and procedures for graduate student progression.

c. Review and propose policies for graduate student admission and progression.

ARTICLE VI. Continued

- d. At least once a year, meet jointly with the Undergraduate Admission and Progression Committee for consideration of mutual concerns.

Section G. Special Committees

1. The Consultative Committee, either independently or directed by the General Assembly, may establish special committees to carry out specified functions needed for a given period of time.
2. Membership qualifications on special committees will be established by the Consultative Committee, in consultation with the General Assembly where appropriate, in accordance with the functions to be performed.

Section H. Committee Operating Procedures

1. Regular meetings shall be held at least quarterly.
2. All members of committees are empowered to vote.
3. A simple majority of the membership constitutes a quorum. In the presence of a quorum a simple majority of those present and voting shall constitute a definitive vote.
4. Committee chairs shall, in advance, publish agendas of meetings, maintain a permanent record of actions and activities, and post minutes following meetings.
5. Committees shall submit annual reports describing accomplishments and plans for the future to the General Assembly.
6. Individual members of the General Assembly may submit agenda items regarding concerns falling within the scope of a selected committee's responsibility to the appropriate committee chair and to the Consultative Committee.
7. Committee appointments of faculty for all standing committees shall be made by Consultative Committee for a term of three (3) years, unless specified otherwise. Appointments will be staggered to provide for continuity of experience on the committees.
8. All meetings within the School of Nursing will be considered open to all faculty and staff of the School of Nursing and other interested parties, with the exception of those meetings or portions of meetings which deal with personnel issues (i.e., hiring, performance review, etc.). At committee meetings, while observers cannot routinely participate in committee discussion of agenda items, they may speak when a committee member yields to them.

ARTICLE VII. AMENDMENTS, INTERPRETATIONS, IMPLEMENTATION

Section A. Amendments

ARTICLE VII. Section A, Continued

Proposals for amending the Bylaws of the School of Nursing may be initiated by any voting member of the General Assembly. Proposals shall be submitted to faculty in writing at least ten (10) working days prior to the scheduled discussion in the General Assembly. Following discussion, a draft of the proposed amendment and a mail ballot shall be submitted to each voting member of the General Assembly. Approval by at least two-thirds of the votes received within ten (10) working days after submission of the mail ballot shall constitute adoption of the amendment. Amendments approved by the voting membership of the General Assembly shall be in effect the day following their approval.

Section B. Interpretation

Final authority to interpret these Bylaws shall reside in the General Assembly.

Section C. Implementation

These Bylaws shall become effective the day following their approval.

ARTICLE VIII. PARLIAMENTARY AUTHORITY

The rules contained in Roberts Rules of Order, Newly Revised, shall govern meetings of this organization in all cases where they are applicable and in which they are not inconsistent with the Constitution or Bylaws.

Approved by General Assembly April 15, 1991

Amended: November 18, 1991 (Art. V, Sec. A,2.c.4)

Amended: May 28, 1992 (Art. V, Sec. A.2.b.1; Art. V, Sec. A.2.b.3; Art. V, Sec. A.2.b.4; Art. V, Sec. A.2.b.5; Art. VI, [new] Sec. E [old Sec. E becomes F & Sec. F becomes G])

Amended: June 11, 1993 (Art. VI, Sec. A,1)

Amended June 6, 1994 (Art. III, Sec. A.1: Addition of "Definitions")

Amended: March 8, 1995 (Art. III, Sec. A, add 7)

Amended: May 12, 1995 (Art. IV, B.: Delete 1 & 2 & replaced by single paragraph)

Amended: June 23, 1995 (Art. IV, add new Section E)

Amended: April 17, 1996 (Art... VI, revised Section F)

djh:bylaws.8.1.96

UNIVERSITY OF MINNESOTA

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M E M O R A N D U M

Date: July 24, 1997
To: University Senate Office
427 Morrill Hall
From: Shari Fodness
College of Pharmacy
phone: 624-0694

Per your request, enclosed is a copy of the College of Pharmacy's Constitution and Bylaws. College of Pharmacy faculty have approved a new organizational structure and the Constitution will be revised to reflect this change. A copy of the Task Force report and its recommendations for organization is also attached for your information.

Enclosures

UNIVERSITY OF MINNESOTA

COLLEGE OF PHARMACY

CONSTITUTION AND BYLAWS

The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, religion, color, sex, national origin, handicap, age, veteran status, or sexual orientation.

Ratified by the College of Pharmacy Faculty
July 28, 1989

Modified by the College of Pharmacy Faculty
June 21, 1990

Modified by the College of Pharmacy Faculty
April 19, 1991

Bylaws Modified by the College of Pharmacy Faculty
April 17, 1992

**UNIVERSITY OF MINNESOTA
COLLEGE OF PHARMACY
CONSTITUTION AND BYLAWS**

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PREAMBLE

- 1.1 The College of Pharmacy is committed to continuing to meet the needs of the State and, in a broader sense, the Country for pharmacy personnel in all types of practice settings, to maintain a leadership role in pharmacy education, to develop exemplary models of pharmacy practice, and to develop and transfer pharmaceutical technology to society through scientific research. The College programs shall include the undergraduate professional, graduate and continuing education of pharmacists, pharmaceutical educators and pharmaceutical research scientists.
- 1.2 It is the purpose of this Constitution to foster an active, informed faculty, and to promote open communication among the faculty, academic professional and administrative staff, students, civil service staff, and the administration of the College. Toward this end, the Constitution provides a democratic framework in which are defined the roles of the faculty, academic professional and administrative staff, students, civil service staff, and administration in initiating recommendations, formulating decisions, and communicating the basis for decisions to those affected.
- 1.3 This Constitution is not part of the employment contract between the University and its employees. It does not establish terms and conditions of employment.

Article I

GENERAL POWERS

- 1.1 All powers relating to the educational and administrative affairs of the College of Pharmacy are delegated by the Board of Regents and in accord with the constitution of the University Senate, to the Dean, the faculty, the academic professional and administrative staff, the student body and the civil service body as herein provided for the purpose of governing the College. These powers may be modified at the discretion of the Board of Regents.

Article II

DEAN/CHIEF EXECUTIVE OFFICER

Section 1. Definition

- 1.1 The chief executive officer of the College of Pharmacy shall be the Dean who shall have general administrative authority over College affairs in the areas of educational policy, budgets, and personnel by procedures established by the University and the College Constitution and Bylaws.

Section 2. Responsibilities

- 2.1 The Dean shall provide leadership in formulating policies, introducing and testing educational ideas and proposals, and supporting efforts toward continued improvement of the College's programs.
- 2.2 The Dean shall be responsible for the development and periodic review of departmental programs and appropriate personnel in accordance with University policies.
- 2.3 The Dean shall be responsible for the interpretation of the College's programs to the University and community.
- 2.4 The Dean or the Dean's designee shall be responsible for communicating official business of the College with other University authorities. The Dean may assign specific administrative duties to members of the faculty and administration of the College and may delegate executive authority to them.
- 2.5 Where action of the Board of Regents is requested or required, the Dean shall make such recommendations as are necessary to the Vice President for Health Sciences and/or Central Administration. Such recommendations shall include, but shall not be limited to, appointment, promotion, tenure, and salary increases. The Dean shall report such decisions to the individual faculty members directly and/or through Department Heads.
- 2.6 The Dean is responsible for the preparation of the annual budget of the College.

Section 3. Appointment/Selection

- 3.1 The Dean of the College shall be appointed by the Board of Regents upon recommendation of the President or the President's designee for an initial fixed term of three years (J appointment). In the third year of the initial appointment, the Senior Vice President or the Senior Vice President's designee shall appoint a committee to conduct a major review of the Dean. Subsequent appointments for the incumbent Dean shall be annual and renewable (K), based each year on a performance evaluation carried out in accordance with University policy. Every five years this annual review will take the form of a major review to be carried out by a committee appointed by the Senior Vice President for Academic Affairs.
- 3.2 Consultation with the College's Executive Committee will be sought in the major review process conducted every five years and during other years as appropriate.

Article III

FACULTY

Section 1. Definition

- 1.1 The faculty of the College of Pharmacy shall be composed of the President, the Vice President for Health Sciences and all faculty personnel, as defined by the University, holding regular or non-regular appointments as Instructor, Assistant Professor, Associate Professor, Professor, or Regents Professor, including members on leave, and the Dean and Associate and/or Assistant Deans of the College if they hold faculty rank.
- 1.2 The Executive Faculty of the College shall consist of Professors, Associate Professors, Assistant Professors and Instructors who hold either P (tenured) or N (tenure track) appointments to the College of Pharmacy and shall have permanent voting privileges. In the following areas, only Executive Faculty (N and P) shall have voting rights as provided in these Constitution and Bylaws. (1) Promotion and Tenure. (2) Interpretation of Constitution and Bylaws, including proposing Bylaws for implementation of the Constitution. (3) Amendments to the Constitution and Bylaws. (4) Dissolution, creation or merger of academic departments. (5) Extension of voting privileges to non-regular faculty. All other matters can be voted upon only by Executive Faculty and non-regular faculty to whom voting privileges have been extended.
- The Executive Faculty may extend voting privileges only to: (a) the Clinical Chief of Pharmaceutical Services at the University Hospital and Clinic; (b) the Director of Professional Relations in the College of Pharmacy; and (c) non-regular faculty who meet the following criteria: The College of Pharmacy's 0100 (State) budget is responsible for 50% or more of the faculty member's base salary. This calculation will be determined as 50% of the base of comparable full-time (100%, 0100 positions) at similar time and rank. Voting privileges will be discontinued automatically in the event that the appointment drops below 50%. Such privileges would be extended indefinitely unless and until revoked by the Executive Faculty.
- 1.3 The voting faculty of the College of Pharmacy shall meet at a faculty meeting as described in the Bylaws and at least twice each year.
- 1.4 All nonvoting faculty may attend faculty meetings and shall have floor privileges.

Section 2. Academic Freedom, Faculty Rights, Privileges, Responsibilities, and Grievances

- 2.1 The College faculty shall be governed by the policies of the Regents, the University Senate, the Twin Cities Campus Assembly, the University's central administration, and by the University's Regulations Concerning Faculty Tenure, in all matters addressed by these policies which are in effect at the time of adoption or amendment of this Constitution or as such policies may be subsequently amended, including, but not limited to, policies and procedures on academic freedom and responsibility, on sexual harassment, and promotion and tenure.
- 2.2. The Executive Faculty shall make all Bylaws for the implementation of this Constitution.
- 2.3 Faculty members shall be considered for tenure and/or promotion according to University of Minnesota regulations and College of Pharmacy tenure and promotion procedures.
- 2.4 The tenured faculty shall have the right to vote on tenure decisions. In the promotion process, only those Executive Faculty with rank above or equal to that being proposed for the nominee for promotion shall have the right to vote.
- 2.5 The procedure for renewal or non-renewal of probationary appointments, granting of continuous tenure, and the removal of tenured faculty for cause shall be in accord with the University's current Regulations Concerning Faculty Tenure.
- 2.6 The faculty is responsible for the academic affairs and internal policies of the College and may delegate its authority as it deems appropriate.
- 2.7 The faculty shall decide all questions on the admission, suspension and dismissal of students, disciplinary matters not within the jurisdiction of the All-University Disciplinary Committee, admission requirements, and student promotion; and shall recommend the granting of all academic degrees in the College. The faculty shall determine all questions regarding curriculum and its scheduling.
- 2.8 The faculty shall establish standing committees and their membership according to the procedures in the Bylaws.
- 2.9 The faculty shall elect representatives and alternative representatives to the University Senate and the Twin Cities Campus Assembly in accordance with the Constitution and Bylaws of those organizations.
- 2.10 The faculty shall elect representatives and alternate representatives to all organizations external to the University in which the College has membership in accordance with their Constitutions and Bylaws.
- 2.11 The College shall establish a grievance committee to resolve grievances brought by faculty, staff, or students in accordance with the University-wide Grievance Rules or other applicable University grievance policies.

Article IV
OTHER CONSTITUENCIES

Section 1. Definitions

- 1.1 Other constituencies are all those groups, other than the faculty, that participate in College activities.

Section 2. Academic Professional and Administrative (PA) Staff

- 2.1 Academic professional and administrative (PA) staff shall consist of professional personnel who are assigned to duties enhancing the research, teaching, and service functions of the College and administrative personnel who are involved in policy development or execution or in directing, coordinating, or supervising activities in the College.
- 2.2 The College academic professional and administrative (PA) staff shall be governed by the University's Academic Professional and Administrative Staff Policies and Procedures in all matters addressed by this document which are in effect at the time of adoption or amendment of this Constitution or as said document is subsequently amended, including, but not limited to, policies on appointment, evaluation, termination, grievance procedures and salaries and benefits.

Section 3. Civil Service Staff/Civil Service Board

- 3.1 Civil service employees are support staff and scientific/technical staff hired through the University's Personnel Department, and affiliated with units administratively within the College.
- 3.2 The College civil service employees shall be governed by the University's Civil Service Rules in all matters addressed by this document which are in effect at the time of adoption or amendment of this Constitution or as said document may be subsequently amended, including, but not limited to, policies and procedures on position classification, compensation, probationary period, performance rating, dismissal and grievance procedures.
- 3.3 The Civil Service Board membership, powers and responsibilities shall be determined as outlined in the Bylaws.

Section 4. Student/Professional Training Appointees

- 4.1 Student/Professional Training appointees are those holding appointments in the 95xx classes, such as graduate assistants and postdoctoral associates.

Section 5. Students

- 5.1 Students are those undergraduate professional students that are currently registered in the College of Pharmacy and graduate students in the College who satisfy the Graduate School's requirement for continuous registration.
- 5.2 The Pharmacy College Board membership, powers and responsibilities shall be determined as outlined in the Bylaws.

Section 6. Responsibilities, Right and Privileges

- 6.1 Members of these other constituencies are expected to participate in the affairs of the College, including governance, committee structure, grievance procedures, and the review of the College Constitution.
- 6.2 Representatives on College committees shall be chosen according to procedures specified in the Bylaws.
- 6.3 The College shall establish a grievance committee to resolve grievances brought by faculty, staff, or students in accordance with the University-wide Grievance Rules or other applicable University grievance policies.

Article V

GOVERNANCE/ADMINISTRATIVE STRUCTURE

Section 1. Governance

- 1.1 The governance of the College of Pharmacy is the responsibility of the Dean, administrative officers and the Executive Faculty.

Section 2. Administrative Structure

- 2.1 As the chief executive officer, the Dean of the College of Pharmacy shall be responsible for appointing officers and establishing administrative structure to support and facilitate the teaching, research and service functions of the faculty as well as the allocation and expenditure of resources available to the College.
- 2.2 The administrative structure of the College of Pharmacy shall consist of the Dean, the Dean's administrative staff, academic departments, and College committees.

Section 3. The Academic Departments

- 3.1 The faculty of the College of Pharmacy shall be organized into academic departments as described in the Bylaws.

Section 4. Department Head

- 4.1 The appointment of a Department Head is by recommendation of the Dean and after consultation with faculty members of the Department. Such recommendations are subject to the approval of the Board of Regents. The administrative appointment of the Department Head is annually renewable upon recommendation of the Dean.
- 4.2 The Dean is responsible for conducting a periodic review of the Department Head.
- 4.3 The Department Head's responsibilities shall be as described in the Bylaws.

Section 5. Committees

- 5.1 The standing committees of the faculty of the College of Pharmacy shall include: Executive Committee, Educational Policy Committee, Admissions Committee, and Academic Standing Committee. Procedures for the establishment of other committees of the faculty are prescribed in the Bylaws.

Section 6. Participation in Governance by Students and Non-faculty Personnel

- 6.1- Students, academic professional and administrative staff, and civil service staff may participate appropriately in aspects of College governance and policies which are relevant to their rights, interests and concerns.
- 6.2 Students shall be represented in the membership of certain standing committees of the faculty, including the Admissions Committee, the Educational Policy Committee, and the Academic Standing Committee.
- 6.3 The College Board, a duly constituted and elected council of Pharmacy students, which represents the interests and concerns of the Pharmacy student body, shall be the vehicle for student consultation and communication with College of Pharmacy administration and the Executive Faculty.
- 6.4 The Civil Service Board, a duly constituted and appointed council of civil service staff, shall be the vehicle for civil service staff consultation and communication with College of Pharmacy administration and the Executive Faculty.

Article VI

RATIFICATION AND AMENDMENTS

Section 1. Ratification of the Constitution

- 1.1 All members of the faculty holding voting privileges prior to the effective date of this Constitution shall be eligible to vote on the ratification of the articles contained herein.
- 1.2 The articles of this Constitution shall be submitted to vote by the faculty at a special meeting called for that purpose. Each article shall be submitted to a vote separately and shall be ratified upon a two-thirds majority of those present and voting.
- 1.3 These articles shall be deemed effective upon their acceptance and approval by the Board of Regents of the University of Minnesota.

Section 2. Amendments

- 2.1 Amendments to this Constitution shall be submitted by proposal from the Constitution and Bylaws Committee or by a petition signed by a simple majority of the members of the Executive Faculty. All amendments shall be reviewed by the Constitution and Bylaws Committee and their recommendation presented to the faculty.
- 2.2 Notice of proposed amendments, together with the recommendation of the Constitution and Bylaws Committee, shall be given in writing to all members of the faculty at least 30 days before the Executive Faculty is called upon to act on them. The amendment(s) to the Constitution will become effective when approved by the Board of Regents.
- 2.3 All members of the Executive Faculty shall be eligible to vote on Constitutional amendments.
- 2.4 Amendments will require approval by a two-thirds majority of the Executive Faculty.

Section 3. Implementation

- 3.1 This Constitution and its amendments shall become effective immediately after its adoption by the Executive Faculty and its approval by the Senior Vice President for Academic Affairs and Provost. Adoption will require acceptance by a two-thirds majority of the Executive Faculty.

Section 4. Interpretation

- 4.1 Final authority to interpret this Constitution and its amendments shall reside with the Executive Faculty.

Article VII

BYLAWS

I: General Powers

- 1.1 The procedures for operating under this Constitution shall be specified in the Bylaws.
- 1.2 These Bylaws shall be compatible with this Constitution and with the policies and procedures of the University.

II. DEAN/CHIEF EXECUTIVE OFFICER

- 1.1 The Dean shall report to the faculty at least annually on the state of the College.
- 1.2 The Dean is responsible for the allocation of the College financial and space resources in accordance with established University policies and after consultation with the Executive Committee and/or the Department Heads.
- 1.3 The Dean shall make all committee appointments within the College as provided in these Bylaws.

III. FACULTY

- 1.1 The Executive Faculty at its first meeting of the academic year shall act upon nominations for faculty voting privileges.

IV: OTHER CONSTITUENCIES

Section 1. Civil Service Board

- 1.1 The Civil Service Board shall consist of members of the civil service body of the College of Pharmacy selected by procedures set forth in the Civil Service Board's Guidelines of Operation.
- 1.2 The Civil Service Board shall operate under its own Constitution and Bylaws in a manner consistent with this Constitution.

Powers:

- 1.2.1 The Civil Service Board shall make recommendations to the College Administration on matters of concern to the civil service body.
- 1.2.2 The Civil Service Board shall serve as an information source on civil service policy in matters of concern to College faculty, staff, and students, and make recommendations if appropriate.
- 1.2.3 The Civil Service Board shall recommend members of the civil service body to serve on standing committees of the College where designated, and on any ad hoc committees where designated.

- 1.2.4 The Civil Service Board shall be entitled to present issues to any College committee on which it has no members.

Section 2. Pharmacy College Board

- 2.1 The Pharmacy College Board shall consist of members of the undergraduate student bodies of the College of Pharmacy. Members shall be selected in accordance with the Constitution and Bylaws of that organization and shall be broadly representative of the student body.
- 2.2 The Pharmacy College Board shall operate under its own Constitution and Bylaws in a manner consistent with this Constitution.

Powers:

- 2.2.1 The Pharmacy College Board shall advise and make recommendations to the Dean and faculty on matters which are of student concern.
- 2.2.2 The Pharmacy College Board shall serve in a consultative capacity in any matters of individual student grievances and may make recommendations to the Dean and faculty.
- 2.2.3 The Pharmacy College Board shall recommend students to serve on standing committees of the College where designated, and on any ad hoc committees where designated.
- 2.2.4 The Pharmacy College Board shall be entitled to meet with any College committee on which it has no members.

V. GOVERNANCE/ADMINISTRATIVE STRUCTURE

Section 1. Faculty Meetings

- 1.1 The faculty shall hold regular meetings at least two (2) times each year at the call of the Dean. Such meetings shall not be held except upon written notice to the faculty ten (10) days prior to the scheduled meeting.
- 1.2 Special faculty meetings may be called at the Dean's discretion, or upon petition by ten (10) or more of the faculty, with ten (10) days notice prior to the meeting.
- 1.3 The Dean shall chair all faculty meetings. In the Dean's absence, said meetings shall be chaired by the Dean's appointed representative who shall be a voting member of the faculty.
- 1.4 The presiding officer of any faculty meeting shall vote only in cases of a tie.
- 1.5 The Dean shall provide a written agenda to all faculty members within seven (7) days prior to all regular or special meetings to allow adequate consideration of all matters.
- 1.6 Matters to be considered at a meeting of the faculty shall be submitted to the Dean at least seven (7) days prior to the scheduled meeting and placed on the agenda.

- 1.7 All faculty meetings shall proceed according to Robert's Rules of Order to the extent that such rules do not conflict with this Constitution or Bylaws.
- 1.8 Meetings of the faculty shall be called to order only with the presence of a quorum. A simple majority of the Executive Faculty shall constitute a quorum at all regular and special meetings of the faculty.
- 1.9 All items of business voted upon shall be deemed passed upon a simple majority of those present and voting, unless otherwise provided in the Bylaws.
- 1.10 Academic professional and administrative staff, students and civil service personnel may be invited to participate in specific meetings and shall have the right of the floor but may not vote. An academic professional and administrative staff, a student and a civil service representative selected by their respective Boards may attend all meetings, shall have the right of the floor but may not vote.

Section 2: Committees

- 2.1 The faculty of the College of Pharmacy may delegate part or all of its governing responsibilities to committees.
- 2.2 Standing committees will be established only by recommendation of the Dean or the Executive Committee and after approval by the faculty.
- 2.3 Appointments to standing committees will be made annually and before June 15. Consideration will be given to interest, skills, continuity and rotation.
- 2.4 The term of appointment on committees will be for two years unless otherwise noted and no member will serve for more than three consecutive terms. Committee members will be appointed for staggered terms. The term of appointment will begin September 15 unless otherwise noted.
- 2.5 Probationary faculty (N) will not be appointed to standing committees during the first two years of appointment. During years 3-6, they may be appointed to no more than one standing committee.
- 2.6 Faculty with non-regular appointments will not be appointed on more than one standing committee without their explicit approval.
- 2.7 Ad hoc committees will be established only by the Dean or the Executive Committee. Ad hoc committees will automatically terminate one calendar year after their formation unless an extension is requested and approved.
- 2.8 The College Board and the Civil Service Board will recommend representatives for appointment to appropriate committees by the Dean. The Executive Committee will recommend academic professional and administrative staff representatives for appointment to appropriate committees by the Dean.
- 2.9 The above are the only mechanisms for establishment of College committees.
- 2.10 The chair and chair-elect of appointed committees shall be tenured members of the faculty. Chairs and chairs-elect elected by the Educational Policy Committee are not limited to tenured members of the faculty. A faculty member should not be appointed as chair of more than one committee without his/her explicit approval.

- 2.11 All faculty, including committee chairpersons, assigned to College committees may vote in committee meetings on issues pertaining to that committee. Ex-officio committee members shall not have committee voting rights.
- 2.12 The Constitution standing committees are the Executive Committee, Educational Policy Committee, Admissions Committee, and Academic Standing Committee.
- 2.13 The **Executive Committee** of the College of Pharmacy shall include the Dean of the College of Pharmacy, who shall serve as Chair, the Associate and/or Assistant Deans, the Director of Professional Relations (ex-officio), the Clinical Chief of Pharmaceutical Services at University of Minnesota Hospital and Clinic (ex-officio), all Department Heads, four faculty members elected by the faculty, and a civil service staff member (ex-officio). No more than two of the elected members shall be from the same Department. One but not more than two members shall be of non-tenured rank at the time of election.
- 2.13.1 The Executive Committee is responsible for overseeing the administration of the policies of the faculty relating to educational matters and shall be advisory to the Dean with respect to budgetary and other aspects of the administration of the College of Pharmacy.
- 2.13.2 The Executive Committee is responsible for all matters requiring "collegiate review." Specifically, proposals for new academic programs, major modifications to existing academic programs, and the discontinuance of programs are subject to review and approval by the College of Pharmacy Executive Committee, the Office of the Provost and Vice President for Academic Affairs, Board of Regents and to coordination review by the Minnesota Higher Education Coordinating Board (MHECB).
- 2.13.3 The Dean will discuss with the Executive Committee the preparation of the annual budget of the College, including policies governing the allocation of funds for salary increases and general policies concerning the allocation and expenditure of the various resources of the College not designated for specific purposes.
- 2.13.4 The Chair of the Executive Committee (Dean) will poll the faculty to determine preferences for service on committees. The Executive Committee will recommend to the Dean the membership and chairs-elect of appointed committees and the ballot for elected committees.
- 2.13.5 The Executive Committee will arrange for the election by the faculty of representatives to the University Senate, AACP delegate and/or alternate delegate, members of the Educational Policy Committee, members of the Grievance Committee and members of the Executive Committee.
- 2.13.6 The Dean, after consultation with the Executive Committee, will recommend to the VP for Health Sciences the names of the College representatives on the Health Sciences Biomedical Library Committee, Health Sciences Learning Resources Center Committee, Health Sciences Minority Program Coordinating Board, and the All University Council on Aging.
- 2.14 The **Educational Policy Committee** membership shall include six faculty members, four students, including three voting students and one first year student (ex-officio), the Associate Dean (ex-officio), and the Director of the Office of Student Affairs (ex-officio).

- 2.15 The **Admissions Committee** membership shall include four faculty members, one student, the Director of Professional Relations (ex-officio), and a representative of the Office of Student Affairs (Admissions Officer, ex-officio). The term of appointment will begin November 1.
- 2.16 The **Academic Standing Committee** membership shall include four faculty members, one student, the Associate Dean (ex-officio), and the Director of the Office of Student Affairs (ex-officio).
- 2.17 The Bylaws standing committees are the Constitution and Bylaws Committee, General Research Support Committee, Grievance Committee, Honors Oversight Committee, Promotion, Tenure and Reappointment Committee, Scholarships, Fellowships and Awards Committee, and Space Utilization Committee.
- 2.18 It is the responsibility of each committee's chairperson to file a copy of the minutes of its meetings in the Office of the Dean. Minutes of all committees with the exception of Promotion, Tenure and Reappointment, Academic Standing, Admissions, and Grievance, will be available to faculty, students and civil service staff.
- 2.19 Standing committees will report their actions to the faculty at least once a year and give their recommendations to the faculty for action.

Section 3: Academic Departments

- 3.1 Academic departments shall be dissolved, created or merged only by majority approval of the Executive Faculty.
- 3.2 Each department is responsible for carrying out its assigned segment of the teaching program for Pharmacy students within the professional educational and curricular policies adopted by the voting faculty. Departments are responsible for other educational programs, including graduate education in their respective disciplines, and for the advancement of knowledge in their various fields.
- 3.3 The faculty of the department shall include all Professors, Associate Professors, Assistant Professors, and Instructors who participate in the instruction of Pharmacy students and/or graduate students, whether such service is rendered at the University of Minnesota Health Sciences Center or at an affiliated institution, and such other faculty members as the department may determine, with the approval of the Dean. All faculty in each department have the right to vote at the department level on issues pertaining to that department. Individual departments shall have the right to extend or withhold departmental voting rights to their non-regular faculty.
- 3.4 With the approval of the Dean of the College of Pharmacy and the Executive Committee, faculty may establish inter- or intradepartmental administrative subdivisions, such as Centers, Divisions, Laboratories, or Sections, whenever the establishment of such units will clearly facilitate the teaching, research and/or service functions of the College of Pharmacy. Such units may be dissolved by the same process.

Section 4. Department Head

- 4.1 The Head of the department shall preside over departmental meetings and shall be the departmental spokesperson to the administration of the College of Pharmacy.

- 4.2 The Department Head shall perform those functions necessary for the operation of the department and carry out other administrative duties as assigned by the Dean.

VI: RATIFICATION AND AMENDMENT

- 1.1 Bylaws shall be adopted, amended, or deleted by two-thirds vote of the Executive Faculty.
- 1.2 Any proposed amendment, addition, or deletion of the Bylaws must be submitted as information to the other constituencies as well as at a regular or special meeting of the faculty at least two calendar weeks prior to its presentation for vote.

Ratified by the College of Pharmacy Faculty
July 28, 1989

Modified by the College of Pharmacy Faculty
June 21, 1990

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April 19, 1991

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April 17, 1992

CABBODY

ADDENDUM
DOCUMENTS AND POLICIES RELEVANT TO THE CONSTITUTION AND BYLAWS

Article II: Dean/Chief Executive Officer

University procedures regarding general administrative authority*
University polices regarding development and review of department programs*
Constitution and Bylaws of external organizations to which the College sends representatives

Article III: Faculty

Policies of*:

the Regents
the University Senate
the Twin Cities Campus Assembly
the University central administration

Regulations Concerning Faculty Tenure (July 1, 1985)

Procedures for Reviewing the Performance of Probationary Faculty (June 1986)

College of Pharmacy Statement Required by Section 7.12 of Regulations Concerning Faculty Tenure (September 2, 1987)

Appointment and Promotion Policy Statement, Guidelines for Criteria and Procedures (February 20, 1987)

University Senate Judicial Committee Statement of Procedural Principles and Rules of Procedure (as amended April 16, 1987)

University of Minnesota Grievance Policy and Procedures (effective September 1990)

Article IV: Other Constituencies

Academic Professional and Administrative Staff Policies and Procedures (revised November 1986)

Civil Service Rules (January 9, 1988)

Roger Benjamin Memo re: (1) Nonreappointment Notice Dates for Probationary Academic Professional Staff and (2) Guidelines for Implementing Grievance Appeals (June 22, 1987)

Article V: Governance/Administrative Structure

College of Pharmacy -- Organizational Chart (1990)

College of Pharmacy Guidelines for the Periodic Evaluation of Key Administrators (Revised June 7, 1988)

College of Pharmacy Committee Structure (1990-91)

Bylaws

Civil Service Board Guidelines of Operation (11/18/87)
College Board Constitution and Bylaws (copy unavailable at this time)
Robert's Rules of Order (Scott, Foresman and Company Newly Revised edition, 1981)
University Procedures for the Preparation, Review and Approval of Academic Programs
(November 8, 1988 Memo from Robert B. Kvavik)
College of Pharmacy Grievance Policy and Procedures

- * College of Pharmacy Dean's Office Policy Notebooks are updated as new memos, policies, procedures and guidelines are distributed by Central Administration.

Note: References to dated documents will be periodically updated to reflect most current version available.

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CABBODY

**The University of Minnesota
College of Pharmacy
Internal Organization and Leadership
Task Force**

Final Report

March 25, 1996

**The University of Minnesota
College of Pharmacy
Internal Organization and Leadership Task Force
Final Report
March 25, 1996**

Task Force Members: Paul Abramowitz, Chair, Tom Blissenbach, Dan Canafax, Nina Graves, Pat Hanna, Ron Sawchuk, Jeannie Schwartz

The Internal Organization and Leadership Task Force was charged with:

- 1) Exploring options for an organizational structure that will best help the College achieve a balanced agenda and gain appropriate input into the decision-making process. This organizational structure should be designed in light of Academic Health Center re-engineering.
- 2) Address changes in organizational policies that will help achieve mutual respect for each person's contribution to achieving overall goals of education, research and professional affairs.
- 3) Discuss culture (values, guiding principles) wanted in the College, and design the organizational structure to help promote that culture.

To accomplish this, the Task Force discussed the College's purpose, functions, and customers; followed by a discussion of the type of culture that we would like to see exist in our college. The Task Force reviewed the existing organization structure and defined its advantages and disadvantages. We briefly discussed a possible new rewards system but decided that final development of this system might best be performed after an organizational structure is defined and implemented.

In light of the recent changes in the structure of the Academic Health Center of The University of Minnesota, the Task Force is presenting a single proposed new organizational model for the College of Pharmacy. The Task Force believes that the A.H.C. changes are occurring very rapidly and the College needs to move quickly to demonstrate its strengths, and unique areas of expertise. We therefore focused our efforts to develop a single organizational structure that we felt could best meet those needs. It is our belief that the College of Pharmacy has areas of expertise which do not exist elsewhere. These areas must be defined, marketed, and pursued in a way that can be integrated with the entire Academic Health Center and the Healthcare Community at large.

The remainder of this report will consist of the following sections which outline our discussion and recommendations.

- A. College of Pharmacy Purpose, Functions and Customers
- B. Preferred Culture for the College of Pharmacy
- C. Advantages and Disadvantages of the Current Organizational Structure
- D. A Proposed New Organizational Structure for the College of Pharmacy

- E. Major Job Responsibilities for Key Individuals in the Proposed New Organizational Structure
- F. Decision-making Responsibility, Lines of Authority, and Committees
- G. Examples of How Select Types of Decisions Would Be Managed in the New Organizational Structure
- H. Summary of Recommendations

A. COLLEGE OF PHARMACY PURPOSE, FUNCTIONS AND CUSTOMERS

The Committee reviewed the work of previous College Committees in defining purpose, functions and customers of the College of Pharmacy. The Committee believes that the below summarizes the purpose and functions of the College of Pharmacy.

- Provide pharmacists for the state
- Develop new professional practice models and promote practice of Pharmaceutical Care in a way that enhances overall healthcare for the citizens of the state
- Create and disseminate new knowledge in the area of drug design, development and the clinical use of drugs
- Provide continuing and life-long education for the pharmacists of the state
- Educate pharmaceutical scientists through the graduate programs
- Contribute to the education of other Health Science professionals
- Teach in an exemplary fashion
- Assist development of related industry/governmental partnerships
- Develop partnerships with professional organizations

The College of Pharmacy therefore believes its customers are as follows:

- Professional and graduate students
- Pharmacists of the state
- Pharmaceutical Industry
- The Healthcare Industry
- Granting Agencies
- Partnering Healthcare Professionals

B. PREFERRED CULTURE OF THE COLLEGE OF PHARMACY

The Task Force believes that the preferred culture of the College of Pharmacy should foster mutual respect for a diversity of ideas, practice, research, and teaching. It should also provide for an interlinking of these activities and allow for individual work yet unified direction of the College. The Task Force believes the below components define a preferred culture.

- Willingness to help each other and work together- Team Work
- Respectful and trusting environment; trust in decision-making
- Recognition of importance of diversity of contributions with appropriate reward systems
- Clarity in decision making- clear lines of authority
- Communication is open- information is available
- Empowerment
- Mentoring/Support occurring at all levels
- Fairness and appropriate representation
- Performance at the highest level possible
- Integrity
- Acceptance of responsibility
- Healthy competition
- Responsiveness to Customers
- Creativity is fostered

C. ADVANTAGES AND DISADVANTAGES OF THE CURRENT ORGANIZATIONAL STRUCTURE

The Committee discussed at length the strengths and weaknesses of the existing College of Pharmacy Organizational Structure. The discussion focused on obstacles to working together to achieve maximum educational and research potential, achieving the culture that is desired, working with the new A.H.C., and developing and maintaining appropriate ties with the professional community. The Committee believes the advantages and disadvantages of the existing structure are as follows.

Advantages

- Large numbers of faculty have input into decision-making at departmental levels
- Department structure provides faculty with identity and pride within a discipline
- Departments group similar faculty along research/teaching interests
- Provides coincidence between graduate programs and departments, which strengthens and gives additional identity

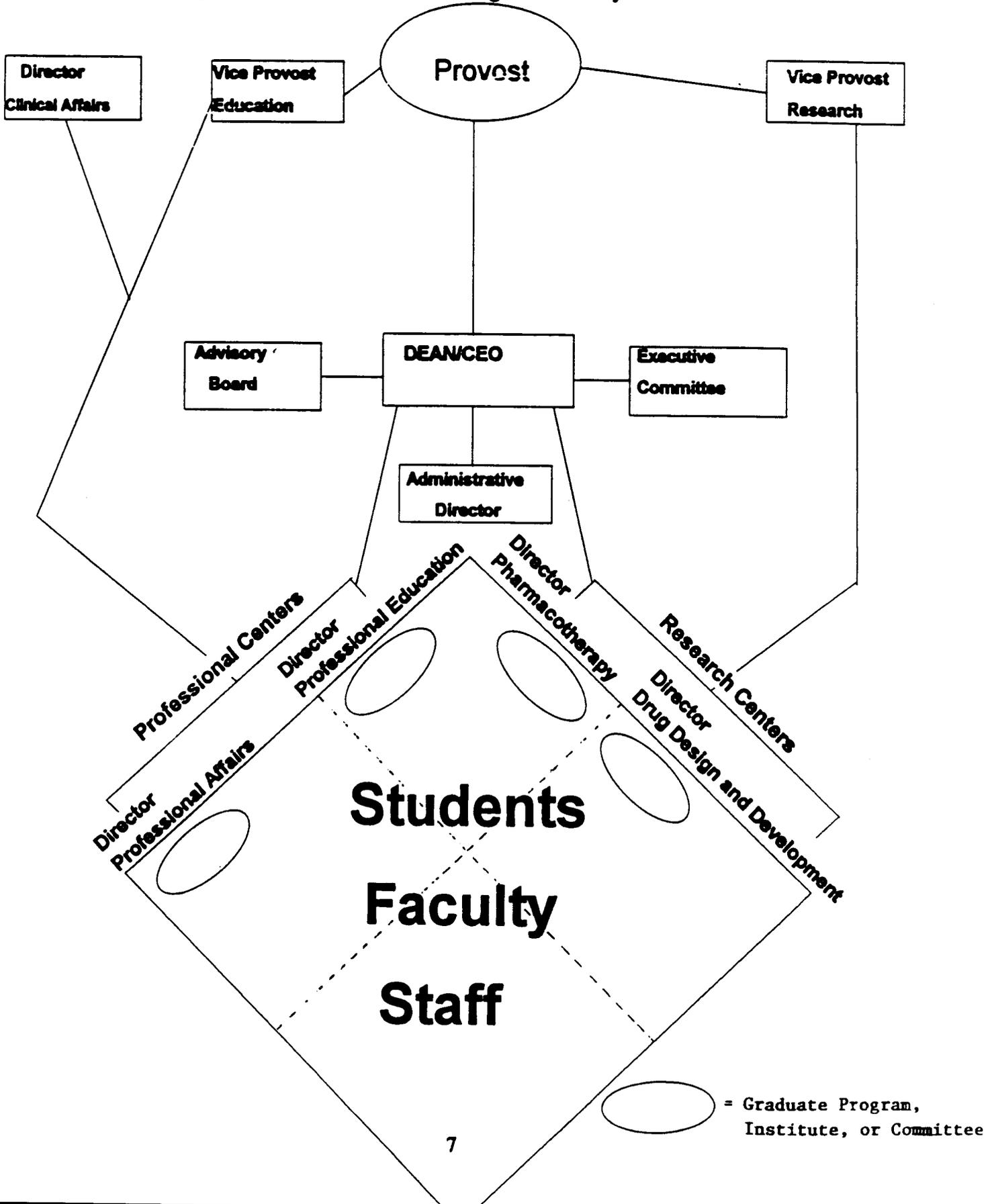
Disadvantages

- Promotes strong territorialism, Department vs. Department vs. College vs. AHC
- Creates tremendous competition for resources
- Existing structure often provides no clear lines of decision-making and authority
- Committee structure diverse; Committee recommendations follow various paths for approval
- Faculty, staff and student input may be too fragmented
- No unified public relations program
- Inconsistent links to practice and industrial community
- Everyone responsible for education, yet no one clearly responsible for outcome of education and further educational development
- Not enough emphasis placed on external and professional affairs
- Not user friendly enough for student and outside customers
- Teaching sites on periphery of organization
- Not enough student input
- Structure designed to predominately serve faculty and not customers
- Executive Committee is not consistently empowered
- Structure does not facilitate practice

- **Structure is incompatible with new Academic Health Center structure**
- **Structure does not integrate faculty talents and resources into large centers which can have a greater impact in AHC and on society**
- **Structure facilitates and rewards individual achievements but not often group achievements**

D. A PROPOSED NEW ORGANIZATIONAL STRUCTURE FOR THE COLLEGE OF PHARMACY

Taking into account the advantages and disadvantages of the current organizational structure, the purpose, functions, customers, and preferred culture we would like to see in the College, the Task Force on internal organization and leadership recommends the below organizational structure for the College of Pharmacy.



The Task Force believes that this new organizational structure will position the College in its areas of strengths to compete and integrate effectively with the new Academic Health Center, serve society at large, and assist the College in implementing change in healthcare. The new structure will foster collaborative working relationships within the College, allow for clear lines of decision-making authority and responsibility, and build bridges between all faculty, students and College customers. Furthermore we believe it will allow us to achieve the recommendations made by the Task Force on Professional and External Affairs and the Task Force on Professional Education.

The central part of this new structure is a matrix organization of students, faculty, and staff guided by four Directors. These include two Research Directors; a Director for the Center for Pharmacotherapy and a Director for the Center for Drug Design and Development; and two Professional Directors; a Director of Professional Affairs and a Director of Professional Education. Each faculty member will be in a Center or possibly several. All students and staff fall within this matrix.

The Centers have been limited to two, such that they can be of a critical mass to attract funding and participation from other Health Science faculty and external constituencies. We believe research and graduate education activities of the two existing Departments of Medicinal Chemistry and Pharmaceutics can be combined into one Center for Drug Design and Development. The two Research Centers will work cooperatively to capitalize on the College's strengths and market these strengths to the Academic Health Center and the external world by defining and providing products and services that are unique and have value. These two Research Centers will house the Graduate Programs and the Directors of Graduate Studies. The Centers will focus on the development and coordination of research and graduate education in these areas.

The Directors of the two Professional Centers will work with all faculty, students and staff in the College. The Director of Professional Education would have overall responsibility for curriculum design and implementation, recruitment, educational outcomes assessment, activities of the Office of Student Affairs, the Educational Policy Committee, etc. Likewise, the Director of Professional Affairs will be the individual primarily responsible for adjunct and clinical faculty, continuing and life-long education, public relations, the development office, working closely with professional organizations, industry, healthcare organizations, and practitioners.

All Directors will report to the Dean with the Director for Professional Affairs and the Director of Professional Education also reporting to the Vice Provost for Education, and the Director of Pharmacotherapy and Director for Drug Design and Development also reporting to the Vice Provost for research.

It is important to point out that in this type of organizational structure, there is significant shared responsibility for many of these activities. It is anticipated that this matrix management structure will help facilitate an improved culture in the College by breaking down existing barriers, with all Directors working closely together to build consensus for College direction and activities.

In addition to the four Directors, the College will have an Administrative Director reporting directly to the Dean and responsible for the financial and operational management of the College. The Directors and two faculty members (elected at-large from the entire voting faculty) will comprise an Executive Committee chaired by the Dean. The Administrative Director will be an ex-officio member of the Executive Committee. The Executive Committee will be an important decision-making body of the College, with many recommendations going to it. The Administrative Director and the Center Directors will be appointed by the Dean, in consultation with the faculty. The Center Directors will represent the faculty to administration and equally represent the administration's views to the faculty.

Finally, the organizational structure will have an Advisory Committee, providing information on an on-going basis to the Dean of the College of Pharmacy. The Advisory Committee will consist of students, representatives of state pharmacy organizations, the Medical Alley, the pharmacy industry, the CMC Board, the Alumni Board, Managed Care/Payers, other health team professionals, and consumers of healthcare. The Center Directors will sit as ex-officio members of this Board for the purpose of listening and observing. The Dean will Chair the Advisory Board, which will be appointed by the Executive Committee.

E. MAJOR JOB RESPONSIBILITIES OF KEY INDIVIDUALS IN THE PROPOSED NEW ORGANIZATIONAL STRUCTURE

The major job responsibilities as envisioned for the College Directors and the Associate Dean/Chief Operating Officer are as follows:

Dean

1. Provide leadership in formulating policies and introducing and testing educational ideas
2. Support and encourage efforts toward continuous improvement of the College's programs
3. Develop strategic and long range plans
4. Responsible for the periodic review of all programs and personnel
5. Responsible for College accreditation
6. Communication of official business of the College with other University authorities
7. Make recommendations for appointment, promotion, tenure, and salary increases to the Provost
8. Review of the annual budget of the College
9. Responsibility for the allocation of College financial and space resources
10. Appoint College Directors
11. Receive faculty input and appoint College Committee members as defined in the bylaws
12. Hold and chair regular faculty meetings
13. Chair the Executive Committee of the College
14. Direct and become actively involved in the College's fund raising activities
15. Develop and maintain appropriate professional liaison with all stake holder groups in the State

Director of Drug Design and Development and Director of Pharmacotherapy

1. Coordinate and support research, develop focus groups of excellence
2. Coordinate and support graduate education
3. Work with Director of Professional Education to coordinate course work
4. Manage that portion of ICR funds, salary offset, and royalties, allocated by the Dean
5. Manage research component of budget
6. Manage Center S & E Budget
7. Work with Director of Professional Affairs to develop relationship with industry and granting authorities
8. Work with both Professional Directors to mentor faculty for promotion and tenure, prepare annual reviews, recommend salary increases, etc.
9. Empower faculty, solicit opinion and receive information from faculty to assist in decision-making
10. Coordinate activities with other Centers in AHC

Director of Professional Affairs

1. Direct and support Adjunct and Clinical Faculty
2. Oversee practice and outreach efforts of paid faculty
3. Further develop outreach and public relations program for College and manage activities
4. Develop and coordinate affiliation agreements with teaching sites along with Director of Professional Education
5. Identify and help develop teaching sites to advance quality of practice
6. Manage the portion of state funds, endowments, practice plan, and CE revenues the Dean allocates to Professional Affairs
7. Manage the practice component of faculty and teaching assistant salary budget
8. Oversee and manage the College Development activities
9. Develop, oversee and manage the Continuing/Life-long Education activities of the College
10. Serve as a direct liaison with all professional groups in the state for incorporating their ideas into the College of Pharmacy activities
11. Work with the Century Mortar Club and alumni groups
12. Work with the Director of Pharmacotherapy to assist in the design and development of innovative practice systems for this state
13. Work with the healthcare industry in the state
14. Ensure that communication lines with all partners in the state are open in both directions

Director of Professional Education

1. **Oversee the Office of Student Affairs**
2. **Oversee recruitment of students**
3. **Work closely with the Educational Policy Committee**
4. **Manage the portion of tuition revenue funds the Dean allocates to professional education**
5. **Manage the educational component of faculty and teaching assistant salary budget.**
6. **Design outcome indicators for quality of didactic and experiential educational and consistently measure quality of education**
7. **Ensure entire curriculum is comprehensive, well planned and well executed**
8. **Coordinate experiential education scheduling, assessment, etc.**
9. **Ensure quality of individual courses meets standards**
10. **Work closely with the Research Directors to coordinate teaching and research, and work closely with the Vice Provost of Education to achieve multi-disciplinary education to serve the needs of the health care system**
11. **Work closely with the Director of Professional Affairs to ensure quality of experiential education and the advancement of practice sites, and work closely with the Vice Provost of Education to integrate activities with other Health Sciences professionals around the state**
12. **Adjudicate student issues**

Administrative Director

1. **Serve as primary human resources officer**
2. **Coordinate all staff activities and manage staff budget**
3. **Oversee financial management of the College of Pharmacy**
4. **Assist Directors of Research Centers to oversee grants management**
5. **Assist Professional Directors in developing and implementing needs based budgets**
6. **Work with the Dean to develop strategic and long range plans**
7. **Develop collegiate annual budget with the Dean**
8. **Manage the College facilities in cooperation with the other Directors, including space, equipment and services**
9. **Work with the Dean to determine allocation of resources**
10. **Develop programs and methods to maximize use of resources within the College and the AHC**

F. DECISION-MAKING RESPONSIBILITY, LINES OF AUTHORITY AND COMMITTEES

In the matrix organization defined, decision-making responsibility will often be shared. The major decision-making body of the College will be the Executive Committee consisting of the 4 Directors, two at large elected faculty members, and the Administrative Director as an ex-officio member. It is expected that many decisions will be made at the Center level, while cross center decisions will be made by the Executive Committee or vote of the entire faculty.

This is a distinct difference from the decision-making in the College today. In the existing organizational structure, many committees make recommendations either to the Dean, or to the Executive Committee, or the Deans and Department Heads Committee. Other decisions go to the entire faculty for a vote. Responsibility for decision-making is unclear and inconsistent.

In the new organizational model the Center Directors individually will make decisions with faculty input relating to their areas. For example, curriculum decisions will be made by the Director of Professional Education as recommended by the Educational Policy Committee, and the faculty participating in the Center for Professional Education. Broader decisions on education encompassing activities of multiple Centers will be sent to the Executive Committee. Budgetary decisions will be made by each Director within their own budgets, however budget allocation decisions will be made by the Dean and the Executive Committee.

It is expected that Directors of the Centers will hold regular meetings with faculty and staff in their Centers to discuss issues and attempt to arrive at consensus within Centers. Directors will then confer with partner Directors to reach agreement regarding educational and professional matters. Many of the existing College Committees would fall under the responsibility of the Directors. The Promotion and Tenure Committee, Scholarships, Fellowships and Awards Committee will make their recommendations directly to the Executive Committee. Committee members will be elected by the faculty or be made by the Executive Committee based on the recommendation of the faculty, as currently occurs.

Full faculty meetings will be held on a regular basis for faculty input to the Dean, Directors, and Committees, and to vote on matters requiring full faculty approval. Much of the decision-making however, will be made within Centers by the faculty. The Dean will have the final decision-making responsibility and authority.

G. EXAMPLES OF HOW SELECT TYPES OF DECISIONS WOULD BE MANAGED IN THE NEW ORGANIZATIONAL STRUCTURE

1. Faculty Time Allocation

Decisions of faculty time allocation among teaching, research, and service will be made by the Executive Committee in collaboration with the faculty member.

2. Evaluations

Individual faculty evaluations and salary increases will be given jointly by the College Directors based on faculty time allocation. Staff evaluations and salary increases will be conducted primarily by the Administrative Director with input from the Directors as appropriate.

3. Budget Decisions

Budget decision-making responsibility will rest with the Director of each area. Shared responsibility will be further defined based on specific funding responsibility.

4. Tenure and Promotion

Tenure and Promotion discussions will begin with the Faculty members Center(s) and be passed along to the Promotion and Tenure Committee and the Executive Committee. Recommendations will then be made by the entire faculty.

H. SUMMARY OF RECOMMENDATIONS

1. The Internal Organization and Leadership Task Force recommends that the matrix organizational structure illustrated and explained in this report, be adopted in principal by the College of Pharmacy. This structure would include Research Center Directors for Pharmacotherapy; and Drug Design and Development; and Professional Directors for Education and Professional Affairs. In addition the organizational structure would include an Administrative Director; an Advisory Board to the Dean composed primarily of students and individuals external to the College; and an Executive Committee comprised of the 4 Directors, the Dean, 2 elected faculty, and the Administrative Director (ex-officio).
2. The Dean the College of Pharmacy will further develop and implement the specifics of this organizational structure, subject to the approval of a new constitution and bylaws.

The Task Force believes that this new organizational structure will assist the College in providing exceptional education and training for new pharmacists and existing practitioners; maximize research potential, and positively impact healthcare in the State of Minnesota. It will also assist the College in integrating with the new Academic Health Center, demonstrating our unique talents and abilities. We believe that this new structure will position the College, its faculty, staff, students and multiple stake-holders well for the future.

**SCHOOL OF PUBLIC HEALTH
UNIVERSITY OF MINNESOTA**

CONSTITUTION

Approved and Ratified by School of Public Health Faculty
June 12, 1995

The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.

SCHOOL OF PUBLIC HEALTH
UNIVERSITY OF MINNESOTA
Constitution

Preamble

The School of Public Health is dedicated to education, search for knowledge, academic excellence, and service to the profession and to the people of the State, the Nation, and the world. It is the purpose of this Constitution to foster an active, informed faculty, and to promote open communication among all members of the community of the School of Public Health. Toward this end, the Constitution provides a democratic framework in which are defined the roles of the Dean, the faculty, academic professional and administrative staff, civil service/bargaining unit staff and students in initiating recommendations, formulating decisions, and communicating the basis for decisions to those affected.

Section 1. Purpose

Mission: The mission of the School of Public Health is to preserve and enhance the health of the public through education, research, and service programs designed to discover and transmit new knowledge aimed at the prevention of disease and disability, the improvement of health, and the planning, analysis, management, evaluation, and improvement of systems for the delivery of health services.

Goals:

a. Education: It is a goal of the School of Public Health to educate students to serve more effectively the health needs of communities. The School will provide suitable educational opportunities to augment the students' knowledge of public health principles and to assist them in developing appropriate skills and attitudes. The School shall participate in the continuing education of health professionals and in the education of the citizens of the State, the Nation, and the world.

b. Research: It is a goal of the School of Public Health to conduct research and to stimulate scholarly activity, with the aim of enhancing the well-being of the public.

c. Service: It is a goal of the School of Public Health to provide a broad range of consultative and direct services to organizations in support of the School's educational and research programs. It will respond, as appropriate, to community and individual health needs through publications and faculty participation in educational and research endeavors.

Section 2. Members, their Rights and Privileges: The members of the School of Public Health shall be its Dean, Associate and Assistant Deans, faculty, students, academic professional and administrative (P&A) staff, and civil service/bargaining unit staff.

Members of the School shall participate where appropriate in the affairs of the School. Such affairs include governance, committee activities, grievance procedures, and the development and updating of the School's Constitution and Bylaws.

The rights, privileges, and responsibilities of individual members of the School of Public Health shall be in accord with the current University Senate Policy on Academic Freedom and Responsibility.

Procedures to be followed for removal of members for cause shall be in accordance with the current University regulations and policies.

The School of Public Health will be in compliance with grievance and misconduct policies of the University. The School will have a Grievance Committee as established under the University Grievance Policy.

This Constitution is not part of the employment contract between the University and its employees. It does not establish terms and conditions of employment.

ARTICLE I. GENERAL POWERS

All matters relating to the educational and administrative affairs of the School are committed to the Dean and the School faculty as delegated by the Board of Regents and in accordance with the Constitution of the University Senate and consistent with actions of these bodies heretofore or hereafter taken. These authorities may be modified by subsequent action of the Board of Regents. All actions of the School will be taken in compliance with all appropriate University rules, regulations, policies and procedures.

ARTICLE II. DEAN

Section 1. The principal administrative officer shall be designated as the Dean of the School of Public Health. The Dean shall be appointed by the Board of Regents upon the recommendation of the Provost for the Academic Health Center and the President of the University. In appointing a Dean, the Provost for the Academic Health Center is empowered to appoint a search committee which shall include representatives from the divisions/institute within the School. The search committee will be charged with the responsibility of submitting a limited number of nominees from which the Provost for the Academic Health Center and the President may select a candidate to recommend to the Board of Regents for final approval. The Dean shall report administratively to the Provost for the Academic Health Center.

Section 2. The Dean shall be appointed for an initial fixed term of three years (J appointment). The Provost for the Academic Health Center is responsible for annual reviews and evaluation of the Dean. During the third year of the initial appointment, a major review shall be undertaken in a manner and form determined by the Provost for the Academic Health Center and in accord with University policy for administrative reviews.

The review shall include formal consultation with the School of Public Health faculty and other relevant constituents. Following this review of the Dean, the Provost for the Academic Health Center shall forward a recommendation for reappointment or non-reappointment to the President of the University along with a concise summary of the review process, finding, and conclusion. Subsequent administrative appointments shall be annual and renewable (K appointment), based each year on a performance evaluation carried out in accordance with University policy. At least every five years this annual review will take the form of a major review as defined above.

Section 3. The Dean, as the Chief Executive Officer of the School, shall have general administrative responsibility over the affairs of the School in the following areas: educational policy, budgets, human resources, and space. The Dean is accountable through the Provost for the Academic Health Center and the President to the Board of Regents. Where action of the

Board of Regents is requested or required, the Dean shall make such recommendations as are necessary through the appropriate administrative channel to the President of the University. Such recommendations for Board of Regents action shall include, but not be limited to, the appointment, promotion, tenure and salary of all faculty. The Dean shall have final authority to make budgetary recommendations to the Provost for the Academic Health Center and the President of the University. Following established consultative processes the Dean shall be responsible for allocation of the School's financial and space resources in accordance with established University policies and procedures.

Section 4. The Dean shall be responsible to the Provost for the Academic Health Center for development and implementation of the School's mission, goals and objectives. The Dean and the Policy Council shall develop and implement an organizational structure within the School to further the accomplishment of the mission.

Section 5. The Dean, or a designated representative, shall represent the School both internally and externally in relationship to University matters, provide leadership in fostering innovative programs, formulate policies, introduce and test educational ideas and proposals, and support efforts toward continued improvement of the School's programs. In carrying out these responsibilities the Dean shall consult with the Policy Council.

Section 6. The Dean may, following consultation with the Policy Council, recommend appointment of one or more Associate or Assistant Deans as may be required subject to final approval by the Board of Regents. The performance evaluation of the Associate or Assistant Deans shall be in the form and manner determined by the Dean in conformance with University policies for reviewing administrators, but shall include formal consultation with the Policy Council.

Section 7. The Dean may appoint School-wide officers as may be required or deemed necessary in accordance with the University's affirmative action policy and procedures.

ARTICLE III. FACULTY

Section 1. Definition: The faculty of the School shall be all faculty personnel holding primary appointments in the School as Regents' Professor, Professor, Associate Professor, Assistant Professor, Instructor, and the Dean and Associate and Assistant Deans, if they hold faculty rank. The faculty of the School of Public Health shall be responsible for the development, implementation, and evaluation of the School's educational, research, and community service efforts. Individual faculty members will be requested to serve on various committees within the School, the Academic Health Center, and the University.

Section 2. Academic Freedom, Faculty Rights, Privileges, Responsibilities and Grievances: The faculty shall be governed by the policies and Constitutions of the Regents, the University Senate, and the University's central administration, and by the University's Regulations Concerning Faculty Tenure, in all matters addressed by those documents or policies which are in effect at the time of adoption or amendment of this Constitution or as such documents or policies may be subsequently amended including, but not limited to, policies and procedures on academic freedom and responsibility, on harassment, and on implementation of the faculty tenure regulations.

Section 3. Voting Faculty: The voting faculty of the School of Public Health shall be composed of the Dean, Associate and Assistant Deans of the School if they hold faculty rank, all regular and non-regular faculty members with the rank of Instructor or above, who are budgeted through the School with a primary appointment of at least 50 percent.

The definition of the voting faculty of the School of Public Health for the purposes of this Constitution shall not govern the designation of voting members in the conduct of matters wholly within one of the School's divisions/institute or majors, nor voting for the purposes of academic promotion and tenure.

Section 4. Appointment: Faculty members will be appointed by the Dean in consultation with the appropriate Division Head or Institute Director. Appointment procedures must comply with affirmative action/equal opportunity policies and procedures of the University of Minnesota and the School of Public Health and with the School of Public Health procedures for appointment.

ARTICLE IV. OTHER CONSTITUENCIES

Section 1. Academic Professional and Administrative (P&A) Staff: Academic professional and administrative staff shall consist of professional personnel who are assigned to duties enhancing the research, teaching and service functions of the School and of administrative personnel who are involved in policy development or execution or in directing, coordinating, or supervising activities in the School.

Section 2. Civil Service/Bargaining Unit Staff: Civil service/bargaining unit employees are support staff and scientific/technical staff hired through the University's Office of Human Resources and affiliated with units administratively within the School.

Section 3. Student/Professional Training Appointees: Student/Professional Training appointees are those holding appointments in the 95XX classes, such as graduate assistants and postdoctoral associates.

Section 4. Students: Students are those who have been admitted to and who are currently enrolled in the School of Public Health or in appropriate Graduate School degree programs and who are in good standing.

Section 5. Rights and Privileges: Academic professional and administrative staff, civil service/bargaining unit staff, student/professional training appointees and students are expected to participate in the affairs of the School, including its governance, its committees, its grievance procedures and in the revision of the School Constitution and Bylaws. Representation on School committees shall be chosen according to procedures specified in the Bylaws of this Constitution.

ARTICLE V. GOVERNANCE AND ADMINISTRATIVE STRUCTURE

Section 1. Policy Council

Membership:

The Policy Council shall consist of the following voting members:

- a. The Dean, who shall chair the Council.
- b. The Head/Director of each Division/Institute.
- c. One faculty member from each Division or Institute, elected by secret ballot by the voting faculty of their Division or Institute, and three other at-large faculty members from the School, elected by secret ballot by the voting faculty of the School.
- d. The Chair of the Academic Professional and Administrative (P&A) Senate.
- e. The President of the Student Senate.
- f. The President of the Staff Association, or an elected nonunion representative if the President is a member of the a bargaining unit.
- g. The Chair of the Educational Policy Committee.

The following shall sit as nonvoting, ex officio members of the Policy Council:

- a. Associate and Assistant Deans.

b. One of the School's representatives to the University Senate.

c. Any School faculty member elected to serve on the University Faculty Consultative Committee.

Elected faculty will serve terms of three years each, with the terms staggered so that approximately one-third of the elected members are newly elected each year. Division Heads or Institute Director are ineligible to serve as an elected member. Vacancies in a term will be filled by special elections of the relevant Division, Institute, P&A Senate, Staff Association, Student Senate, Educational Policy Committee or the faculty at large. The University Senators from the School will select a representative to the Policy Council from among themselves.

Operating Rules:

The Policy Council shall meet at least monthly. The Dean or any three other voting members can call a meeting or place any item on the agenda of the meeting. The agenda shall be distributed in advance to all Policy Council members. Minutes of the meetings will be distributed to the School.

A quorum shall consist of a simple majority of voting members of the Council, as long as it consists of at least the Dean or the Dean's designate, at least half of the elected faculty, and at least half of the Division Heads/Institute Director. If the Dean cannot attend, he/she must provide a designate to chair the meeting. If other voting members of the Council cannot attend, they may designate another person from their constituency to act on their behalf so long as they inform the Chair of the Council prior to the meeting. The absent member may instruct his/her designate's action and bind the designate's vote in the Policy Council.

Functions and Powers:

a. To develop and oversee policies governing the School of Public Health. These shall include the mission, vision and goals of the School; programmatic priorities; the strategic plan; the organizational structure, including the creation, dissolution, or merger of any division, institute, and major; and strategies of funding and resource allocation. The Dean shall be required to present all proposed new policies and policy changes in these areas to the Policy Council, in advance of any action, for their review and vote. In addition, the Dean or any three voting members of the Council may propose a new policy or policy change in any of these areas. Prior to implementation, approval of new policies and policy changes which affect the organizational structure of the School, including the creation, dissolution, or merger of any division, institute, or major, requires a two-thirds vote of the members eligible to vote. Approval of new policies and policy changes in the other areas requires a simple majority of voting members eligible to vote if

the Dean has proposed the policy; otherwise, it requires approval by two-thirds of the voting members eligible to vote.

In addition, the Council shall be responsible for the oversight of policy implementation.

b. To consider all School-wide policy issues of concern to the Council member constituencies.

c. To initiate whatever studies within its powers that it deems necessary or to request such studies from the Dean or from standing committees of the School.

d. To advise the Dean on proposed decisions involving major administrative appointments.

e. To report regularly on any matters which, in its judgment, should be brought to the attention of the School-at-large. To submit an annual report to the Assembly.

Section 2. Divisions, Institutes, and Division Heads and Institute Directors

Designation of Divisions/Institutes: The Dean shall have the authority to create and dissolve Divisions and Institutes within the School with the approval of the Policy Council.

Prior to such creation or dissolution, the Dean will initiate a review to ascertain the impact of the proposed changes on the School's mission, goals, and objectives. The Dean will present a written report of the findings of such review to the Policy Council and the School Assembly.

Appointment of Division Heads and Institute Directors: Division Heads and Institute Directors shall be appointed by the Dean after consultation that includes a secret ballot of members of the faculty within that Division or Institute. Division Heads and Institute Directors shall be faculty members of the School of Public Health and be accountable to the Dean. The Dean shall conduct an annual review of the performance of each Division Head/Institute Director. The review shall be in the form and manner determined by the Dean in conformance with University policies. By the fifth year of the appointment, the continuation of the appointment will be made by the Dean after consultation with the faculty that includes a secret ballot of the faculty of that division or institute and after consultation with other relevant constituents. The results of votes at the time of appointment and at the five-year review are to be made known to the Provost for the Academic Health Center.

Functions: The Division Heads and Institute Directors shall implement the School's mission and goals and assure the financial stability of their Division or Institute in collaboration with the Dean, and they shall foster collaborative efforts among the Divisions or Institutes.

They shall serve as the advisory and review Management Subcommittee of the Policy Council, providing the Dean with recommendations in management and administrative matters of School-wide nature. These shall include School-wide strategic and operational planning, policies and procedures, resource requests and allocations, performance in relation to the School's mission and goals, and coordination of the School's programs of study.

Section 3. School Assembly

Membership: The School Assembly shall be composed of the following members: (a) the Dean; (b) the faculty; (c) the academic professional and administrative staff; (d) the members of the Staff Association; and (e) the members of the Student Senate. Academic officers with class titles 9302-9329 shall serve as ex officio.

The Dean shall chair the Assembly.

Purpose: The School Assembly shall function as a forum for consideration of any matters regarding the welfare of the faculty, academic professional and administrative staff, civil service/bargaining unit staff, and students which affect the School as a whole. It shall not have authority over the internal affairs of any subunit of the School. The Assembly shall review and comment on changes in the School's Constitution and Bylaws.

Functions:

a. The Assembly may directly receive matters for consideration from any individual member or constituent group of the School; and it may offer advice and recommendations to the Dean, the Policy Council, or any of the other governance units in the School.

b. Upon the recommendation of the Policy Council, the School Assembly may delegate particular matters for further study by either the faculty, P&A Senate, Staff Association, the Student Senate, or School committees.

c. In general, matters delegated to the Student Senate shall include but not be limited to matters in the area of student government, student organizations, and student publications.

d. In general, matters delegated to the faculty shall include but not be limited to the development, implementation, and evaluation of the School's education, research and service

efforts; accreditation; policies and procedures concerning faculty appointment and tenure; and faculty professional and personal welfare.

e. The Assembly may establish ad hoc committees to study issues and undertake other projects as necessary. Ad hoc committees must report back to the Assembly no later than the next meeting of the Assembly.

School Assembly Agenda and Minutes: The Dean, in consultation with the Chairs and Presidents of each constituent group, will prepare the agenda. The agenda shall include reports from the Chairs of the standing committees (except the Appointment, Promotion and Tenure Committee), the Chairs or Presidents of School constituencies, and the Dean. Once a year, the Dean shall provide a State of the School Address. The agenda of each School Assembly meeting shall be distributed in advance to all Assembly members and to others in such manner as the School Assembly may direct. The minutes of the Assembly meetings shall be distributed to all Assembly members.

School Assembly Meetings: The School Assembly shall hold regular meetings, at least once in each academic year, at a time and place determined by the Chair. Special meetings of the School Assembly may be held upon the call of the Chair or upon request of the Policy Council or upon written request of ten members of the Assembly.

Any student, student/professional training appointee, or civil service/bargaining unit staff member may be admitted to Assembly meetings and shall be entitled to speak at the discretion of the Chair.

Section 4. The Faculty

Membership: The faculty members of the School as defined in Article III., Section 1.

Functions and Powers: The powers allocated to the faculty by the Regents or by the Regulations Concerning Faculty Tenure.

Meetings and Agendas: The meetings of the faculty will occur not less than once in each quarter of the academic year or upon the request of at least 10 members of the voting faculty. The Dean or a faculty designate of the Dean shall serve as chairperson of the meetings of the faculty. The agenda for Faculty meetings shall be developed by the Dean in consultation with the Faculty Consultative Committee and be distributed to all faculty at least five working days in advance of the meetings. The agenda for special meetings shall be distributed to all members with the notice of the meetings.

Operating Rules: At any regular or special meeting of the Faculty, a majority of the faculty shall constitute a quorum. All members of the faculty shall be entitled to speak and to offer motions for action. Only those designated as voting faculty (Article I., Section 3.) shall be entitled to vote. Minutes of Faculty meetings shall be distributed to all faculty.

Faculty Consultative Committee: Elected faculty members of the Policy Council (Article V., Section 1.) shall constitute the Faculty Consultative Committee (FCC) to represent, discuss, and seek action on concerns of the faculty of the School of Public Health. Each year, the members of the FCC shall select a chair from among themselves.

The FCC shall supervise the nomination and election of at-large Policy Council faculty members. The FCC is encouraged to meet with the Provost for the Academic Health Center at least once each year to represent, discuss, and seek action on concerns of the faculty regarding the School of Public Health, the Academic Health Center, and the University.

Section 5. Academic Professional and Administrative (P&A) Senate

The P&A Senate shall address issues of concern to the academic professional and administrative staff in the School of Public Health. It shall advise and make recommendations to Division Heads/Institute Director, the Policy Council, or the Dean on matters of concern to academic professional and administrative staff. It shall recommend academic professional and administrative staff members to serve on standing or ad hoc committees of the School when such membership is deemed appropriate by the Dean. The P&A Senate shall review and comment upon proposed revisions to the School's Constitution or Bylaws before they are submitted to voting faculty for ratification.

Members: The membership of the P&A Senate shall be composed of one academic professional or administrative staff person from each Division and Institute, and a total of one for all the central administrative offices in the School.

Election: All academic professional and administrative employees of each Division and Institute shall elect one of their members who is at least 75 percent time as a representative to the P&A Senate during the spring quarter. Elected members will serve terms of two years each, with the terms staggered so that no more than 50 percent of the elected members are new each year. The first Chair and Vice Chair of the Senate shall be elected from among the members of the P&A Senate at the first meeting after the Regents' approval of the Constitution. The Vice Chair of the P&A Senate will automatically assume the role of Chair for the following year to help ensure continuity of the P&A Senate's goals and on-going projects. A Vice Chair will be elected at the first meeting following spring quarter elections or a vacancy of the position.

Meetings: The P&A Senate shall meet at regular intervals, as designated by the Senate. Special meetings may be called by the Dean, by the Chair of the Senate, or by one-third of the membership of the Senate.

Structure: Changes to the structure, the election procedures, or the membership of the P&A Senate can be implemented with a majority vote of the academic professional and administrative staff in the School.

Section 6. Staff Association

The Staff Association shall address issues of concern to the civil service/bargaining unit staff in the School of Public Health. It shall advise and make recommendations to Division Heads/Institute Director, the Policy Council, or the Dean on matters of concern to the civil service/bargaining unit staff. It shall recommend civil service/bargaining unit staff to serve on standing committees or ad hoc committees of the School when such membership is deemed appropriate by the Dean. The Association shall review and comment upon proposed revisions to the School's Constitution or Bylaws before these are submitted to the voting faculty for ratification.

Members and Election: The membership of the Staff Association shall be composed of one civil service/bargaining unit representative from each Division and Institute, and a total of one for all the central administrative offices in the School. Each Division and Institute with more than 100 civil service/bargaining unit staff of at least 75 percent time shall elect a second member. Elected members will serve terms of two years each, with the terms staggered so that no more than 50 percent of the elected members are new each year. The election shall take place in the spring quarter for the new academic year.

Officers: Following the spring election, a Vice President will be selected from among the members. The Vice President of the Staff Association will automatically assume the role of President for the following year to help ensure continuity of the Staff Association's goals and on-going projects. If the Vice President cannot complete his/her term for any reason, then the Staff Association will conduct a special election among their members for a replacement at the next scheduled meeting.

Meetings: The Association shall meet at a regular interval, as designated by the Association. Special meetings may be called by the Dean, by the President of the Association, or by one-third of the membership of the Association.

Section 7. Student Senate

The Public Health Student Senate shall attempt to improve all aspects of graduate and professional education. The Student Senate shall work to create a positive environment for students to learn, work and socialize within the School of Public Health. The Student Senate shall consider any matter that directly influences or affects the graduate and professional student body in whole or part as a valid item for its interest and deliberation. A primary consideration will be that of an interdisciplinary approach to the solution of problems and the building of cohesion among the majors in the School.

The Public Health Student Senate shall act as the representative organization for the graduate and professional student body of the School of Public Health. They may appoint/nominate any School of Public Health student(s) (with that student's consent), to serve on any University or School committee or organization with full voting rights where such participation has been predetermined and agreed upon.

The Student Senate shall review and comment upon proposed revisions to the School's Constitution and Bylaws before these are submitted to the faculty for ratification.

Members: Each major in the School of Public Health will have one senator to represent up to 30 students. Any major exceeding 30 students will be permitted an additional senator. This number shall be determined by each major at the beginning of the academic year. Each major shall have its senator(s) elected by the end of the third week of fall quarter, to serve for the academic year. The Student Senate President must be informed of the representatives' names no later than the fourth week of fall quarter. The President shall be the only member of the Senate that does not represent a major. Each member of the Student Senate shall have one vote.

Officers: The officers of the Public Health Student Senate shall include: President, Secretary, Treasurer and President-elect. The President-elect will be voted into office during winter quarter and will assume the presidential position on the first day following the last day of spring quarter. The Public Health Student Senate shall elect its Secretary and Treasurer annually from its membership during the first meeting of fall quarter. The elected officers shall retain all the rights and privileges of members. They will remain as representatives to their majors. The duties of the officers shall be prescribed in the Student Senate Bylaws.

Meetings: The Student Senate shall meet at regular intervals. Special meetings may be called by the President of the Student Senate or one-third of the membership. Any student eligible to vote for student senators may be admitted to Student Senate meetings and shall be entitled to speak at the discretion of the Student Senate. Only elected student members (or predesignated alternates) shall be entitled to vote.

ARTICLE VI. AMENDMENTS

Section 1. Proposed amendments to the Constitution of the School of Public Health may be initiated by the Dean, the Policy Council, or by at least ten members of the voting faculty. Such proposals shall be distributed to Assembly members at least ten days in advance of the meetings at which they are to be discussed and considered. Such proposals shall be discussed at separate meetings of the Faculty, the P&A Senate, the Student Senate, the Staff Association, and the Assembly. Following the meeting of the Assembly at which the proposal is discussed, a mail ballot shall be distributed to each voting faculty member. All ballots received within ten days following distribution shall be counted. Approval by two-thirds of the voting faculty members who vote shall be required for amendment provided a simple majority of voting faculty (as defined in Article III., Section 3.) cast ballots. Such voting shall be held during fall, winter, or spring quarters, excluding the first ten days following the start of each of those quarters.

Section 2. Final Approval and Adoption: Proposed amendments to the Constitution, duly approved and ratified by the voting faculty of the School of Public Health in accord with Section 1. above, shall be submitted to the Provost for the Academic Health Center for transmission to the President of the University and Board of Regents for final approval. They shall be in effect as of the day following approval by the Board of Regents.

The Bylaws

ARTICLE I. Policy Council

Section 1. Members: Members of the Policy Council shall be as specified in the Constitution.

Section 2. Officers: The Dean shall serve as Chair of the Policy Council.

Section 3. Function and Powers: Function and powers shall be as specified in the Constitution.

Section 4. Election of Policy Council Members: During the spring quarter of each year, each Division and Institute shall hold an election to fill the position for any Division/Institute faculty representative whose term is expiring at the end of that academic year. The election will be held by secret ballot of the voting faculty of that Division and Institute.

During the spring quarter of each year, the School shall hold an election to fill the position for any at-large member whose term is expiring at the end of that academic year. Any member of the voting faculty of the School (as defined in Article III., Section 3.) may nominate any member of the voting faculty as a candidate for an at-large position and all nominating petitions must be signed by five members of the faculty. The election will be held by secret ballot of the voting faculty of the School. The winning candidates should receive a majority of the votes cast, provided a simple majority of voting faculty cast ballots. In the absence of a simple majority, there will be a run-off of the two candidates receiving the most votes in the initial election. The candidates receiving the highest number of votes in the run-off election will be the at-large representative.

Following the adoption of this Constitution, the outgoing Faculty Consultative Committee shall supervise the election of the at-large faculty members to the new Policy Council. The three candidates receiving the most votes will become the initial at-large faculty representatives. The recipient of the most votes will serve a three-year term, the second highest a two-year term, and the next highest will serve a one-year term. The initial terms of the faculty members elected by the Divisions/Institute will be determined by lot, with two three-year terms, two two-year terms, and one one-year term.

A member of the faculty may not serve more than two consecutive terms as an elected faculty representative to the Policy Council.

Policy Council members representing the P&A Senate, the Staff Association, the Student Senate and the Educational Policy Committee will be elected annually by the membership of each respective group.

ARTICLE II. Assembly and Faculty Meetings

Section 1. School Assembly

Meetings: Meetings of the School Assembly shall occur at least once each academic year upon the call of the Dean or upon the request of the Policy Council or at least ten members of the Assembly. Meetings will be convened following a ten day written notice.

Attendance: School members specified in Article V., Section 3. of the Constitution shall be eligible to attend Assembly meetings.

Presiding Officer: The Dean or a designate of the Dean shall preside at Assembly meetings.

Agenda: The agenda for Assembly meetings shall be developed in accordance with Article V., Section 3. and distributed to all members at least five working days in advance of the meetings. The agenda for special meetings shall be distributed to all members with the notice of the meetings.

Minutes: Minutes of all Assembly meetings shall be kept on file in the Dean's Office. Copies of such minutes shall be distributed to each member and will be available to other members of the School of Public Health through the Division/Institute offices.

Section 2. Faculty Meetings

Meetings: Meetings of the Faculty shall occur at least once each academic quarter. Special meetings may be called at the request of at least ten members of the faculty. Meetings will be convened following a ten day written notice.

Attendance and Voting: Faculty members (as specified in Article III., Section 1. of the Constitution) shall be eligible to attend meetings and have the right of the floor, but only those voting faculty (as specified in Article III., Section 3. of the Constitution) shall be eligible to vote in Faculty meetings.

Presiding Officer: The Dean of the School or a designate of the Dean shall preside at Faculty meetings.

Agenda: The agenda for Faculty meetings shall be developed by the Dean in consultation with the Faculty Consultative Committee and be distributed to all faculty at least five working days in advance of the meetings. The agenda for special meetings shall be distributed to all members with the notice of the meetings.

Minutes: Minutes of all Faculty meetings shall be kept on file in the Dean's Office. Copies of such minutes shall be distributed to each faculty member.

ARTICLE III. Parliamentary Procedure

The most recent edition of Robert's Rules of Order shall govern the conduct of all parliamentary situations except as may be otherwise specified in this Constitution and Bylaws. In situations where it is deemed appropriate by a Chair or presiding officer, a parliamentarian may be appointed, pro tempore, whose rulings shall be definitive and binding.

ARTICLE IV. Committees

Section 1. Standing Committees: The standing committees of the School shall be: Appointment, Promotion and Tenure Committee; Faculty Consultative Committee; Educational Policy Committee; Research Committee; Grievance Committee; and Recognition, Awards, and Honors Committee. The Policy Council shall function as a Committee on Committees. It shall be responsible for reviewing the role and function of standing committees. Election/appointment to standing committees will be structured to create overlapping, staggered terms, with approximately one-third of membership changing each year. All terms will be for a period of three years except for the Appointment, Promotion and Tenure Committee (which shall have terms of two years). Standing committee elections/appointments will take place each spring quarter for the following academic year. In the appointment process, an attempt shall be made to create diversity of consideration of factors such as tenure, experience, disciplinary background, and the expertise of committee members. Each committee will elect a Chairperson and may elect other officers as deemed necessary. The responsibility, membership, and means of appointment are defined for each standing committee as follows.

The Appointment, Promotion and Tenure Committee shall be responsible for the implementation of the provisions of the Academic Faculty Appointment, Promotion and Tenure Policy for the School of Public Health. Membership shall consist of one faculty member from each Division/Institute elected by eligible members of that Division/Institute, plus five members elected at-large. Division Heads/Institute Director are not eligible for membership. Members shall be elected for two-year terms by secret ballot of voting faculty and may be elected for a maximum of two consecutive terms.

The Faculty Consultative Committee shall be responsible for studying and making recommendations to the faculty regarding matters of concern to the faculty of the School. It shall represent, discuss, and seek action on behalf of the faculty. Members shall consist of faculty members elected to the Policy Council.

The Grievance Committee shall be responsible for hearing grievances brought forth by members of the School of Public Health and shall make recommendations as defined by the University Grievance Policy. Membership shall consist of two faculty members of the School of Public Health, two students, one civil service/bargaining unit staff, and one academic professional and administrative staff, plus three faculty members from outside of the School of Public Health. School of Public Health faculty, staff, and student members shall be elected by their respective groups, and external members will be named by the University Grievance Office. The committee Chair will be an external committee member appointed by the University Grievance Office.

The Research Committee shall be responsible for making recommendations to the Dean regarding distribution of special School research funding. Committee membership shall consist of one faculty member from each Division/Institute, two students, and one academic professional and administrative staff. Vacancies will be filled through appointment by the Dean upon recommendation of the respective Division/Institute, Student Senate President, or P&A Senate Chair.

The Educational Policy Committee shall be responsible for studying and making recommendations to the Policy Council and the Dean regarding modification of or additions to the School of Public Health Educational Policies and education issues of School-wide importance, including but not limited to periodic review of core area education requirements for the School of Public Health, review and monitoring of existing courses, approval of proposed courses, review of proposed degree programs, and providing a forum for negotiating course requirement issues. The membership shall consist of one faculty member from each cluster of School of Public Health and Graduate School majors plus one student representative. Other significant educational activities may be represented as the Educational Policy Committee shall decide. Vacancies will be filled through appointment by the Dean upon recommendation of the respective major or program directors or Student Senate President.

The Recognition, Awards and Honors Committee shall be responsible for fostering the recognition of outstanding contributions by members of the School community and its alumni, including seeking and reviewing nominations and making recommendations for internal and external awards. Membership shall consist of one faculty member from each Division/Institute, one student, one civil service/bargaining unit staff, one academic professional and administrative staff, and a representative of the School of Public Health Alumni Society. Vacancies will be filled through appointment by the Dean upon recommendation of the respective Division Head/Institute Director, or President/Chair of the Student Senate, Staff Association, P&A Senate, or Alumni Society.

Section 2. Other Standing Committees: The Dean, with approval of the Policy Council, is empowered to create other standing committees and appoint members.

Section 3. Special Committees: Special, ad hoc committees may be created by the Dean, Policy Council, or School Assembly to study and make recommendations on special topics. Special committees shall have a defined charge, appropriate diversity in membership related to the topic and charge, a limited time for operation, and a reporting requirement.

ARTICLE V. Amendment of the Bylaws

Section 1. Proposals for amending these Bylaws of the School of Public Health may be initiated by the Dean, the Policy Council or by at least ten members of the voting faculty, as defined in Article III., Section 3. of the Constitution. Such proposals shall be presented and discussed at meetings of the Faculty, P&A Senate, the Student Senate, Staff Association, and the School Assembly. Following the Assembly meeting at which the proposal(s) is discussed, a mail ballot shall be distributed to each voting faculty member. All ballots received within ten days following distribution shall be counted. Approval by a majority of the voting faculty who vote shall be required for amendment of the Bylaws provided a simple majority of voting faculty (as defined in Article III., Section 3.) cast ballots. Such voting may be held during fall, winter or spring quarters, excluding the first ten days following the start of those quarters.

Section 2. Final Adoption: Proposed amendments to these Bylaws, duly approved and ratified by the voting faculty of the School of Public Health in accord with Section 1. above, shall be submitted to the Provost for the Academic Health Center for transmission to the President of the University and the Board of Regents. They shall be in effect as of the day following transmission to the Board of Regents.

Original Constitution and Bylaws Approved by University of Minnesota Board of Regents, May 1980.

Revised Constitution and Bylaws Reviewed by School of Public Health Faculty, September 16, 1982.

Revised Constitution and Bylaws Approved by University of Minnesota Board of Regents, January, 1983.

Revised Constitution and Bylaws Reviewed at School of Public Health Faculty meeting, May 10, 1993.

Revised Constitution and Bylaws Approved and Ratified by School of Public Health Faculty, May 26, 1993.

Revised Constitution and Bylaws, dated June 2, 1995, Approved and Ratified by School of Public Health Faculty, June 12, 1995.

**Institute of Technology
University of Minnesota**

**CONSTITUTION
AND
BYLAWS**

**Adopted
November, 1992**

INSTITUTE OF TECHNOLOGY CONSTITUTION

Approved Text November 4, 1992

PREAMBLE

SECTION 1. Collegiate Name and Purpose

1.1 The Institute of Technology, a collegiate unit of the University of Minnesota, is dedicated to education and scholarship in the areas of Engineering and the Mathematical and Physical Sciences. The purpose of these educational programs is to offer instruction and degree programs at the undergraduate, graduate and continuing education levels. It is equally the responsibility of the Institute of Technology to encourage and maintain disciplinary research and service activities which will enlarge these bodies of knowledge and serve society.

SECTION 2. Constitution

2.1 The purpose of the constitution of the Institute of Technology is to foster an active, informed faculty and to promote open communication among the faculty, professional and administrative staff, civil service staff, student/professional training appointees, students, and the administration of the Institute of Technology. The constitution provides a framework in which the roles of these groups are defined in the initiation of recommendations, the formulation of decisions, and the communication of the basis for decisions to those affected.

2.2 This constitution is not part of the employment contract between the University and its employees. It does not establish terms and conditions of employment.

The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.

ARTICLE I. GENERAL POWERS

SECTION 1. Distribution of Powers

I.1.1 All matters relating to the educational and administrative affairs of the Institute of Technology are committed to the Dean and the Institute of Technology faculty, as delegated by the Board of Regents and in accord with the constitution of the University Senate, and consistent with actions of these bodies heretofore or hereafter taken.

ARTICLE II. DEAN OF THE INSTITUTE OF TECHNOLOGY

SECTION 1. Duties and Authority

II.1.1 The Dean of the Institute of Technology, as the chief representative and executive officer, shall have general administrative authority over the Institute affairs. The Dean must be a tenured member of the faculty in one of the Institute's departments and schools listed in Article I, Section 1 of the Bylaws. The Dean shall be responsible for formulating policies, introducing and testing educational ideas and proposals, and stimulating Institute discussions leading to improvement of the educational programs of the Institute. The Dean shall be responsible for the encouragement and maintenance of the research and service efforts of the Institute. The Dean shall be responsible for the preparation of the annual budget of the Institute of Technology. The Dean shall have the responsibility to establish reviews of the various schools and departments listed in Article I, Section 1, of the Bylaws and also the Institute as a whole or in part. The Dean shall send copies of the review summary to the school or department concerned, the Vice Provost for Arts, Sciences, and Engineering, the Senior Vice President for Academic Affairs, and the Board of Regents. The Dean's responsibilities also shall include both strengthening the Institute and its programs and interpreting those programs to the University and the community.

II.1.2 In order to further these aims, the Dean shall have the right to appoint Associate Deans, Assistant Deans, and other administrative officers who will serve at the Dean's pleasure. These appointments shall be made in a manner consistent with University search and tenure policies.

SECTION 2. Appointment of the Dean

II.2.1 The Dean of the Institute of Technology shall be appointed by the Board of Regents upon recommendation of the President or the President's designee. The President or the President's designee shall appoint a search committee to recommend candidates for the position of Dean. Department faculties will be invited to provide a list of nominations for search committee membership. The President or the President's designee shall choose members of the search committee from these nominations and has the prerogative to add other members. A majority of search committee members shall be regular members of the faculty of the Institute of Technology. The President or the President's designee shall provide to the search committee a written charge which will include the number of names of candidates to be received. The search process should provide faculty, staff, and students with an opportunity to meet with or hear from candidates who are publicly announced as finalists for the position.

II.2.2 The Dean shall be appointed by the Board of Regents upon recommendation of the President or the President's designee for an initial fixed term of three years (J appointment). In the third year of the initial appointment, the Senior Vice President for Academic Affairs or the Senior Vice President's designee shall appoint a committee to conduct a major review of the Dean. Department faculties will be invited to provide a list of nominations for review committee membership. Subsequent appointments for the incumbent Dean shall be annual and renewable (K), based each year on a performance evaluation carried out in accordance with University policy. Every subsequent five years this annual review will take the form of a major review to be carried out by a committee appointed by the Senior Vice President or the Senior Vice President's designee. All review committees must include at least one

member from each of the Institute's departments and schools, as listed in Article I, Section 1 of the Bylaws.

II.2.3 Concurrent with the second major review, as the Dean is finishing the eighth year of service, the regular faculty of the Institute will vote by mail ballot to recommend whether or not the term of office should be extended. Concurrent with a third or later major review, as the Dean is finishing the thirteenth or later year of service, the faculty will again vote by mail ballot to recommend whether or not the term of office should be extended. It will be the responsibility of the review committee to organize, tabulate, consider, and report the vote of the faculty in conjunction with the second and later major reviews.

II.2.4 The procedure for the faculty of the Institute of Technology to recommend a recall of the Dean is initiated by the filing with the Vice Provost for Arts, Sciences, and Engineering of a petition to recall signed by a minimum of 30% of the regular faculty of the Institute, as defined in paragraph III.1.2. The Vice Provost shall then schedule a meeting of the faculty of the Institute in order to discuss and vote on the motion to recall. A two-thirds vote of the regular faculty of the Institute shall be required to recommend to the President or the President's designee that the Board of Regents be asked to declare a vacancy to exist in the position of Dean.

SECTION 3. Faculty Recommendations

II.3.1 The Dean shall make recommendations to the Senior Vice President for Academic Affairs or the Senior Vice President's designee on all faculty appointments, promotion, tenure, and salary adjustments following consultative procedures within the Institute described in Article VI, Section 5.

SECTION 4. Consultation on Budget

II.4.1 The Dean, as chief executive officer of the Institute, shall have final authority to make budgetary recommendations to the Senior Vice President for Academic Affairs or the Senior Vice President's designee.

The Dean shall, however, consult with School and Department Heads concerning budgetary matters which affect the Institute as a whole. Consultation on individual department budgets shall follow procedures described in Article VI, Section 5.

SECTION 5. Dean's Committees

II.5.1 The Dean may constitute Dean's Committees to act in advisory capacities. Unless specified elsewhere, the Dean may appoint members of these committees. A statement of the charge and the membership of Dean's Committees shall be distributed to all faculty members at the beginning of the fall quarter. These committees shall file reports with the Dean, who may release these reports at his discretion to interested parties.

ARTICLE III. THE FACULTY

SECTION 1. Membership

III.1.1 The faculty of the Institute of Technology shall consist of the President of the University, the Senior Vice President for Academic Affairs, the Vice Provost for Arts, Sciences, and Engineering, all faculty personnel, as defined by the University, holding appointments as Instructor, Assistant Professor, Associate Professor, Professor, or Regents' Professor who are budgeted through the departments, schools, or other units of the Institute of Technology, including members on leave, and the Dean and Associate and Assistant Deans, if they hold faculty rank.

III.1.2 The regular faculty of the Institute of Technology are those individuals in the ranks specified above with either a probationary or tenured appointment.

III.1.3 The non-regular faculty of the Institute of Technology are those individuals in the ranks specified above with neither a probationary nor tenured appointment.

III.1.4 Faculty of other units which are not administratively within the Institute of Technology may be granted membership in the Institute of Technology faculty upon their request by action of the Faculty Assembly (see Article V).

SECTION 2. Rights and Responsibilities

III.2.1 The faculty of the Institute of Technology shall be governed by the policies (and constitution, where applicable) of the Board of Regents, the Senate, the Twin Cities Campus Assembly, and the University's central administration, and by the University's *Regulations Concerning Faculty Tenure*, in all matters addressed by those documents or policies, including, but not limited to, academic freedom and responsibility, sexual harassment, and promotion and tenure.

III.2.2 Each regular faculty member shall have the right to vote in the Institute of Technology Faculty Assembly and in meetings of the faculty member's department. In addition, those regular members specified in the University Senate Constitution shall have the right to vote in University Senate elections.

III.2.3 A non-regular faculty member does not have voting privileges in the Institute of Technology Faculty Assembly, unless granted such privileges under the special provisions specified in Article V, Section 2.

III.2.4 A non-regular faculty member does not have voting privileges in departmental meetings, unless granted such privileges under the special provisions specified in Article VI, Section 4.

SECTION 3. Faculty Tenure

Policies and procedures concerning faculty tenure, including removal for cause, shall be identical at all times to policies and procedures specified in the University's *Regulations Concerning Faculty Tenure*.

ARTICLE IV. OTHER CONSTITUENCIES

SECTION 1. Definitions

IV.1.1 Other constituencies are groups other than the faculty that participate in activities of the Institute of Technology.

SECTION 2. Academic Professional and Administrative (PA) Staff

IV.2.1 Academic professional and administrative (PA) staff shall consist of professional personnel who are assigned to duties enhancing the research, teaching, and service functions of the Institute of Technology and administrative personnel who are involved in policy development or execution or in directing, coordinating, or supervising activities in the Institute of Technology.

IV.2.2 Academic professional and administrative (PA) staff in the Institute of Technology shall be governed by the University's *Academic Professional and Administrative Staff Policies and Procedures* in all matters addressed by this document which are in effect at the time of adoption or amendment of this constitution or as said document is subsequently amended, including, but not limited to, policies on appointment, evaluation, termination, grievance procedures, and salaries and benefits.

SECTION 3. Civil Service Staff

IV.3.1 Civil service employees are support staff and scientific/technical staff hired through the University's Office of Human Resources and affiliated with units administratively within the Institute of Technology.

IV.3.2 Civil service employees in the Institute of technology shall be governed by the University's *Civil Service Rules* in all matters addressed by this document which are in effect at the time of adoption or amendment of this constitution or as said document may be subsequently amended, including, but not limited to, policies and procedures on position classification, compensation, probationary period, performance rating, dismissal, and grievance procedures.

SECTION 4. Student/Professional Training Appointees

IV.4.1 Student/professional training appointees are those holding appointments in the 95XX classes, such as graduate assistants and post-doctoral associates.

SECTION 5. Students

IV.5.1 Students are those undergraduate students enrolled and currently registered in undergraduate degree programs or the Lower Division of the Institute of Technology and all those graduate students admitted to a graduate degree program offered by one of the departments or schools of the Institute of Technology.

SECTION 6. Rights and Privileges

IV.6.1 Members of these other constituencies are expected to participate in the affairs of the Institute of Technology, including its governance, its committee structure, and its grievance procedures. Representation on Institute of Technology committees shall be according to policies and procedures specified in the Bylaws.

ARTICLE V. THE I.T. FACULTY ASSEMBLY

SECTION 1. Definition and Function

V.1.1 The policy-making and legislative body of the Institute of Technology shall be the I.T. Faculty Assembly.

SECTION 2. Membership

V.2.1 The I.T. Faculty Assembly shall consist of all members of the faculty of the Institute, as defined in Article III. Voting members of the I.T. Faculty Assembly shall consist of all members of the regular faculty of the Institute, as defined in Article III. With the approval of the voting members of the I.T. Faculty Assembly, other individuals, by reason of their academic interests, may be invited to become voting members of the I.T. Faculty Assembly for specific terms.

SECTION 3. Officers

V.3.1 The Dean of the Institute shall be the Chair of the Faculty Assembly and shall appoint from the membership a Secretary of the Faculty whose term of office shall be 3 academic years with the possibility of reappointment, and who shall keep minutes of meetings and perform other functions as may be assigned by the Assembly or by the Dean. The Faculty Assembly shall elect yearly from its membership a Vice Chair who shall preside in the absence of the Dean or when the Dean takes the floor.

SECTION 4. Meetings

V.4.1 The Faculty Assembly shall meet at least once in each quarter of the academic year. Special meetings of the Assembly may be called by petition of ten percent of the voting members presented to the Secretary of the Faculty or by the Dean. Meeting agenda for regular and special meetings shall be circulated to the faculty at least 10 days prior to meetings. For special meetings called by petition, the agenda items shall be confined to those issues mentioned in the petition. Items for the agenda must be submitted by a voting member of the Faculty Assembly to the Secretary of the Faculty at least 15 days prior to meetings. The Faculty Assembly may determine the rights of attendance and participation by other individuals. Student and staff members of Faculty Assembly Committees shall have the privilege of speaking on the report of their committee before the Faculty Assembly. The minutes of each Assembly meeting shall be sent to all members of the Faculty Assembly and shall also be available in the Dean's Office.

SECTION 5. Quorum and Rules

V.5.1 Ten percent of the regular faculty at the beginning of fall quarter shall constitute a quorum for that year. The Assembly shall make its own rules of procedure, but in cases to which no explicit rule applies, or when applicability or interpretation of rules is in doubt, *Robert's Rules of Order* shall govern. If action on agenda items cannot be taken because of lack of a quorum of voting members and the Dean determines that action cannot be delayed until the meeting of the subsequent quarter, the Dean may call a special meeting of the faculty to take necessary

action or may conduct a mail ballot of the voting faculty. If a special meeting fails to produce a quorum or a quorum does not vote in a mail ballot, the Dean may take action on those items for which action is required.

SECTION 6. Authority and Responsibility

V.6.1 The Faculty Assembly shall have general legislative authority over educational matters affecting the Institute as a whole, including the power and responsibility to:

- a. Make Bylaws for the implementation of this Constitution.
- b. Make provisions, rules, and regulations necessary for the governance of the Institute.
- c. Discuss and act upon matters involving the educational policies of the Institute, including all matters concerning courses, curriculum, and degree programs.
- d. Receive and discuss reports or recommendations submitted by the Dean, or request such reports or recommendations on any matter affecting policy regarding the Institute's activities.

SECTION 7. Creation of Assembly Committees

V.7.1 The Faculty Assembly shall establish a Grievance Committee to resolve grievances brought by faculty, staff or students in accordance with the University-wide grievance rules or other applicable University grievance policies.

7.2 The Faculty Assembly may create other Assembly Committees as are required by policies established by the Board of Regents or are considered necessary for accomplishing the objectives of the Institute. Assembly Committees may create subcommittees when necessary. Committees and subcommittees are responsible to the body that created them. Subcommittee membership, unless specified to the contrary, may include persons who are not members of the committee to which the subcommittee is responsible.

SECTION 8. Appointment of Members to Assembly Committees

V.8.1 Except in cases in which the selection of members is specified in the establishment of the committee, all members of assembly committees shall be appointed by the Dean. Membership in the Institute faculty shall not be prerequisite to such appointments.

SECTION 9. Minutes of Assembly Committees

V.9.1 All Assembly Committees shall keep minutes of their meetings and proceedings. Copies of these minutes shall be placed on file in the Dean's office and shall be available to anyone.

ARTICLE VI. DEPARTMENTS AND SCHOOLS

SECTION 1. Organizational Units

VI.1.1 The department or school as established by the Board of Regents and as specified in the Bylaws, Article I, Section 1, shall be considered the basic organizational unit of the Institute. Proposals to change the Institute structure shall be presented by the Dean to the Faculty Assembly. Approval or disapproval by a majority of those present at a meeting of the Faculty Assembly shall constitute the recommendation of the Faculty Assembly to the Board of Regents. This recommendation shall be transmitted promptly to the Board of Regents by the secretary.

VI.1.2 Organizational units reporting directly to the Dean other than departments and schools (for example, "programs" or "centers") may be created by the Dean in order to carry out the Institute's mission. The creation or disestablishment of such units must be reported to the Senior Vice President for Academic Affairs and to the Institute faculty. In creating such units, the Dean must specify appropriate appointment and review procedures for all of the unit's personnel. All personnel in such units with faculty rank must hold faculty appointments in the Institute's departments or schools. All non-faculty personnel in such units shall be considered to be associated with the I.T. Administration

for the purpose of committee representation and other such purposes, as established in this constitution and its bylaws.

VI.1.3 The Institute's departments and schools may create subunits (for example, "programs," "centers," or "laboratories") for purposes of organizing their activities or giving certain activities greater visibility. With regard to the rights and responsibilities of the Institute's faculty, staff, and students, as established in this constitution and its bylaws, faculty, staff and students affiliated with such subunits are regarded as faculty, staff and students of the parent department or school.

SECTION 2. Membership

VI.2.1 The membership of a department shall consist of those faculty, academic professional and administrative staff, civil service staff, and students related to the department. The department faculty shall consist of all individuals assigned to the department who are defined as faculty members in Article III. Academic professional and administrative staff shall consist of those individuals in those categories who are assigned to that department. Civil service staff shall consist of those individuals in that category who are assigned to that department. Student membership in the department is defined to be all students who are degree candidates in the department and such other groups of students designated by the department faculty.

SECTION 3. Department and School Heads and Chairs

VI.3.1 Department and School Heads and Chairs are responsible for the general administration of the department. These responsibilities shall include consulting with department faculty, staff, and students and making recommendations to the Dean, execution of University, Institute, and department policies, and the management of department funds and department governance procedures. The Head or Chair is also responsible for the encouragement of the educational, research and service efforts of the department.

VI.3.2 Heads or Chairs of Departments and Schools shall be appointed by the Dean for terms not longer than 5 years and shall be eligible for additional terms. For the original appointment, the Dean shall appoint a search committee to recommend candidates for Head or Chair. The Department faculty will be invited to provide nominations of members for the search committee. The Dean shall choose members of the search committee from the nominations and has the prerogative to add other members to the search committee. The Dean shall provide the search committee with a written charge, which will include the number of names of candidates to be submitted for consideration.

VI.3.3 The Dean shall have the right to initiate a review of the performance of a Department or School Head or Chair. This review is mandatory before reappointment to a new term of office, but may be initiated at an earlier time, if the Dean believes it advisable. The Department faculty will be invited to provide nominations of members for the review committee. The Dean will appoint the review committee, which will be principally composed of members of the faculty of the Institute. A written report of the review shall be provided to the Dean, to the faculty of the department, to the President, to the Senior Vice President for Academic Affairs, and to the Vice Provost for Arts, Sciences, and Engineering.

VI.3.4 Concurrent with the second five year review, as the Head or Chair is finishing the tenth year of service, the regular faculty of the Department will vote to recommend whether or not the term of office should be extended for an additional five years, on an annual and renewable basis, subject to annual performance evaluations. Concurrent with a third or later five year review, as the Head or Chair is finishing the fifteenth or later year of service, the faculty will again vote to recommend whether or not the term of office should be extended for an additional five years. It will be the responsibility of the review committee to organize, tabulate, consider and report the vote of the faculty in conjunction with the second and later five year reviews.

VI.3.5 The procedure for the faculty of a department to recommend a recall of a Department or School Head or Chair is initiated by the filing with the Dean of a petition to recall signed by a minimum of 30% of the regular faculty of the department. The Dean shall then schedule a

meeting of the faculty in order to discuss and vote on the motion to recall. A two-thirds vote of the regular faculty of the department shall be required to recommend to the Dean that the Dean declare a vacancy to exist in the position of Head or Chair.

SECTION 4. Meetings

VI.4.1 Each department or school shall hold at least one departmental faculty meeting in each quarter of the academic year for consideration of matters concerning department policy. Agenda for such meetings shall be transmitted one week in advance to all persons eligible to attend. Minutes shall be kept at all department faculty meetings. These minutes shall be sent to all faculty eligible to attend the meeting to which the minutes refer, to the Dean, and to other individuals to be determined by the particular faculty. The faculty of a department shall have the right to determine attendance, participation and voting privileges for student and staff members of that department at the department faculty meetings. Voting shall be by secret ballot on any occasion on which ten percent of the faculty membership of the department requests this procedure.

SECTION 5. Consultation on Budget and Rank

VI.5.1 Recommendations on matters of general concern regarding departmental budgets shall be made to the Dean by the Department or School Head or Chair after consultation with members of the department or school. Recommendations concerning the rank and tenure of current faculty members shall be made to the Dean according to procedures described in the current *Regulations Concerning Faculty Tenure*, as adopted by the Board of Regents. Recommendations concerning the rank and tenure of prospective faculty members shall be made to the Dean according to established University search procedures and procedures described in the current *Regulations Concerning Faculty Tenure*, as adopted by the Board of Regents. Recommendations dealing with salaries of individuals shall be made to the Dean by the Head or Chair of the department or school.

SECTION 6. Grievance Policies and Procedures

VI.6.1 Grievance policies and procedures for the Institute's faculty, staff, and students are as specified in the University's applicable grievance policies and procedures.

VI.6.2 The grievance officer for faculty, staff, and students in units other than departments and schools that report directly to the Dean shall be selected by the Institute Consultative Committee from among eligible individuals in these units.

ARTICLE VII. FACULTY REPRESENTATIVES TO THE UNIVERSITY SENATE

SECTION 1. Eligibility

VII.1.1 The Constitution of the University Senate specifies (a) who shall be eligible for election to that body, (b) the number of Senate members each college, school or other unit may elect and (c) who shall be eligible for reelection.

SECTION 2. Invitations for Nominations of Faculty Representatives

VII.2.1 The information dealing with faculty representatives referred to in Section 1 shall be transmitted annually in the spring quarter, by the Dean, to all departments, schools and other units administratively within the Institute of Technology. At the same time that the Dean transmits this information, the Dean shall solicit nominations for faculty representatives to the University Senate from each eligible unit of the Institute.

SECTION 3. Nominating Procedures

VII.3.1 Each department, school or other unit administratively within the Institute shall designate a number of nominees proportionate to its

representation in the faculty. The Dean shall annually inform each eligible unit of the number of nominations it may make, and the departments, schools and other units shall submit their slates of nominations to the Dean. Nothing shall prohibit any eligible unit from nominating faculty members from units of the Institute other than its own or from the list of academic staff members not regularly attached to an existing faculty who vote with and may serve as representatives of the Institute of Technology. The Dean shall make the nominations known sufficiently before the time of election so that additional persons may be nominated on petition to the Dean. Such petitions shall be signed by at least fifteen members of the regular faculty of the Institute.

SECTION 4. Alternate Representatives

VII.4.1 The Institute shall elect alternate representatives to the Senate, in a number not to exceed the number of Institute representatives. Alternates and representatives shall not be paired. Any representative may designate any alternate from the Institute to serve in the representative's place and stead by written notice to the clerk prior to the commencement of any meeting. No alternate may substitute for more than one representative at any given meeting. The terms of office for alternates shall be one year and they shall be elected at the same time and in the same manner as representatives. Service as an alternate shall not be counted with respect to eligibility as a representative.

SECTION 5. Methods of Election

VII.5.1 Election to the University Senate shall be by secret ballot. The ballots shall be prepared in the office of the Dean, and, after the faculty has voted, shall be returned there. These ballots shall be distributed to all faculty who are defined to be eligible by the University Senate Constitution and Bylaws and are administratively within the Institute of Technology. Ballots shall be counted by the Secretary and the Vice Chair of the Faculty Assembly. A list of candidates arranged in the order of number of votes cast for each beginning with the largest

number shall be prepared. In an election in which N representatives are to be chosen, the N individuals on this list shall be elected representatives and the next M shall be elected as alternates where M is a number not to exceed the number of Institute representatives to the University Senate. In a circumstance in which an election for one or more of the senate seats is for part of a full term, those seats which carry a full term shall be assigned to those nominees with the highest number of votes, next, the seats with the largest fractional term shall be assigned. This procedure shall be followed until all N positions are filled. Ties will be broken by a coin flip or equivalent method. The results of the election, including the number of votes received by each candidate, shall be reported to the faculty and the Clerk of the University Senate.

VII.5.2 Vacancies which occur in the list of Senate Representatives shall be filled with an appointment by the Dean. The individual appointed shall be the Senate Alternate who in the previous election received the largest number of votes among all current Senate Alternates.

ARTICLE VIII. AMENDMENTS, INTERPRETATIONS, IMPLEMENTATION

SECTION 1. Amendments

VIII.1.1 The Constitution and Bylaws of the Institute may be amended by a two-thirds majority of those voting members present at a meeting of the Faculty Assembly, such amendment to be introduced by proposal from a standing committee or by a petition signed by ten percent of the regular faculty and presented to the Secretary of the Faculty. All amendments shall be reviewed by the Institute Consultative Committee and their recommendation presented to the Faculty Assembly. Notice of such proposed amendments, together with the recommendation of the Institute Consultative Committee, shall be given in writing to all members of the faculty at least 30 days before the Faculty Assembly is called upon to act on them. The amendment to the Constitution will become effective when approved by the Senior Vice President for Academic Affairs. Amendments to the Bylaws become effective when approved by the Faculty Assembly.

SECTION 2. Interpretation

VIII.2.1 Final authority to interpret this Constitution shall reside in the Faculty Assembly.

SECTION 3. Implementation

VIII.3.1 This Constitution shall become effective immediately after its adoption by the faculty of the Institute in a Faculty Assembly and its approval by the Senior Vice President for Academic Affairs. Adoption will require a majority vote of the faculty of the Institute. If a majority vote is not obtained, a mail ballot of the Institute faculty shall be conducted.

BYLAWS

ARTICLE I. THE FACULTY

SECTION 1. Membership

I.1.1 For faculty membership purposes, the following departments or schools shall be considered to be within the Institute of Technology:

Department of Chemistry

Department of Chemical Engineering & Materials Science

Department of Computer Science

Newton Horace Winchell School of Earth Sciences

Department of Aerospace Engineering & Mechanics

Department of Civil and Mineral Engineering

Department of Electrical Engineering

Department of Mechanical Engineering

School of Mathematics

School of Physics and Astronomy

I.1.2 Except for Senate representation, this faculty membership shall also extend individually and collectively to the faculty of the Department of Agricultural Engineering and to the faculty of the School of Statistics.

I.1.3 For purposes of University Senate representation and voting, individuals appointed in the Office of the Dean who are eligible to vote in Senate elections will be assigned to an appropriate department or school in the above list.

ARTICLE II. STANDING COMMITTEES

SECTION 1. Administrative Council

II.1.1 The Administrative Council of the Institute of Technology is established as a Dean's Committee and shall consist of the Heads and Chairs of the various Departments and Schools of the Institute. The Dean and an Associate Dean, as determined by the Dean, act as Chair and Vice Chair of the Council, respectively. The Council is the direct channel of communication between the Dean's Office and the academic units.

SECTION 2. Curriculum Committee

II.2.1 The Curriculum Committee is established as an Assembly Committee and shall consist of a representative from each department or school offering a curriculum in the Institute. These representatives shall be selected for one year terms by each department or school. The Committee shall also have four student representatives, with at least one from the senior class in the Institute and at least one from recommendations by the Associate Dean for Student Affairs in consultation with the I.T. Student Board Committee on Committees. The Chair of the committee shall be chosen by the Dean from among the faculty members of the committee. The Director of Undergraduate Studies for the Institute is an ex-officio non-voting member of the committee.

II.2.2 The Curriculum Committee shall consider issues dealing with the undergraduate courses and curricula in the Institute. The committee shall consider all matters of course additions, course deletions, significant changes in course content, changes in course prerequisites and other related questions brought before it by the various units of the Institute. Recommendations of the committee shall be forwarded to the Faculty Assembly for action. All graduate courses offered by the

various units in the Institute are to be reported to the committee for information.

II.2.3 Changes in each undergraduate curriculum shall be reported to the Curriculum Committee for information. The Dean shall have the power to request a study of a particular curriculum by the Curriculum Committee. Its recommendations in this matter shall be reported to the Faculty Assembly for action.

II.2.4 The Chair of the I.T. Curriculum Committee may refer matters of common concern of a particular group of departments within the Institute to a subcommittee consisting of representatives from those departments concerned. The Dean may call a meeting of the faculty of this group of departments in order to consider recommendations of this sub-committee.

SECTION 3. Institute Consultative Committee

II.3.1 The Institute Consultative Committee is established as an Assembly Committee. The committee shall be composed of five elected members of the regular faculty, two members of the regular faculty appointed by the Dean, one elected representative of the academic professional and administrative staff, one elected representative of the civil service staff, one undergraduate student selected by the IT Student Board, and one graduate student selected by the Institute members of the Council of Graduate Students.

II.3.2 Each department and school administratively within the Institute shall designate a number of faculty nominees proportionate to its representation in the faculty. The Dean shall annually inform each eligible unit of the number of faculty nominations it may make, and the departments and schools shall submit their suggestions of faculty nominations to the Dean. The nomination process and election of faculty members of the committee shall take place at the same time as the nomination process and election for the University Senate.

II.3.3 At the same time the departments and schools submit their slates of faculty nominees, notice will be sent to all of the Institute's academic

professional and administrative staff and to all of the Institute's civil service staff asking for nominations for representatives of these constituencies. The academic professional and administrative staff and the civil service staff will then elect by mail ballot their representatives from among the nominees. The I.T. Student Board and the Institute members of the Council of Graduate Students will be asked to appoint the undergraduate and graduate student representatives at the same time elections are held for the faculty and staff representatives.

11.3.4 All members of the I.T. Consultative Committee, whether elected or appointed, will serve for a term of one academic year and may be reelected or reappointed. The Consultative Committee at its first meeting of each academic year shall elect a Chair from among the faculty members of the committee.

11.3.5 The duties of the Institute Consultative Committee shall be to conduct reviews and make recommendations to the Dean concerning matters relating to the welfare of the faculty, students, and staff of the Institute and to offer advice to the Dean regarding the instructional, research, and service activities of the Institute. Regular meetings of this committee will be held at least once a quarter during the academic year and reports of the activities of the committee shall be made once each quarter of the academic year to the Faculty Assembly.

11.3.6 The faculty members of the Consultative Committee shall constitute an Executive Consultative Committee that the Dean may use for advisory purposes.

SECTION 4. Institute Grievance Committee

11.4.1 The Institute Grievance committee is established as an Assembly Committee. The committee shall be composed of 6 members, four of whom are selected by the I.T. Consultative Committee and two of whom are appointed by the University Senate Committee on Committees from

faculty, staff, and students of other colleges. Of the Institute members, two will be members of the regular faculty, one a member of the staff, and one a student.

11.4.2 At the same time a department or school submits its slate of faculty nominees for the University Senate and the I.T. Consultative Committee, it shall also nominate from the department or school one person for each of the following constituencies: regular faculty members, professional academic and administrative staff, civil service staff, undergraduate students, graduate students. The Dean's Office shall also submit a slate of such nominees for professional academic and administrative staff and civil service staff for the Dean's Office and for all units other than departments or schools reporting directly to the Dean. Following the election of faculty representatives to the University Senate and the Consultative Committee, the Consultative Committee shall appoint from these nominees the Institute representatives of the I.T. Grievance Committee for the following year.

11.4.3 The duties of the Institute Grievance Committee are as specified by current University grievance policies and procedures.

SECTION 5. Academic Standards and Student Affairs Committee

11.5.1 The Academic Standards and Student Affairs Committee is established as an Assembly Committee and shall consist of one faculty member chosen by each department or school offering curriculum within I.T., the Associate Dean for Student Affairs as an ex-officio voting member and chair of the committee, and at least two student voting members of this committee nominated by the chair in consultation with the I.T. Student Board Committee on Committees and appointed by the Dean.

11.5.2 The Academic Standards and Student Affairs Committee is charged with review and implementation of standards for student admission and student retention, for grading policies, and for classroom conduct guides. The committee also acts on academic petitions submitted by students. In addition, all proposed changes in entrance requirements and continuation requirements must be recommended by this committee for action to the Faculty Assembly.

Constitution and Bylaws

College of Veterinary Medicine

University of Minnesota



*Changes made and Ratified by CVM Faculty Vote
August 1990*

*Changes made and ratified by CVM Faculty Vote
March 1987*

*Board of Regents Approval
December 1984*

*Changes made and Ratified by CVM Faculty Vote
July 1981*

*Revised and Approved by CVM Faculty and
Central Administration, January 1974*

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**CONSTITUTION AND BYLAWS
UNIVERSITY OF MINNESOTA
COLLEGE OF VETERINARY MEDICINE**

PREAMBLE

The College of Veterinary Medicine of the University of Minnesota is dedicated to education in the art and science of veterinary medicine, to the search for knowledge, to academic excellence and to the service of the veterinary medical profession and the people of the State. It is the purpose of this constitution to foster an effective, informed faculty and to promote open communication among the faculty, students, graduate students, civil service personnel and the administration of the College and affiliate departments. Toward this end, the constitution provides a democratic framework in which are defined the roles of the faculty, students, graduate students, civil service and administration in initiating recommendations, formulating decisions and communicating the basis for decisions to those affected.

ARTICLE I

GENERAL POWERS

1.0 Distribution of Powers Delegated by the Board of Regents:

All powers relating to the educational and administrative affairs of the College of Veterinary Medicine, consistent with actions or policies of the Board of Regents of the University of Minnesota, the University Senate and the Twin Cities Campus Assembly are, for the purpose of governing the College under and by the Regents, committed to the Dean, the faculty, the student body, graduate student body and the civil service body as herein provided. These powers may be modified by subsequent action of the Board of Regents.

ARTICLE II

THE DEAN

1.0 The Dean

shall be the chief executive of the College of Veterinary Medicine. The Dean shall have general administrative authority over College affairs and budgets and shall be the representative spokesman of the faculty, students and civil service personnel where appropriate. The Dean shall be appointed by the Board of Regents upon the recommendation of the President of the University. The appointment will be reviewed annually with a formal review every five years or earlier if deemed advisable by the President or his/her designee. The Dean will initiate a performance evaluation of the Dean by the faculty every five years and will make the results available to Central Administration. In this process, it is expected that the President will normally seek the advice of the Faculty Council in the establishment of a evaluation committee. The evaluation committee shall function according to the guidelines adopted by the University Senate on March 14, 1976.

2.0 Powers and duties: The Dean--

- 2.1 shall provide leadership in the development of innovations which strengthen the educational, research and professional service functions of the College.
- 2.2 shall formulate and fund College educational and research programs, including the establishment of new positions, in consultation with the faculty.
- 2.3 shall form search committees for recruitment of new faculty of the ranks above instructor. The department, Faculty Council and Administrative Council may recommend search committee members to the Dean. Majority representation on search committees shall be from the membership of the voting faculty of the department concerned. Other members shall be appointed from the College or related fields in or outside the University. After the search is completed, the Dean shall meet with the search committee and department chair to review the recommendation.
- 2.4 shall recommend to the President on all faculty appointments, promotions and tenure.
- 2.5 shall forward to the President, the departmental faculty and Administrative Council recommendations for promotions, tenure, appointments and salary adjustments.
- 2.6 shall recommend the appointment of department chairs after consideration of the departmental recommendations (Article IX, Section 2.1) and after consultations with the other departmental chairs. In the event that the Dean or the majority of the voting faculty of the department wish it, a search committee shall be formed by the Dean (Article II, Section 2.3) for the purpose of recommending possible nominees to the department. In the event that the person selected by the Dean is someone other than one of the nominees presented by the department, the Dean shall communicate his/her reasons to the department in writing in advance of presentation of recommendations to the President.

- 2.7 shall develop a College budget with cooperation of the Administrative Council.
- 2.8 shall report salary adjustments and promotions to the individual faculty members at the earliest possible time.
- 2.9 may appoint other *ad hoc* committees after consultation with Faculty Council, the Civil Service Council, Graduate Student Council or Student Council as appropriate.
- 2.10 shall recommend to the President individuals for the positions of associate or assistant deans, after consultation with the Faculty Council and the Administrative Council.
- 2.11 may assign specific administrative duties to associate and assistant deans and may delegate executive authority to them.
- 2.12 shall make known to the faculty, students, graduate students and civil service principal areas of responsibility delegated to the associate and assistant deans.
- 2.13 shall report to the faculty annually on the state of the College and the allocation of resources.
- 2.14 shall communicate to the faculty, the Administrative, Faculty, Student, Graduate Student and Civil Service Councils or committees the basis for decisions he/she makes when they are at variance with recommendations made by these groups.
- 2.15 shall meet with the Civil Service Council annually.
- 2.16 shall join the Faculty Council in a meeting with the President of the University or his/her designated representative in reporting at least annually on the state of the College.
- 2.17 shall establish and maintain communication with the outside community using the vehicle of an outside advisory committee. He/She will take the necessary steps to insure continuous and frequent interaction with this committee in the interest of facilitating maximal understanding of interests, goals, and needs by both the College and the larger community.

3.0 Department Review: The Dean--

- 3.1 shall meet with the chair and faculty of each department separately and jointly to review the operations of the department. Such meetings shall occur at least once during the fall or winter quarter of the second and fourth years of the incumbent chair's term of office.
- 3.2 shall then meet with the chairs of all departments to review the performance of the department and its chair, as they affect the programs of the other departments of the College.
- 3.3 shall organize the report of the departmental review in a form that can be presented as a written report to the Board of Regents.
- 3.4 shall meet with affiliate department head and faculty annually to ensure adequate communication and program enhancement between the units.

ARTICLE III
THE FACULTY

1.0 Membership: The faculty of the College of Veterinary Medicine shall be composed of a voting faculty and a non-voting faculty.

1.1 The voting faculty of the College shall consist of the following: The President of the University, full-time professors, associate professors and assistant professors.

1.2 Persons in the positions listed in Article III Section 1.1 who hold joint appointments, in which one of the departments is outside of the College of Veterinary Medicine, must devote more than 50 percent of their time to the College of Veterinary Medicine to receive voting privileges.

1.3 Persons in the positions listed in Article III Section 1.1 who hold joint appointments within the College of Veterinary Medicine must permanently affiliate with one of the departments for the purpose of voting on all-College and on departmental matters. Such persons shall be entitled to one vote in the department with which they affiliate.

1.4 The non-voting faculty of the College shall consist of other persons of academic rank such as assistant instructors, research associates and fellows, instructors, adjunct professors, visiting professors and emeritus professors. Such persons are encouraged to attend faculty meetings. They shall have right of the floor but shall not have voting privileges.

1.5 The right to vote may be extended, in special cases, to individuals by the Faculty Council upon petition by the individual.

2.0 Powers and Duties: The voting faculty--

2.1 shall make recommendations concerning College policies to the administration through the department chairs, the Faculty Council, committees, or other appropriate channels.

2.2 shall decide on the admission, suspension and dismissal of students, admission requirements and student promotion, and shall recommend the granting of the degree, Doctor of Veterinary Medicine.

2.3 shall decide on the addition or deletion of courses or course credit in the veterinary curriculum.

2.4 shall elect a Faculty Council as specified in Article IV, Section 1.1 and in the Bylaws.

2.5 shall elect a secretary of the faculty and an alternate as specified in Article III, Section 3.6 and in the Bylaws.

2.6 shall elect representatives and alternate representatives to the University Senate and the Twin Cities Campus Assembly in accordance with their constitutions, bylaws and rules.

3.0 Meetings:

- 3.1 Regular meetings: The faculty shall meet quarterly at the call of the Dean.
- 3.2 Special faculty meetings may be called by the Dean on his/her own initiative, or in response to a petition by any ten members of the voting faculty or at the request of the Faculty Council. Such meetings shall not require the seven days notice for a regular meeting.
- 3.3 The Dean shall provide an agenda to the secretary of the faculty for distribution prior to all meetings.
- 3.4 Rules: *Robert's Rules of Order*, the most recent edition, shall apply in any situation not included in this constitution.
- 3.5 Presiding Officer: The Dean or his/her designated representative shall preside. In the absence of the Dean or a designated representative, the chair of the Faculty Council or a designated Council representative shall conduct the meeting; failing this, the secretary of the faculty shall preside.
- 3.6 Secretary: A secretary of the faculty and an alternate shall be elected from the voting faculty every two years, usually in the spring quarter (Bylaw II, Section 2.0). Members of the administrative and Faculty Councils shall not be eligible to hold either position. The secretary (or designee) shall send notice of all faculty meetings to the voting and non-voting faculty. Such notice shall always include an agenda. Notices and agenda must reach the faculty at least seven days before such meetings, except in the case of special meetings. Should the agenda include business which requires prior study, the necessary information shall accompany the meeting notice. The secretary shall be responsible for recording and distribution of minutes of faculty meetings to members of the faculty within ten days after a meeting, and shall maintain a permanent file of such minutes in the Dean's office and with the secretary of the Faculty Council. Information from the various reporting committees distributed prior to a faculty meeting with the agenda shall be considered as part of the minutes and need not be recopied and redistributed after the meeting. He/She shall supervise all College-wide elections. This shall include distribution of a list of eligible candidates. He/she shall also maintain a current list of the voting faculty.
- 3.7 Parliamentarian: The Dean shall appoint a parliamentarian and an alternate for two year terms.
- 3.8 Quorum: A simple majority of the voting faculty shall constitute a quorum.
- 3.9 Reports: Reports from the Administrative Council and the Faculty Council shall be presented at all regular faculty meetings by the secretaries of the Councils. Reports from the Dean's Office and the standing and *ad hoc* committees of the faculty shall also be presented at all regular faculty meetings. The reports shall be made a part of the minutes of the faculty meeting.
- 3.10 Students, graduate students and civil service personnel may be invited to participate in specific meetings and shall have the right of the floor but may not vote.

ARTICLE IV
THE FACULTY COUNCIL

1.0 Membership:

- 1.1 The Faculty Council shall consist of seven members of the voting faculty of the College and one member designated by each affiliate department. Members of the Administrative Council shall not be eligible for election to the Faculty Council. Elections to the Faculty Council shall normally occur in the first four weeks of the fall term according to the procedures described in the Bylaws. The term of office shall be three years.

2.0 Officers:

The officers of the Faculty Council shall be a chair and secretary chosen from and elected by the members of the Faculty Council. The terms of each, as officers, shall be one year and no one may serve consecutive terms in either of the two offices. However, upon completion of one year of service, an officer shall be eligible to serve during the ensuing year in another office.

3.0 Powers and Duties: The Faculty Council-

- 3.1 shall advise and make recommendations to the Dean on matters which are of faculty concern.
- 3.2 shall designate faculty members to serve on standing committees after having determined faculty preferences for service on committees and consulting with the Administrative Council (Article VIII, Section 3.4).
- 3.3 shall function in a consultative capacity (excluding members of affiliate departments) in any matters involving individual faculty grievances such as those pertaining to salary, promotion or tenure and shall make recommendations to the Dean. Those problems which cannot be resolved in this manner shall be forwarded to the appropriate body for review.
- 3.4 shall join the Dean in a meeting with the President of the University or his/her designated representative in reporting at least annually on the state of the College.

4.0 Meetings:

- 4.1 The Dean or another representative designated by the Dean, shall sit with the Faculty Council and have the right of the floor, but shall not be eligible to vote.
- 4.2 Minutes shall be kept of all meetings for future reference. These minutes may be examined by any member of the faculty, except for those portions designated by the Faculty Council as being of a confidential nature. Minutes shall be distributed to each member of the Faculty Council. After approval, the minutes will be distributed to the members of the Administrative Council. The vote of each individual present shall be recorded in the minutes.

- 4.3 An agenda shall be provided to all members and to the representative of the Administrative Council before each meeting by the secretary.
- 4.4 Five voting members of the Faculty Council shall constitute a quorum.
- 4.5 Chair will be a non-voting member of the Administrative Council.

ARTICLE V

THE STUDENT COUNCIL

1.0 Membership:

- 1.1 The Student Council shall consist of (a) 12 members elected from the professional program of the College of Veterinary Medicine, (b) two Animal Science representatives and (c) seven standing members: Chair of the Honor Case Commission, Vice-President of SCAVMA, a representative from the Minnesota Veterinarian, a representative from the Speakers' Bureau, the two representatives to the St. Paul Board of Colleges, and the representative to the University Senate (Twin Cities Assembly).
- 1.2 Class representatives shall serve as non-voting members of the Student Council.
- 1.3 Elections to the Student Council shall normally occur during the first two weeks of the fall term.
- 1.4 The members of the Student Council shall be elected from their respective classes.

2.0 Officers:

The officers of the Student Council shall be a chair, a secretary and a treasurer chosen from and elected by the members of the Student Council. The terms of each office shall be one year and no one may serve consecutive terms in any of the three offices; however, upon completion of one year's service, an officer shall be eligible to serve during the ensuing year in another office.

3.0 Powers and Duties: The Student Council-

- 3.1 shall advise and make recommendations to the Dean on matters which are of student concern.
- 3.2 may hold special joint meetings with the Faculty and/or Civil Service Councils upon mutual agreement of the chairs.
- 3.3 shall elect from its membership:
 - 3.31 students to serve on the Committee on Curriculum and Educational Policy, Learning Resources Committee, and Strategic Planning Committee.
 - 3.32 a Student Council Budget Committee.
- 3.4 shall be responsible for recruiting the candidates and conducting the elections for representatives to the University Senate (Twin Cities Assembly), and St. Paul Board of Colleges and to assure that these positions be filled.
- 3.5 shall hold regular meetings of the Student Council once a month from October through May.

4.0 Meetings:

- 4.1 Minutes shall be kept of all meetings for future reference. These minutes may be examined by any member of the student body, except for those portions designated by the Student Council as being of a confidential nature. Minutes shall be distributed to all members of the Student Council.
- 4.2 An agenda shall be provided to all members before each meeting by the secretary.
- 4.3 Ten members of the Student Council constitute a quorum.

5.0 Statement of Non-Profit Status:

- 5.1 This organization shall not provide monetary gain, incidentally or otherwise, to its directors, officers, or membership. This does not restrict the payment of wages, salaries or incentives by the organization for services rendered.

6.0 Distribution of Funds:

- 6.1 If this organization is disestablished, the funds shall be held in trust for one year by the Student Organizations' Finance Division. If at the end of one year after this organization's last regular meeting the funds have not been used, the funds shall be distributed to the following not-for-profit organization as noted below:
- 6.2 A scholarship in the amount equaling the unused funds shall be awarded to a sophomore student demonstrating leadership. The recipient shall be determined by the Committee on Awards and Scholarship, College of Veterinary Medicine.

Adopted 12/20/78

Revised 7/15/81

Revised 7/89

ARTICLE VI
GRADUATE STUDENT COUNCIL

1.0 Membership:

- 1.1 Each constituent unit, as defined by the Bylaws, Section II, 2 shall be entitled to one vote.
- 1.2 The membership of the Graduate Student Council of the College of Veterinary Medicine shall include one representative of every constituent unit and one representative from appropriate units in the affiliate departments.

2.0 Officers and Their Elections:

- 2.1 There shall be officers as established in the Bylaws and elected by the Graduate Student Council of the College of Veterinary Medicine.
- 2.2 To be eligible for Office of Chair, an individual must be a member of the Graduate Student Council at the time of election.
- 2.3 All terms of elective office shall be for one year.
- 2.4 The election of officers shall be held at the first meeting of the newly elected Graduate Student Council.

3.0 Powers and Duties:

- 3.1 shall advise and make recommendations to the Dean on matters which are of graduate student concern.
- 3.2 may hold special joint meetings with the Faculty and/or Civil Service Councils upon mutual agreement of the Chairs.

4.0 Meetings:

- 4.1 There shall be meetings during each of the following academic quarters: two in the fall, one in winter and one in spring.
- 4.2 Each member of the Graduate Student Council shall have one vote at meetings of the Council.
- 4.3 A member of the Graduate Student Council of the College of Veterinary Medicine or his/her designated alternative must be present at the meetings to vote.
- 4.4 The means of alternate designation shall be specified in the Bylaws, Section II, 1.
- 4.5 Minutes shall be kept of all meetings for future reference. These minutes may be examined by any member of the student body, except for those portions designated by the Graduate Student Council as being of a confidential nature. Minutes shall be

distributed to all members of the Graduate Student Council.

4.6 An agenda shall be provided to all members before each meeting by the secretary.

5.0 Petitioning Issues:

5.1 Upon petition of five persons of the represented graduate students, the Graduate Student Council of the College of Veterinary Medicine will consider the issue designated in said petition.

5.2 Upon petition of ten percent or more of the represented graduate students, a referendum will be held on the issue designated in said petition. The Graduate Student Council shall conduct a fair and impartial referendum in a manner decided by a majority of the representatives present and voting.

6.0 Removal from Office:

6.1 Any elected officer of the Graduate Student Council of the College of Veterinary Medicine may be removed from office upon a two-thirds vote of the total membership of graduate students of the College of Medicine, following seven days notice of the proposed vote.

Adopted 12/88

ARTICLE VII**THE CIVIL SERVICE COUNCIL****1.0 Membership:**

- 1.1 The Civil Service Council shall consist of eight members of the civil service body of the College of Veterinary Medicine and one member from each affiliate department. The civil service body shall be those civil service employees of the College of Veterinary Medicine who are employed at least 50% of full time.
- 1.2 Election to the Civil Service Council shall normally occur during the third week of May.
- 1.3 The term of office shall be two years starting July 1. Four new members and an alternate shall be elected at large from the Civil Service body each year.
- 1.4 The alternate shall be the person receiving the fifth highest number of the votes and serves a one year term. The alternate is a regular non-voting member of the Council. The chair, vice-chair, and the secretary of the Civil Service Council will serve as chair, vice-chair, and secretary of the civil service body.

2.0 Officers:

- 2.1 The officers of the Civil Service Council shall be a chair, vice-chair, secretary and a treasurer chosen from and elected by the Civil Service Council of the College. The term of each office shall be one year and no one may serve more than two consecutive terms in that office.
- 2.2 The duly elected chair shall appoint a parliamentarian for a one-year period.
- 2.3 The chair of the Civil Service Council or his/her designated representative may attend meetings of the Administrative Council as specified by the Dean, and shall report back to the Civil Service Council and/or body.

3.0 Powers and Duties: The Civil Service Council

- 3.1 shall advise and make recommendations to departments or the Dean on matters of concern to the civil service body.
- 3.2 shall elect one member of the civil service body to serve on the Strategic Planning Committee after having determined members' preference for service on committees.
- 3.3 shall serve in a consultative capacity in any matters of concern to any or all civil service employees and with consent of the individuals involved may make recommendations to the appropriate department. Those problems which cannot be solved in this manner may be forwarded to the Dean or the appropriate body for review.
- 3.4 may hold special joint meetings with the Faculty Council and/or the Student

Council upon mutual agreement of the chairs.

- 3.5 shall be entitled to meet with the President or his/her designated representative upon request.
- 3.6 the Civil Service Council has the right to develop and manage it's own treasury and manage these funds according to University and Council guidelines.

4.0 Meetings:

- 4.1 Meetings shall be held monthly, minutes shall be kept of all meetings for future reference. These minutes may be examined by any member of the civil service body, except for those portions designated by the Civil Service Council as being of a confidential nature. Minutes shall be distributed to all members of the Civil Service Council. The vote of the Council on issues shall be recorded in the minutes.
- 4.2 An agenda shall be provided to each member by the chair prior to each meeting.
- 4.3 Five members of the Civil Service Council shall constitute a quorum.
- 4.5 Each motion shall be passed by a majority vote of the quorum.

Revised 11/88

ARTICLE VIII**THE ADMINISTRATIVE COUNCIL****1.0 Membership:**

The Administrative Council shall be composed of the chairs/heads of the various CVM and affiliate departments, or of persons they designate to represent them, and of the Dean or the Dean's representative. The voting members shall be the department chairs/heads and the Dean. Non-voting members shall include the associate and assistant dean(s), assistant(s)/associate(s) to the Dean and the chair of the Faculty Council or his/her designated representative. The chair of the Student, Graduate Student and Civil Service Councils or their designated representatives may attend, as non-voting members, all portions of meetings where the subject matter is of concern to the student, graduate student or civil service bodies. The final authority as to what subject matter should be considered of concern to the student, graduate students or civil service bodies shall reside with the Dean.

2.0 Officers:

The Dean or the Dean's representative shall serve as chair of the Administrative Council. The Dean shall provide secretarial support for Administrative Council meetings.

3.0 Meetings:

- 3.1 The Administrative Council shall meet at the call of the Dean or his/her representative.
- 3.2 shall serve in an advisory capacity to the Dean on matters pertaining to the administration of the College.
- 3.3 shall undertake administrative functions assigned to it by the Dean.
- 3.4 shall consider matters referred to it by the Faculty Council, department chairs representing the views of their respective departments, and individual faculty members.

4.0 Powers and Duties:

- 4.1 The Dean, or his representative shall preside.
- 4.2 A quorum shall consist of 2/3 of the voting membership of the Council. Any decisions made without representation from all departments and the Faculty Council shall be subject to review by all voting members of the Administrative Council and the representative from the Faculty Council.
- 4.3 Minutes of all meetings shall be kept by the Dean for future reference. A copy shall also be submitted to all members. Approved minutes shall be distributed to Faculty Council members and departments. These minutes may be examined by any member of the voting faculty, except for those portions designated by the

Administrative Council as being of a confidential nature. In the case of a vote being taken, the vote of each individual present shall be recorded in the minutes, except where a secret ballot is required. Any or all of the non-voting members should express themselves for the recorded minutes on any issue.

- 4.4 An agenda for meetings shall be prepared by the Dean and shall be distributed to all voting and non-voting members and Faculty Council Members before each meeting.

ARTICLE IX

THE DEPARTMENTS

1.0 The Departments

- 1.1 Each department shall meet at least once during the fall, winter and spring quarters to transact business of the department and to discuss matters of concern to the department and the College. Departmental policies shall be consonant with College and University policies. The privilege of voting on departmental matters may be extended to other members of the departmental faculty at the discretion of the voting faculty of the department.
- 1.2 The Chair of the department shall meet with the civil service personnel of the department at least once annually.
- 1.3 Departments may prepare bylaws for their own governance. These must be consonant with the spirit and letter of the College Constitution.
- 1.4 The procedure for renewal or non-renewal of probationary appointments, the granting of continuous tenure, and the removal of faculty for cause shall be in accord with the University Regulations Concerning Faculty Tenure.

2.0 Department Chairs

- 2.1 The department chairs shall be responsible for the administrative functions of the department. The chair shall be the representative spokesman for the department and shall be responsible for the management of all resources allocated to it.
- 2.2 The department chair shall be appointed yearly by the Dean. The voting faculty together with the Dean shall meet during the second and fourth years of the incumbent chair's term of office to evaluate the Chair's performance.
- 2.3 Every four years the Dean will initiate a formal performance evaluation of the Chair by the voting faculty of the department. The department shall meet with the Dean to consider and nominate, by secret ballot, two or three nominees for the succeeding term. The department faculty shall convey to the Dean two or three names of acceptable nominees.
- 2.4 After discussion with the Dean, a formal internal or external search may be conducted.
- 2.5 When the office of chair is to become vacant prior to expiration of the regular term of office, the department may ask the Dean to appoint an acting chair or a new chair in accordance with Article IX, Section 2.2. The department will include in its deliberations the names of possible nominees provided to it by any search committee appointed by the Dean. An acting chair shall serve until the chair returns or a new chair is selected. A new chair selected under these circumstances shall serve for a period as close to four years as is compatible with a termination of the term on June 30.

- 2.6 The chair of the department may call a joint meeting of civil service and faculty at the request of either group.
- 2.7 Any member of the voting faculty of the Department or Academic Unit may initiate a recommendation for promotion or tenure, as prescribed in the bylaws.
- 2.8 The department chair shall present to the Dean, in writing, the recommendations of his/her faculty for new positions and appointments in his/her department.
- 2.9 The principles pertaining to salary adjustments shall be discussed by the department at least once a year in a meeting of all faculty of the department eligible to vote on matters of departmental policies. Recommendations subscribed to by the majority of the departmental faculty shall be prepared and submitted to the Dean and the Faculty Council by the chair.
- 2.10 The chair of the department shall recommend all faculty salary adjustments to the Dean.

ARTICLE X
STANDING COMMITTEES

The College shall be served by ten standing committees. Membership on the committees shall be determined annually by the procedures described in Powers, duties and election procedures of the Elected and Appointed Committees are defined in Articles II, III and IV of the Bylaws. Each standing committee shall elect its own chair except for the Grievance Committee (Bylaws II, Section 5.4). The chair or a designated member shall report committee activities at all regular faculty meetings. The Dean or his/her designated representative may attend meetings of standing committees as an ex-officio member without vote. The standing committees shall be as follows:

1.0 Elected Committees

- 1.1 Careers Committee
- 1.2 Grievance Committee
- 1.3 Promotion and Tenure Committee
- 1.4 Research Committee
- 1.5 Strategic Planning Committee

2.0 Appointed Committees

- 2.1 Admissions and Scholastic Standing Committee
- 2.2 Animal Care Committee
- 2.3 Awards and Scholarship Committee
- 2.4 Committee on Curriculum and Educational Policy
- 2.5 Learning Resources Committee

ARTICLE XI**RATIFICATION, IMPLEMENTATION,
INTERPRETATION & AMENDMENTS****1.0 Ratification and Implementation**

- 1.1 This constitution shall become effective immediately after its adoption by at least two-thirds of the voting faculty who ballot and its acceptance by the Board of Regents.

2.0 Interpretation:

- 2.1 shall reside with the Faculty Council, with the exception of Article V, which shall reside with the Student Council; Article VI, which shall reside with the Graduate Student Council; and Article VII, which shall reside with the Civil Service Council.

3.0 Amendments:

- 3.1 may be introduced for consideration as agenda items of a regular or special faculty meeting by the Faculty Council, the Administrative Council, the Student Council, the Graduate Student Council, the Civil Service Council, or by any ten members of the voting faculty.
- 3.2 shall be distributed to all the voting faculty and Student, Graduate Student and Civil Service Councils at least seven days before the meeting.
- 3.3 shall be voted upon by mail ballot not earlier than fifteen days following introduction in a faculty meeting. The ballots shall be distributed by, returned to and tallied by the secretary of the Faculty Council.
- 3.4 shall require the approval of two-thirds of the voting faculty who ballot, with the exception of Article V, which shall also require approval of two-thirds of the voting student body who ballot, Article VI, which shall also require approval of two-thirds of the voting graduate student body who ballot, and Article VII, which shall also require approval of two-thirds of the voting civil service body who ballot.
- 3.5 shall require approval by the Board of Regents.

THE BYLAWS

- I. **Bylaws to the Constitution of the College of Veterinary Medicine of the University of Minnesota** may be enacted or amended by a simple majority vote of the voting faculty. Any proposed bylaw shall be endorsed by at least five members of the voting faculty, listed as an official agenda item and presented for information at a faculty meeting. The proposed bylaw or amendment shall be distributed to all members of voting faculty at least seven days before the faculty meeting. Voting on the bylaws shall take place by mail ballot no sooner than five days after the faculty meeting. The ballots shall be distributed by, returned to and tallied by the secretary of the Faculty Council.

II. **General Election Procedures**

The Secretary of the CVM faculty shall prepare and distribute to all CVM voting faculty a list of all persons eligible for office. He/She shall also distribute and collect the ballots. ~~Nomination ballots shall first be distributed for designation of nominees. Each voting faculty member shall list the names of the nominees of his/her choice within his/her department. The number of nominees listed must equal the number of vacancies to be filled in order for the nomination ballot to be valid. The secretary of the faculty shall then distribute election ballots listing the names of the nominees having received the greatest number of votes.~~ Nominations for designation of nominees shall be obtained by requesting the Chair of each department to conduct a nominating meeting with the voting faculty of the department. The number of nominees forwarded by the Chair of each department to the Secretary of the Faculty must equal twice the number of vacancies in order to be valid.

The Secretary of the Faculty shall then distribute election ballots listing the names of the nominees who received the greatest number of votes which were forwarded by the Chairs of each department. The election ballot shall have twice as many nominees listed as there are committee vacancies to be filled. Only those election ballots which have a number of votes equal to the total number of vacancies shall be considered valid. These procedures shall apply to all elected positions unless specifically noted otherwise in the following sections on Faculty Council, Secretary of the Faculty or Elected Committees.

1.0 **Faculty Council**

~~Members to the Faculty Council shall be elected per general election procedure requirements with the following conditions:~~

- ~~1.1 — No more than two members of the Faculty Council shall derive from any one Department.~~

The Faculty Council shall consist of 7 members who shall serve three year terms. The Chair of the Faculty Council shall serve a one year term and shall be a tenured faculty member. Members of the Faculty Council shall be elected per general election requirements with the following modifications:

11 Each department will have one representative who is nominated departmentally and elected in a college-wide election. Additionally there will be three at-large members, serving staggered three year terms which will be nominated departmentally and elected in a college-wide election as defined below. Three alternates will also be elected.

12 Nomination and Election Procedures:

121 Departmental Representatives: Each department Chair will forward the names of two nominees from that respective department to the Secretary of the Faculty each time that Departmental Representative's position becomes vacant. The names of the two nominees will be placed on a general election ballot and the name receiving the most votes in a college-wide election will become the Departmental representative.

122 At-large Representatives and Alternates: Each department will select a nominee other than that nominated for the departmental representative position and forward this name to the Secretary of the Faculty. The names of the nominees will be placed on a general election ballot and submitted to the faculty for a college-wide vote. The person receiving the most votes will become the at-large member of the Council; the runner-up will become the alternate.

123 Special procedures for electing at-large and alternate representatives in the first year of implementation of this procedure: Each department will select two nominees and the names will be submitted to the faculty as specified in 1.22. The first, second and third vote receivers will serve three-year, two-year and one-year terms respectively. The fourth, fifth and sixth vote receivers will serve as alternates for three years, two years and one year respectively.

13 Any member of the Council who will be unable to attend a meeting will be required to select one of the three alternates to represent him/her at anytime a meeting of the Council has been called.

1.4 A member shall be eligible for a second consecutive term. He/She shall again become eligible for election one year after completing his/her second term. The chair of the Faculty Council shall appoint a member of the voting faculty to fill any vacancy which is anticipated to last more than three months. He/She shall fill the vacancy until the beginning of the following fall term, at which time a new member will be elected to complete the regular term.

15 Affiliate departments will designate one representative by a general election within that department.

2.0 Secretary of the Faculty

The secretary of the Faculty Council shall distribute to all voting faculty a list of all persons eligible for the offices of secretary of the faculty and alternate secretary of the faculty. This list shall be obtained from the current secretary of the faculty.

Ballots shall be distributed for designation of nominees. Each voting faculty member must list the names of two nominees in order that the ballot be valid. The secretary of the Faculty Council shall then distribute election ballots listing the four nominees receiving the greatest number of votes and who have indicated their willingness to serve as either secretary or alternate secretary of the faculty. The individual receiving the largest number of votes shall be the secretary of the faculty and the individual receiving the second largest number of votes shall be the alternate secretary of the faculty. The secretary and the alternate secretary shall be eligible to serve a second consecutive term in either capacity. Either shall become eligible for re-election one year after completing his/her second term. In the event that the secretary is unable to fulfill his/her duties for a period anticipated to last for more than three months, the alternate secretary shall assume his/her duties and shall select a voting faculty member to function as the alternate secretary until the current term of office has expired.

III. Elected Committees

1.0 Careers Committee:

- 1.1 shall be composed of two faculty from each department, one faculty member from each affiliate department, chosen by that department and as non-voting members a civil service representative and the Associate Dean for Academic Affairs.
- 1.2 shall consist of two elected faculty members from each department, one of whom is tenured. Nominations will be requested ~~from the faculty by the Secretary of the faculty as described under Bylaws, Section II, General Election Procedures.~~ These nominations will be interdepartmental. The three faculty from each department with the most nominations will be put forth for a ballot. Faculty will vote for representatives from their department.
- 1.3 shall be be comprised of two faculty members from each department with the most votes. The other faculty on the ballot will be the alternate.
- 1.4 shall serve for terms of two years. A member may be eligible for one consecutive term. He/She shall again become eligible for election one year after completing his/her second term.
- 1.5 shall institute and maintain faculty and staff development.
- 1.6 shall develop programs to encourage additional training in leadership, administration, clinical specialties, teaching techniques or research.
- 1.7 shall develop a mechanism to ensure that faculty in leadership roles are able to continue participation in research, teaching and service activities.
- 1.8 shall develop fair, objective and unambiguous methods for evaluating faculty.
- 1.9 shall form a subcommittee of one tenured faculty member from each CYM department and one Faculty Council member. This subcommittee will serve as the Collegiate Promotion and Tenure Committee.

2.0 Grievance Committee:

- 2.1 shall be composed of one faculty member, one student, one graduate student, one civil service employee elected by procedures in 2.2 and 2.3 and two 'University delegates' appointed by the Senate Committee on Committees.
- 2.2 the secretary of the Faculty Council, Student Council, Graduate Student Council and Civil Service Council shall ~~distribute nomination ballots for designation of nominees~~ request nominations for nominees as described under Bylaws, Section II. General Election Procedures from each constituent group. The number of nominees from each constituent group must be at least two.
- 2.3 an election will be held and the nominee from each constituency group receiving the most votes will serve as the Grievance Committee member. The person receiving the next largest number of votes will serve as alternate.
- 2.4 the Chair shall be appointed by the University Grievance Officer from among the University delegates.
- 2.5 the Faculty Council will select two members of the faculty who will be willing, able and qualified to serve on the grievance committee of other colleges.
- 2.6 Each college must supply to the Committee on Committees the names of its own faculty and academic staff members who are willing, able and qualified to serve on the grievance committees of other colleges. Each college must provide at least as many names for the University-wide pool as it will have University delegates serving on its own committee.

3.0 Promotion and Tenure Committee:

- 3.1 shall be a subcommittee of the Careers Committee composed of one tenured faculty from each department plus one representative from the Faculty Council. (Article III, Section 1.0, Bylaws)
- 3.2 shall consist of tenured faculty. Full professors are preferable, but associate professors are eligible.
- 3.3 shall follow the procedures in the current version of the Promotion and Tenure Guidelines as stipulated by the University of Minnesota.
- 3.4 shall evaluate whether faculty put forward for promotion and/or tenure meet their departmental criteria for promotion and tenure.

4.0 Research Committee:

- 4.1 ~~shall be composed of 7 voting members.~~ Each CVM department and affiliate departments will be represented by one tenured faculty member elected as described under Bylaws, Section II. General Election Procedures. Additionally, there will be two non-tenured CVM faculty elected by the same procedure.
- 4.2 tenured faculty members will serve a three-year term and non-tenured faculty members a one-year term.
- 4.3 committee members shall agree not to be principal investigators on competitive proposals submitted.
- 4.4 shall assist the Associate Dean of Research in increasing research opportunities by
- 4.41 exploring novel sources of extramural funding.
 - 4.42 recommending programs to improve research competitiveness of faculty.
 - 4.43 recommending policy for the distribution of collegiate research funding.
 - 4.44 reviewing all collegiate research facilities and making recommendations for changes/improvements to the Associate Dean.
- 4.5 shall evaluate proposals on their scientific merit and on the research priorities of the College as established by the Dean and the Associate Dean for Research. This information shall be considered as privileged and will not be released to any individuals not involved in the deliberations. The list of ranked acceptable proposals shall be presented to the Associate Dean for Research.
- 4.6 shall conduct periodic reviews of funded projects as deemed appropriate and report findings of this review to the Associate Dean for Research or the Dean.
- 4.5 shall choose faculty for research awards from nominees generated from the faculty.
- 4.6 shall receive proposals from investigators and after a suitable time for internal and external review, convene a session wherein each principal investigator will be given the opportunity to appear before the Committee and make a short presentation about the proposed work. Any questions about the research, its methodologies, or investigator qualifications that have been identified by the Committee or the outside reviewers should be addressed at this time.
- 4.7 may solicit additional internal or external reviewers for research proposals.
- 4.8 shall communicate to principal investigators via the Associate Dean for Research a critique of the proposal based on the scientific merit.

5.0 Strategic Planning Committee:

- 5.1 shall be composed of the Dean or his/her designated representative, the department chairs, ~~the affiliate department chairs/heads, five~~ four elected faculty members (one per department) ~~elected as described under Bylaws, Section II. General Election Procedures,~~ one Civil Service representative, one student representative and non-voting *ad hoc* members appointed by the Dean.
- 5.2 shall oversee the continued development and modification of the strategic plan of the College.
- 5.3 shall advise the Dean on the filling of faculty vacancies and new positions.
- 5.4 shall advise the Dean on the selection of research priorities for the College.
- 5.5 shall advise the Dean on long range planning issues as they arise.
- 5.6 shall supervise the areas of emphasis.
- 5.7 shall meet at least quarterly.
- 5.8 shall nominate College representatives to any all-University long-range planning committees.

IV. Appointed Committees

1.0 Admissions and Scholastic Standing Committee:

- 1.1 shall consist of ~~at least one~~ two representatives from the voting faculty of each department.
- 1.2 shall recommend to the faculty the criteria to be used to select students for admittance to the DVM program.
- 1.3 shall select and admit students to the DVM program subject to the approval of the voting faculty. (Article III, Section 2.2).
- 1.4 shall meet at the end of the fall, winter and spring quarters to determine what recommendations should be placed before the faculty regarding the academic status of the students.

2.0 Animal Care Committee:

- 2.1 shall consist of one representative from the voting faculty of each department and one representative from each affiliate department, and as non-voting members, the Associate Dean for Research, the Director of Animal Resource Facilities, the Director of Research Animal Resources or his/her representatives, the collegiate representative to the University committee on animal care and a laboratory animal technician currently employed in the CVM.

- 2.2 shall meet as needed, but at least quarterly, to consider matters pertaining to animal care.
- 2.3 shall represent the faculty of the CVM concerning their needs for animal facilities and care, and shall advise the Director of Animal Resource Facilities and the Administrative Council on matters of animal space utilization and services.
- 2.4 shall have responsibilities for identifying irregularities in animal facilities and care as reported by inspecting agencies and/or the committee's inspection, and shall report such irregularities and make recommendations for improvement to:
 - 2.41 the principal investigator,
 - 2.42 the appropriate departmental chair,
 - 4.43 the appropriate person responsible for the facility involved.
- 2.5 shall serve as a body to review concerns on animal care and use brought by the faculty, staff and students of the CVM.

3.0 Awards and Scholarship Committee:

- 3.1 shall consist of one representative from the voting faculty of each department
- 3.2 shall nominate student recipients of all awards, grants and scholarships for which the College has administrative responsibility.
- 3.3 shall plan and execute an appropriate procedure for the purpose of recognizing student recipients of awards, grants and scholarships.

4.0 Committee on Curriculum and Educational Policy:

- 4.1 shall consist of one representative from the voting faculty of each department and each affiliate department. In addition, there shall be one representative from the sophomore class and one from the junior class of the veterinary student body.
- 4.2 shall undertake appropriate long-range studies of preveterinary and veterinary curriculum design, including development of goals, course content, teaching and testing methods.
- 4.3 shall consider and decide upon changes in course titles and descriptions and shall also consider and recommend to the faculty any additions or deletions of courses or changes in course credit.
- 4.4 shall advise the Dean concerning the need for new positions.
- 4.5 shall evaluate educational achievements.

- 4.6 shall develop mechanisms to recognize outstanding instructors who have developed innovative teaching techniques.

5.0 Learning Resources Committee:

- 5.1 shall consist of one representative from the voting faculty of each department and each affiliate department, two student representatives and the College librarian.
- 5.2 shall review and develop all suggestions for books, journals, collegiate databases, and other educational resource materials presented to it by individual faculty members, departments, students and civil service personnel.
- 5.3 shall make recommendations to the director of the St. Paul Campus Libraries on purchase of the educational resource materials for the veterinary library.

V. Graduate Student Council

Robert's Rules of Order (revised edition) shall govern the Graduate Student Council except where inconsistent or inapplicable to the Constitution or Bylaws of the Graduate Student Council.

1.1 Membership:

- 1.10 The graduate students of each constituent unit shall elect from their numbers one representative and at least one alternate to the Graduate Student Council. Any graduate student of the College of Veterinary Medicine shall be eligible for election as a Graduate Student Council constituent unit representative.
- 1.11 Constituent units will coincide with graduate programs of the College of Veterinary Medicine.

1.2. Officers: The duties of officers shall be those described by *Robert's Rules of Order* (revised edition), except as specified in this section of the Bylaws.

- 1.21. Vice-chair to fulfill the functions of the Chair in the absence of the Chair, to supervise all committee business in the Graduate Student Council and to act as treasurer of the Graduate Student Council.
- 1.22. A secretary to keep notes of all committee business of the Graduate Student Council.

1.3 Faculty Advisor(s):

- 1.31. At least one advisor who holds graduate faculty status may be selected by the Graduate Student Council from the Faculty of the College of Veterinary Medicine of the University of Minnesota.

- 1.32. Faculty advisor(s) shall have non-member status and must be selected every year.

1.4 Elections

- 1.41 Election of Council members shall take place in the first 2 weeks of Fall Quarter.
- 1.42 Election of the officers shall be held by November 15, with elected officers taking office immediately. Terms of office shall be for one year.
- 1.43 Election shall be by written ballot of a majority of representatives present and voting. There shall be a quorum of members present at the election.
- 1.44 After the election, the elected officers will be required to attend all Executive Committee meetings with the outgoing officers. The elected officers shall also attend any other meetings and be present when Council business is being transacted between the time of the election and their taking office.
- 1.45 Graduate Student Council members shall not simultaneously hold more than one executive office or an executive office and another position which would entitle a seat on the Executive Committee.
- 1.46 Any Graduate Student Council member holding elected office who leaves the University or is unable to perform the duties of office shall resign immediately. In the event of a resignation, other than the Chair, the alternate will fill this place and a new member will be added to fill the alternate's place. A special election shall be initiated immediately to fill the unexpired term of office. This election shall be governed by the Bylaws. Presidential duties shall be assumed by the Executive Vice-Chair in the event of the Chair's resignation.

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graduate study, and for student and faculty research in the fields in which it offers programs; and providing such services to on- and off-campus constituencies as are consistent with its purposes and facilities.

In seeking to carry out its missions, the College of Liberal Arts operates as a functional college. It comprises both the departments that are administratively organized within it and those that provide instruction in other liberal arts and sciences though administratively organized in other colleges of the University. It also offers learning opportunities preparatory to a number of professional callings.

This constitution is designed, therefore, for the governance and operation of a college serving multiple functions and confronting complex circumstances. The constitution extends suffrage to organized units and faculty members functionally associated with it, as well as to those budgetarily within its framework. It was first approved on January 25, 1966, by the General Assembly after study, review, and approval by all relevant committees and, as adopted on that date and since amended, bears the stamp of approval of all whose relationship to the college it directly affects, including those budgetarily organized outside its boundaries.

This constitution is not part of the employment contract between the University and its employees. It does not establish terms and conditions of employment.

ARTICLE I. General Powers

Section 1. Distribution of Powers

All matters relating to the educational and administrative affairs of the College of Liberal Arts are committed to the dean, the CLA Assembly, and the college faculty, as delegated by the Board of Regents and in accordance with the constitution of the University Senate, and consistent with actions of these bodies heretofore or hereafter taken.

ARTICLE II. The Faculty

Section 1. Membership

The faculty of the college shall consist of the president of the University; the dean, professors, associate professors, and assistant professors; instructors, research associates of the academic class 9406 in all departments, schools, and other units of the University that are administratively within the college or that offer majors leading to bachelor's degrees through the college.

b. The dean shall have final authority to make recommendations to the president on all faculty appointments, promotions, and tenure, and on the budget. In general policy matters, the dean shall consult with the Executive Committee, the Committee for Curriculum, Instruction, and Advising, the Budget Advisory Committee and the Council of Chairs. Any of these groups may initiate meetings with the dean.

c. All committees of the college and the CLA Assembly shall keep minutes of their meetings and proceedings, and shall send copies of such to the dean. The dean shall keep such minutes on file and make them publicly available except as prescribed by Minnesota and federal law.

ARTICLE IV. Departments and Schools

Section 1. Organizational Units

The departments, schools, and other units that are administratively within the College of Liberal Arts or that offer a major leading to a bachelor's degree through the college shall constitute the college. Proposals for changes in the department or school structure of the college shall, after consultation with groups directly concerned, be referred by the dean to the Committee for Curriculum, Instruction, and Advising. Recommendations of the committee shall be submitted in writing to the dean for forwarding to the CLA Assembly in advance of the meetings that are to consider them. Approval or disapproval by a majority of a quorum of the CLA Assembly shall constitute the recommendation of the assembly. The referral forwarded to the president of the University shall include the report of the assembly action and the dean's own recommendation.

Section 2. Membership

A department or school shall consist of a chair or director and all full-time professors, associate professors, assistant professors, instructors, and other full-time or part-time faculty, staff, and students as the department or school may designate with the approval of the dean.

Section 3. Constitutions and Procedural Rules

Each department or other teaching unit shall adopt a written constitution that is not in conflict with college or University policy and shall send it to the dean. The constitution shall indicate the policies and procedures under which the unit operates.

Section 4. Meetings

Each department or school shall hold at least one meeting in every quarter for the consideration of matters concerning department or school policy, recommendations concerning the appointment of new members (as well as graduate assistants) and decisions concerning department or school curricula. Agendas for such meetings shall be communicated in advance, and at all meetings minutes shall be kept which may be examined at any time by members of the department or school and which shall be sent to the dean.

Section 5. Consultation on Budget and Personnel

a. Recommendations on matters of general concern regarding department or school budgets shall be made to the dean, by the chair, or director of the unit after consultation with members of the unit. Recommendations by chairs and directors concerning the rank, tenure and salary of individual faculty members of departments and schools shall be made to the dean after consultation with eligible faculty. Recommendations concerning the salary and appointment terms of academic professional/administrative staff shall also be made to the dean following appropriate consultation. The results of such consultations shall be recorded in the recommendations made to the dean.

b. Each department and school shall devise methods of ascertaining and reporting to the faculty the views of students majoring or taking work in their units concerning the performance of individual faculty members. Such procedure should, whenever possible, use the participation of appropriate student organizations in gathering student views.

Section 6. Department Chairs and School Directors

Chairs of departments shall be appointed for three-year terms and directors of schools shall be appointed for specified terms of no more than five years; they shall be eligible for additional terms. The dean may request nominations for chairs or directors from the units concerned and may consult, collectively or individually or both, with members of the units; the dean may also appoint advisory committees that include the appropriate associate deans and representatives of related departments or schools. Upon concluding these deliberations the dean shall nominate chairs or directors to the president of the University.

Section 7. Grievance Procedures

The college shall establish a grievance committee to resolve grievances brought by faculty, staff, or students in accordance with the University-wide GRIEVANCE RULES or other applicable University grievance policies.