

APPENDICES TO THE BYLAWS OF JAMES MADISON COLLEGE

The policy statements included in these appendices are specific College policies. Faculty also should be aware of the contents of the Michigan State University Faculty Handbook, which is the central compendium of basic information on MSU policies for faculty.

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APPENDIX 1

Adopted by FAC: 4/3/87
Revised: 9/14/95; 3/16/01

College Procedures for Reappointment, Promotion, and Tenure and Annual Reviews

All committee members will read all of the course materials and all of the scholarship for anyone seeking tenure, promotion, or reappointment. Therefore, materials to be considered for review --scholarship and the personal statement - -must be submitted to the Dean's office by November 15. If candidates need fall semester in order to finish one particular piece of scholarship the Dean's Office should be so informed. That piece will be added to the candidate's file as soon as it is completed, but no later than the last day of classes of fall semester. Candidates' personal statements should be submitted by the deadline, and candidates should indicate clearly in the case where they wish the personal statement to be available in the open scholarship file. The adoption of these deadlines will necessitate earlier decisions by faculty who elect to stand for tenure and promotion reviews. Faculty who elect to stand for review during the subsequent academic year should so indicate by May 15 in order to facilitate the assembly of materials for review. Candidates for review should confirm their intent by the beginning of fall semester to provide the Committee with a clear indication of the review schedule.

To assist the committee in its assessment of scholarship in cases where it feels uncertain about making a judgment the committee, after consultation with the candidate, may solicit evaluation of scholarship from other relevant faculty including outsiders. The committee will continue to invite members of the relevant fields, as well as any other interested faculty, to write letters evaluating scholarship. An open scholarship file will be available to faculty who wish to review it.

In annual reviews during the spring, FAC will divide its labor. Faculty members can help FAC by indicating where they are in their research and by describing what direction research will be taking. Faculty are asked to designate, from work in reviewable form, one piece to be read by all FAC members. Any other scholarship submitted will be read by the Dean and a minimum of two FAC members.

Each faculty member's white form and curricular materials will be read in their entirety by all members of FAC, but FAC will divide its labor when SIRS are read. Each faculty member's SIRS will be read in their entirety by at least two members of FAC.

MICHIGAN STATE

UNIVERSITY September 16,

1994 MEMORANDUM

TO: James Madison College Academic Advisors
FROM: Dixie Platt, Director of Academic & Student Affairs
RE: Authorization for Course Substitutions or Program Area Requirements

This memorandum replaces the previous memorandum from Robert F. Banks, dated Fall, 1979.

In order to prevent confusion when a legitimate need arises to make a substitution in a required course in a student's program (Field of Concentration) the following guidelines apply:

Generally speaking, substitutions for Madison College required courses are discouraged. Strictly speaking, the multi-disciplinary courses which form the nuclei for the Fields are not able to be duplicated elsewhere on campus or at other institutions. However, if individual circumstances warrant such a substitution (e.g. it is conceivable that a course taken at a foreign institution might substitute for a Field elective), only the Chair of the affected Field, in consultation with the relevant teaching faculty or the student's adviser, has the authority to authorize such a substitution. The proper authorization must be placed in the Dean's File of the relevant student so that graduation certification may occur in a timely manner.

(SPECIAL EXAMPLES): Approval for a Senior Seminar other than the student's required one is provided by the Chair in consultation with the seminar instructor and under the following circumstances: 1) if material covered is more in keeping with a student's background or field experience **than** would be the case in his/her own field, or 2) if circumstances warrant so that graduation would not be delayed.

Any deviation from the College Methodology requirement must have Chair approval. In the case of dual majors a Chair may agree to a substitution course which also is a part of the second major.

In conclusion, any portion of a Field's requirements as they appear in the HANDBOOK, (other than related or problem area courses which are not covered by this "substitution" document and are able to be authorized by the academic adviser alone) which are not completed **by-a** student, must have written approval by the Chair of the relevant Field. This approval must be present in the Dean's file at the time of Degree Certification or the student will not graduate.

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College-Funded Released Time Policy

Revised: March 24, 1995

Amended and Approved: November 18, 1983

Replaces Policy Statement: February 24, 1972

The following policies and procedures shall govern all grants of college-funded released time.

1. Definition

- a. Released time is defined as the release of a faculty member from a specified range of teaching, and possibly additional, assignments without loss of pay.
- b. Released time shall be granted primarily to promote research for publication and, in some cases, to provide support for College curricular development. The funding source for any given released time opportunity may determine the purpose for which the release is granted.

2. Released time application procedure:

- a. An announcement in September each year will invite faculty to apply for released time for the following academic year. Should additional opportunities be available, a follow-up announcement (or announcements) will be made. In the event that unforeseen opportunities, which require release from teaching and/or other duties, arise, faculty members may submit applications at other times. To be approved, such applications must be judged favorably by FAC and the Dean according to the criteria specified below; course and collegial obligations must be able to be accommodated in other ways, and commitments for this purpose may not impose an unduly detrimental effect on other College purposes.
- b. Faculty who wish to apply must present a proposal detailing the project to be undertaken, the amount of released time requested, and a justification for the application.
- c. Applications will be referred by the Dean to the Faculty Affairs Committee for discussion and advice on release from teaching and possibly other assignments. Requests for sabbatical leaves will be given first priority. Thereafter, priority will be given to non-tenured faculty in the term following the conclusion of an initial probationary appointment.
- d. The Dean reserves the right to make the final decision in individual cases based on his/her judgment of the strength of the application and the academic priorities and budgetary resources of the College. Release from additional assignments is also at the discretion of the Dean.

3. Criteria for evaluation:

The Dean and the Faculty Affairs Committee will evaluate applications based on the cumulative College record of the applicant and the quality of the proposal.

- a. In evaluating the cumulative record, FAC and the Dean will weigh both the quality and quantity of teaching contributions; prior publication and research record; committee service and advising; any extraordinary contributions. In considering these factors, FAC and the Dean shall be cognizant of varying degrees of opportunity for accomplishment.
 - b. In evaluating the proposal, FAC and the Dean will consider the overall quality of the proposal; the likelihood of reaching an identified, desirable outcome as a consequence of the released time*; the likelihood of completion of the project; the promise of a significant contribution to knowledge.
4. Each faculty member granted released time must provide a written report of the accomplishments and/or progress made toward the goal specified in the proposal by the end of the next term in residence. For subsequent released time requests, the faculty member will also provide a written follow-up report specifying the final outcome or results to date and information as to how she or he capitalized on the released time opportunity.

*This could entail a range of outcomes, i.e., completion of an article or monograph already in progress; preparation of a proposal for a significant grant competition; initiation of a project which requires considerable time for formulation of ideas.

MODEL ACADEMIC UNIT GRIEVANCE PROCEDURE

1. Any (unit) faculty member with the rank of professor, associate professor, assistant professor, lecturer, instructor, assistant instructor, research associate, specialist, or librarian may initiate a grievance procedure, alleging violation of existing policies or established practices by an *administrator*, by filing a complaint with the FGO pursuant to the procedures set forth in the Faculty Grievance Procedure.

2. Initiation of Grievances and Hearing Procedures

2.1 • Initiation of Grievances

2.1.1 A Faculty member who feels aggrieved may without delay discuss the matter in a personal conference with the FGO. The FGO shall determine if the grievance falls under the Faculty Grievance Procedure, the University Committee on Faculty Tenure or the Anti-Discrimination Judicial Board.

- 2.1.2 In order to establish and retain access to the formal hearing mechanisms at the (unit) level, a faculty member must submit a written grievance statement to the FGO within 30 days of his/her first knowledge of the alleged violation.

2.1.3 The grievance statement shall set forth the alleged violation of existing policy or established practices, a concise statement of the facts relevant to the grievance, the name(s) of any administrator(s) whose action is at issue, the approximate date on which the alleged action took place, and the redress sought.

may be waived or extended by the FGO or upon mutual agreement of the parties. References to days in this document are to calendar days.

2.1.4 The FGO shall forward a copy of the grievance statement to the administrator(s) named within 10 days of receipt of the grievance.

2.2 Informal **Resolution**

2.2.1 The FGO shall investigate the grievance and make every reasonable effort to resolve it informally. The FGO may recommend dropping the grievance as lacking in merit or for other just cause. Such a recommendation, however, shall not be binding on the grievant.

2.2.2 Within 30 days of the filing of the grievance statement, the parties and the FGO shall attempt to resolve the grievance informally. If the FGO determines that the grievance cannot be resolved informally, notice shall be provided to the parties. If the faculty member wishes to pursue the grievance, a written request for a formal hearing must be submitted to the FGO within 30 days of such notice. Failure to submit such a request will constitute a waiver of the faculty member's right to pursue the grievance.

2.2.3 The FGO shall determine after consultation with both parties the appropriate hearing level (department/unit, college, university) and shall notify the administrator at the appropriate level of the written request for hearing.

3. Formal Hearing Procedures

3.1 A (unit) hearing panel shall be established by the FGO in the following manner:

3.1.1 A hearing panel shall consist of 3 members, drawn by lot from the unit faculty. All drawing shall be conducted by the FGO.

3.1.2 The FGO shall notify each party of the names drawn for the hearing panel and within 10 days either party may challenge any member for cause. In addition, each party shall have one peremptory challenge. Cause shall be determined by the (unit) advisory council or its designee(s). Challenged members shall be replaced pursuant to the procedures stated in 3.1.1.

3.2 The hearing panel shall conduct a hearing according to the procedures stated below and according to guidelines in Articles 3 and 6 of the Faculty Grievance Procedure.

3.2.1 A hearing shall commence within 14 days of the establishment of the hearing panel.

3.2.2 The FGO shall assemble the hearing panel and shall supervise selection of the Presiding Officer from among the members of the hearing panel.

3.2.3 The Presiding Officer shall apply the rules of procedure consistent with the guidelines stated in Article 6 of the Faculty Grievance Procedure.

3.2.4 The hearing panel shall decide whether the preponderance of the evidence does or does not support the allegation(s) made by the grievant.

3.2.5 Findings and recommendations of hearing panels shall conform to existing policy and procedures in the (unit).

3.2.6 Whenever a hearing panel loses a member, the hearing shall be terminated and a new panel selected.

3.2.7 Hearing panels shall report their findings and recommendations in writing within 14 days of the completion of the hearing to the FGO, *who shall* forward them to the grievant, the respondent, and the administrator who is the respondent's immediate supervisor.

3.3 The (dean, chairperson, or director)... shall provide written notification of his/her decision to the parties to the grievance and to the FGO within 14 days of his/her receipt of the findings and recommendations of the hearing panel. Failure to provide written notification shall result in automatic appeal.

3.4 If the grievance is not satisfactorily resolved, either party may appeal the decision within 14 days of the receipt of the decision of the appropriate administrator, in accordance with the procedures established in Article 5 of the Faculty Grievance Procedure.

3.4.1 Failure to appeal within the prescribed time shall be deemed to be acceptance of the decision.

**Search Committee Structure
(adopted 10/127/93)**

In searches for new, temporary faculty positions provision may be made to involve the Faculty Affairs Committee, in particular, and the faculty, in general. Tenure stream searches follow the procedures of the Bylaws. Similar practices will be undertaken for temporary positions not otherwise excepted by the Dean, and they will adopt the following procedures:

To distinguish between two kinds of searches:

1. Temporary renewable: Position is more than one year
2. Temporary non-renewable: a one-time replacement, up to full time.

Level of FAC/faculty involvement in the three kinds of searches:

1. Temporary renewable:
 - a. FAC, with advice from relevant field chairs/members, takes primary role in constituting search committee
 - b. advertising for position broader than temporary non-renewable
 - c. committee recommends to Dean candidate(s) to invite
 - d. All faculty encouraged to attend and respond to interviews
2. Temporary non-renewable:
 - a. relevant field chairs/members take primary role in forming search committee
advertising for position not necessarily broad
 - b. committee recommends to Dean top candidate(s) to invite
 - c. FAC involvement very minimal

Appendix 6

Faculty Development Initiative Guidelines

Purposes:

- To assist James Madison College faculty in individual or joint research or curriculum development.

Competition cycle:

- There shall be one competition per academic year, with applications due in the Dean's office at the beginning of the fall semester. The exact submission date will be announced during the precedent spring semester.

Who can apply:

- All faculty appointed 50% or more in James Madison College.
- Repeat applications (of previously funded projects) will be accepted. Those applications, however, must show *prior* progress and justify the request for further support.

Use of grants:

- Grants may be used in a variety of ways, including buying out faculty time, providing support for student research assistants (undergraduates should be used wherever possible), assisting travel to sources of materials (domestic and international), or other research related costs, supporting attendance at or sponsorship of special workshops, or participation at conferences. Grants may also be used as a match/supplement for external grants applied for.
- Grant monies should *not* be requested for summer research stipends or for purposes for which other Madison College funds are normally available, including start-up funds for study abroad programs. (A list of other Madison College and MSU funding sources is available from the Dean's office).

Level of grants:

- Requests of varying amounts will be accepted. The Dean may suggest the range of amounts available based on the budgetary circumstances of the College year-to-year.

Proposals:

- Proposals should provide a clear description of the central focus of the project, its relation to the faculty member's own scholarly work and the broader field of scholarship in which it is located, a discussion of the methodology to be used, and the precise object to be accomplished in the grant period, or if it is a curriculum development proposal, a discussion of its relationship to the faculty member's teaching assignments and pedagogy, and its relationship to the College curriculum. Additionally, the proposal should append (on a separate page) a budget directly related to the tasks entailed in the proposal. (Guidelines for such proposals are provided to each grant applicant).
- Applications must be accompanied by a completed checklist providing information essential to the rating committee's evaluation of the application. Checklists are available from the Dean's office.

- Applications must be accompanied by copies of reports on expenditures and accomplishments from all prior grants from this fund

Rating committee:

- The FAC or relevant faculty committee shall make recommendations to the Dean of the College. These recommendations shall include a rank-ordering of all grant applications and commentary. The Dean shall review these recommendations and decide on the number, amount, and distribution of faculty development grants.

Priorities in the Awarding of Grants:

- Grants will be awarded based on the quality of each proposal and the significance of the proposed research or curriculum innovations to the faculty member's scholarly and to Madison and the academic community generally.
- Priority will be given to tenure stream faculty.

- Priority will be given to those who have not yet received or not recently received grants from this Fund or College-funded release time.
- Priority will be given to faculty who are seeking to buy out their time.

- Priority will be accorded to faculty preparing for reappointment, tenure or promotion reviews.

- Priority will be given to applicants who apply during the same grant cycle for funds external to Madison College (including other sources of funds from MSU). If such funds are received, the proposals to the College's Faculty Development Initiative will not be considered except to the extent that they are *required* as a match/supplement for external grants. Proposals for less than \$1,000 are excepted from this requirement.

- Applicants for whom scheduled reports on prior grants are not handed in by the time of the review will be excluded from consideration.

Reporting requirements:

- Each grant recipient must submit a one-page report to the Dean's office assessing the progress made or accomplishments achieved related to the grant proposal prior to the beginning of the next grant cycle

**Checklist for Faculty Seeking Funds from the Madison College Faculty
Development Initiatives (FDI)**

In order to be considered for funding, all applicants must complete this form and submit it along with their application.

Name of Applicant _____

Title of Project _____

Is this a repeat application? Yes/No (If the answer is yes, please note relevant requirements in the FDI Guidelines)

Are you a tenure-stream member of the faculty? Yes/No

When did you last receive College-funded release time (other than a Sabbatical)? List date, amount of release time and source of funding (FDI, special release time from the Dean, part of hiring process, etc; if never before granted such release time so indicate _____

When will you next be considered for reappointment, tenure or promotion? Note date and nature of RPT decision (If you are a tenured full professor, so indicate)

Indicate any external to the College funds sought for this project? Indicate source, amount, purpose (buying out time, etc.), estimated date of notification, and whether FDI funds are being sought as a match for these external funds. _____

If you have received support before from the FDI, indicate when AND ATTACH TO THIS PAGE A COPY OF THE REPORT FROM THAT GRANT.

Below this Line to be Completed by The Dean's Office

Grant proposal (with separate budget page) attached Previous
grant proposal report (s) attached to this document All
questions on this checklist completed

College and University Sources In Addition to the Faculty Development Initiative

This document has been prepared for faculty applying for funds from the College's Faculty Development Initiative (FDI), commonly referred to as the faculty development grants. It is comprised of information about three sorts of funding sources. First, there are sources within the College that should be relied on rather than the FDI or, in some instances, to supplement FDI proposals. Secondly, we have identified some of the many funding sources at MSU that should be pursued as well. Thirdly, we have a link put together by the MSU libraries for the Office of the Vice President for Research and Graduate Studies.

College-based Sources

Professorial Assistants. This Honors College based program provides undergraduate research assistants to work with faculty on their research. This is part of the University's commitment to attract outstanding high school students to MSU. The College's Director of Academic Affairs is the liaison for this program. Most of those working with Madison faculty are Madison freshman and sophomores, but students with other majors can work with Madison faculty just as Madison students can work with faculty outside the College.

Start-up Funds for Study Abroad Programs. The College, each year, gets a rebate from the Office of Study Abroad, based on the enrollment and costs of Madison-College based Study Abroad programs. Those funds are part of the Dean's discretionary funds, but should be used for something connected to activities outside the United States. Dean Garnett has used some of these funds to fund Study Abroad Scholarships for Madison students. Other funds are available as "matches" for the University's grants for exploratory trips (see Study Abroad Development Fund below) to lay the groundwork for potential new Study Abroad programs.

MSU Sources

MSU's Intramural Research Grant Program. The Office of the Vice President for Research and Graduate Studies (OVPRGS) provides funding opportunities for MSU faculty in several different components of the Intramural Research Grants Program (IRGP): the Small Grants Program, the New Faculty Research Initiation Program, or the Incubator Program. Depending on the substantive focus and size of their research proposal (as well as their time at MSU) Madison faculty can apply under a variety of different categories.

For details see: <http://www.msu.edulunit/vprgs/IRGP2001/irgp2001.htm>

Special Foreign Travel Fund (SFTF). This provides travel funds for MSU faculty presentations and keynote addresses at international meetings, and exhibitions and concerts in major halls. "Matches" are expected. Madison's regular travel funds can be used for this purpose.

- [Guidelines for Application](#)
- [Download SFTF Application \(Word97 format\) \(AdobePDF format\)](#)
- [Instructions for Using Granted SF^{TF} Award](#)
- [Download SFTF Trip Report \(Word document\) \(AdobePDF\)](#)

International Studies and Program Dean's Fund for Special Activities. This is a discretionary fund for the Dean of International Studies and Programs to support international seminars and symposia on campus which lead to significant scholarly research, publications and active learning.

MSU/Israeli Universities Cooperative Fund. This fund supports exchanges between Michigan State University and universities in Israel with similar programs where such fruitful interaction is mutually and equally beneficial to MSU and Israeli partners. The fund enhances research, study and travel opportunities for faculty and students.

Study Abroad Development Fund. This fund provides MSU faculty with partial funding for a site visit to the country in which they would like to develop a program. For further information contact the [Office of Study Abroad](#). Note that Madison has funds to assist in "matching" these funds.

MSU's **Area Studies Centers.** Most have funds available for conference travel; some (like the Canadian Studies Centre) also have funds for curriculum development

MSU's Center for International Business and Education's (CIBER). CIBER's Professional Development Programs are aimed at encouraging faculty to develop an international focus and enhance their international expertise through a variety of initiatives. These include competitive grants, travel support for international research and conference participation, and opportunities for collaboration with visiting scholars from abroad. CIBER-sponsored workshops, symposia, and conferences bring together faculty and doctoral students in business and the professions as well as foreign languages and international studies. Capitalizing on Michigan State University's extensive network of overseas alumni, friends, and partner institutions, CIBER also facilitates study and internship opportunities for students, faculty, and life-long learners in order to broaden their international experiences.

MSU's Global Area and Thematics Initiatives (GATI). For details on this program funded by the Office of the Provost and International Studies and Programs, see.

<http://www.isp.msu.edu/gati/public/index.htm>

Other Sources for Funding:

A good place to start an investigation of other sources of funding is this link developed and updated by Jon Harrison of the MSU libraries:

<http://www.lib.msu.edu/harris23/grants/grants.htm>

MICHIGAN STATE
UNIVERSITY 10 November

1995 MEMORANDUM

TO: FACULTY & STAFF. JMC

FROM: W. ALLEN. DEAN

WORKLOAD/CAPACITY EXPECTATIONS IN JAMES MADISON COLLEGE

The Faculty Assembled adopted on the above date the following table of workload expectations, understood in light of the appended commentary from the Faculty Affairs Committee of April 25, 1995:

Teaching:	69.5%
Instruction	50% [i.e.. 8 student credit hours]
Curriculum Development	7.0%
Other Instruction	5.0% [minimum 24 sch on average. i.e.. FEP]
Advising & Counseling	7.5%
Scholarship:	20%
Residential College Responsibilities:	2.5%
Service (including governance):	8.0%

These components of workload are increments of effort over the course of a semester. FAC divided the normal responsibilities of faculty within the College into two categories, called "Expectations" and "Beyond Expectations." For the purposes of workload assessment in general, rather than in individual cases, the present discussion may be confined to the first category, "Expectations." which consists of Teaching (or Scheduled Instruction); Scholarship; Advising and Counseling (which includes letters of recommendation); Residential College Responsibilities; and Service. Two additional rubrics, which we conceive as related to teaching, are listed separately in order to render our terminology recognizable within University vocabularies: Course and Curriculum Development; Other Instruction (which includes Field Experience papers and time devoted to teaching in or supporting instructional activities that do not carry specific UCC course numbers or that are not unique to any specific course and not related to one's own formal sponsored research projects).

This model of faculty workload is predicated on a measure of two courses of scheduled instruction per semester as a full-time load (i.e.. 50% of a full faculty semester load). As such, it would constitute the normative basis of faculty reviews, the source of reference for release-time decisions, and the scale in relation to which substitute instructional capacity is retained. The faculty has reviewed these results in light of the April 25, 1995 memorandum on "Workload/Capacity" from FAC.

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MICHIGAN STATE
UNIVERSITY

25 November 1995

MEMORANDUM

To: Faculty
From: Faculty Affairs Committee
Subject: Workload/Capacity

As you all know, the Provost Office is asking for a new and explicit model for reviewing and assessing workload capacity in each unit. The emphasis is clearly on teaching capacities together with research and scholarship with outcome, and service (university and outreach). The College needs to make some hard and serious decisions concerning these questions. In order to facilitate a productive discussion in the faculty meeting, FAC has prepared the following document indicating critical issues that need to be addressed by the faculty at large. For the purpose of both discussion and decision, we have divided the things we do in two major groups: Expectations (workload that is expected by all of us and that forms the basic norm for evaluating performance in the College); and Activities Beyond Expectations, some of which might be seen as trade-offs (activities that we often engage in but to various degrees and in various ways).

FAC met with Provost Simon in a constructive exchange of ideas about the new workload model; it became clear that JMC needs to make a strong case for what we actually do and show how and in what way our teaching and scholarship model differs from the models of more conventional units. At this stage, the faculty discussion needs to focus on how we should present our model to the Provost Office and MSU as a whole, rather than for the purpose of internal review. The latter will no doubt also require a thorough discussion, but right now we need to think through our workload model in relation to the rest of MSU.

Expectations

We will continue to think of the "standard model" as a 2-2 teaching load combined with "active research with an outcome," and a normal "service" load. We will stress the exceptional instructional model we have for most of our courses which requires that faculty interact more often and work more closely with students on their work. Faculty members spend a number of extra hours each semester reviewing students' papers and exams, as well as preparing students for papers and exams during both extra sessions and office hours.

Teaching. If we maintain a 2-2 teaching load we have to make decisions concerning the counting of sections and courses. How should we count the first year courses sections? Are we in agreement that 3 sections of each of MC111 and MC 112 are equal to 2 courses of the 4(3-0) and 5(4-0) model? And that 2 sections of MC201 or MC202 are equal to 1 section of a course which is 4(3-0) or 5(4-0)? Can and should we take into account writing components, Tier 1 and Tier 2 courses, underscoring that we are the only College in the University that requires of its students both W courses and clusters to meet the Tier 2 requirement?

As part of our teaching responsibilities we also have to include Field Experience Papers. This shows how a traditional understanding of the 2-2 model understates the teaching expected of all faculty members. We all supervise and read a number of field experience papers.

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Again, we need a minimum number of papers for the model. (A possibility is to tie the field experience paper duties to the adviser role.)

Scholarship. The word from the Provost Office is "research with outcome" which Provost Simon says need not be understood in conventional terms (i.e., can include outcomes other than peer reviewed pieces or even conference papers). We need to develop a model that includes specific expectations with regard to outcome. Here we have to come up with a format on an annual on average basis. Development of new courses and syllabi can be included here. but we need to decide how to count these and other non-conventional outcomes.

Service. This includes University, College, and Public Service. Since our outreach program is limited, we need to make a case for our less extensive, but still substantial, service model. Due to the size of the College, the committee (both College and University) workload is above normal for most faculty members. We need to map out this aspect in detail.

Advising. Statistics will reveal an extra and unique workload for all faculty. Components included here are normal academic advising, graduate school advising, and career advising. We need to set a standard for the minimum number of advisees.

Residential College Responsibilities. FAC believes that such a component should be included under expectations. Plus we should note that it was something that the Provost suggested in passing as one of our distinctive expectations, or at least she suspected it to be. Here we need a list of the types of programs that we offer including co-curriculars.

Recommendation Letters. We might be able to make a case that JMC faculty members take extra care in writing long and thorough letters. (Although this is a standard burden across campus.)

Activities Beyond Expectations

These are things that a lot of us do on a fairly regular basis but they are possibly unevenly distributed, and they are not part of the standard, expected workload. We need to address how some of these might be treated as trade-offs. All these activities certainly show that we work beyond "expectations."

Honors and Senior Theses. This is an ongoing teaching and advising task that remains hidden. It is also quite clear that the number of students writing these is on the rise — partly due to our newly instituted honors programs.

Independent Study Courses. Another teaching activity that is rarely taken seriously in our self-evaluations and annual reviews. Workload no doubt varies highly among faculty members. Again, due to honors programs, the number of independent study courses is on the rise.

Field Chairs. This is an extra responsibility that most of us encounter sooner or later.

Honors Options. Although the format varies, this is an added on burden that often (and perhaps typically) amounts to one or two extra contact hours/week. We probably need to collect information concerning various formats_

Overseas Programs. Preparation, organization, and recruitment of students. (A time consuming task with no administrative increment.)

MICHIGAN STATE
UNIVERSITY

Resolution on Faculty Mentoring

"A system of faculty mentoring be adopted: a) faculty mentors would be tenured faculty members, b) recruited by the Dean on the recommendation of the field chairs), c) all untenured faculty within the tenure system would be INVITED to participate and, if they choose to participate, each would be paired with a tenured mentor, d) these pairs could be across fields."

-Adopted/approved in a meeting of the Faculty Assembled,
September 20, 1996

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MICHIGAN STATE
UNIVERSITY

22 August 1997

Memorandum

To: Madison Faculty
From: Faculty Affairs Committee
Subject: Salary Discussions

On advice of FAC at the May 2, 1997 meeting, the College adopts the following provision:

Salary increases shall be awarded by a "percentage on base" formula. 2.

The ratios of increase by merit ranking should be as follows:

H=1
MH=.84
M = .68
ML=.4
L=0

James Vladicon
College

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48824-1205

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Dean's Office
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Admissions
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517/353-6754

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517/353-6757

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Moreover, the Dean will distribute the raise distribution numbers separate from the raise letter.

The total size of the salary pool will be indicated.

Percentage amounts at each level will be provided.

Range and average raises plus the number of faculty rated at each level will be provided.

CONSTITUTION OF THE JAMES MADISON COLLEGE STUDENT SENATE

As RATIFIED BY THE STUDENTS OF JAMES MADISON COLLEGE

Preamble

We, the students of James Madison College, are an integral part of the James Madison College community and are therefore entitled to an active role in deciding its policies and priorities. In recognizing our role and accepting our responsibility of self-government within the organizational framework of the James Madison College at Michigan State University, we seek to promote the intellectual, educational, and social opportunities available to this community by representing the interests and addressing the concerns of the student body; by involving students in the decision-making process pertaining to their own education and the future of the college; by safeguarding academic freedom and student rights; and thus do hereby establish the James Madison College Student Senate.

Article One: Name and Purpose

Section 1: The James Madison College Student Senate, hereafter referred to as "the Senate," is organized and established as the official student voice of James Madison College at Michigan State University.

Section 2: As an elected representative body, the primary duties of the Senate shall be to advise the Dean and Faculty Assembled on all matters of curriculum, staffing, and budgets as provided in the Faculty Bylaws; to provide leadership opportunities; to sponsor co- and extra-curricular activities; to provide enrichment opportunities for its constituency and to represent all other interests of the students within James Madison College.

Article Two: Membership

Section 1: The constituency of the Senate shall be any student of Michigan State University who is also a student enrolled in James Madison College. Enrollment shall be determined by a student's official declaration of major(s) with the Office of the Registrar, Michigan State University.

Section 2: The voting membership of the Senate shall be composed of the Senators representing the fields of study within James Madison College, and the Senators representing the first-year students.

Section 3: Non-voting membership in the Senate shall include all students in James Madison College not elected as Senators, the Dean of Madison College (or his/her designee), the elected Academic and Student Assembly Representatives to the Associated Students of Michigan State University (ASMSU), and any other representatives approved 2/3 of the Senate.

Section 4: The Senate shall not discriminate on the basis of race, creed, religion, national or ethnic origin, gender, age, political persuasion, sexual orientation, handicapper status, or marital status.

Section 5: Officers and Senators must meet all requirements listed in Sections above, be in good standing, and be elected into office or appointed as defined by this Constitution.

Article Three: Duties and Powers of Members, Senators, and Officers Section

1: Members

- a) Non-voting members shall have the power to obtain the Senate floor for the purpose of addressing the Senators during the period of debate on bills and during such other times as the Senate may define.
- b) By obtaining the floor, each non-voting member implicitly agrees to abide by Robert's Rules of Order Revised, including but not limited to, time restrictions on the period of debate.
- c) Non-voting members shall not have the power to move or second any motion, amend any bill, or vote in any official vote of the Senate.

Section 2: Senators

- a) The number of Senators shall not exceed thirty. This includes one chair, twenty-four Senators from the fields of study in James Madison College and five additional seats for freshman students.
- b) The duties of Senators shall be as follow: to accurately represent the views and dispositions of their constituencies, to serve on at least two of the Senate's committees (one of which must be his/her respective Field or Caucus), to adhere to and comply with the Senate attendance policy and to conduct themselves in a manner befitting a Senator.
- c) Senators shall have full voting power and may move, second, or amend, and vote on any motion; obtain the floor; object to consideration; and rise to points of procedure.

Section 3: Officers

- a) The officers of the Senate shaft be the Chair, Vice-Chair, Secretary, Treasurer, and any other officers as defined by the Senate.
- b) The duties of the Chair shall be as follow to supervise and lead the Senate and ensure that its Constitutional duties and obligations are met; to preside at all meetings of the Senate and the Executive Committee; to serve as an exofficio member of each field committee, caucus, and Senate committee; to cal special meetings as deemed necessary shall be the official representative of the Senate at external functions; and to perform other such duties as the office or Senate may require. The Chair has the right to vote only if the vote will change the outcome of any official vote of the Senate or the Executive Committee. Upon entering office, the Chair shalt forfeit his/her Senate seat
- c) The duties of the Vice-Chair shall be as follow to serve as the Senate parliamentarian; to coordinate the operations of each field committee, caucus and Senate committee with the operations of the Senate; to continually verify that all Senators are meeting the attendance requirement; to initiate impeachment proceedings; to perform all duties of the Chair in the Chair's absence; and to perform other duties as the office or Senate may require. Unless acting as temporary Chair, the Vice-Chair may vote during any official vote of the Senate or Executive Committee.

- d) The duties of the Treasurer are as follow to keep an accurate record of the Senate funds at all times; to continually update the financial records of the Senate; to report the Senate's financial position on a regular basis; to regularly make a written report of the Senate financial records for the Secretary; to perform all duties of the Chair in the absence of the Chair and Vice-Chair, to perform all duties of the Vice-Chair in the absence of the Vice-Chair, and to perform other duties as the office or the Senate may require. Unless acting as temporary Chair, the Treasurer may vote during any official vote of the Senate or the Executive Committee.

- e) The duties of the Secretary shall be as follow. to keep an accurate and written record of all Senate meetings and Executive Committee meetings; to keep records of attendance for each officer and Senator; to coordinate all public communications of the Senate; to continually maintain the Senate historical record, which includes the Senate Constitution, attendance, Treasurer's report, roster, minutes, agendas, bills, event reports and any other such documents deemed necessary by the Executive Committee; to perform all duties of the Chair in the absence of the Chair, Vice-Chair and Treasurer; to perform all duties of the Vice-Chair in the absence of the Vice-Chair and the Treasurer, to perform the duties of Treasurer in the absence of the Treasurer; and to perform other duties as the office or the Senate may require. Unless acting as temporary Chair, the Treasurer may vote during any official vote of the Senate or the Executive Committee.

Section 4: Senate Attendance Policy

The following are henceforth considered the official Senate Attendance policy and accompany the addition of "adherence to the official Attendance Policy" as a senatorial duty outlined above. The Senate Attendance Policy will be enforced as outlined in Article 5.

- a) Attendance is required at all Senate and Committee meetings as well as at functions deemed Official Senate Functions by the Chair.

- b) General meeting and event attendance will be taken and verified by the Vice-Chair as outlined in Article 3 Sec 3 Subheading d.

- c) Committee attendance will be taken by committee chairs and submitted to the vice chair for collection and tabulation.

- d) Each senator will be allowed three (3) cumulative unexcused absences per semester. If the Senator has three (3) unexcused absences but not yet four (4) unexcused absences they may be allowed to make up one (1) unexcused absence per semester as long as they participate in a Community Service Network event, prior to receiving their fourth (4th) absence. The combination of these absences may be distributed among committee, Senate Community Service Day (in accordance to Article 8 Section 3 Subheading I), or general meetings in any fashion.

- e) Known future absences may be excused by submission of an excuse to the Vice-Chair or proper Committee Chair. Ex Post Facto the Vice-Chair or Committee Chair may consider submission for an excused absence at his or her discretion, but the submission must be filed within fourteen days of the absence.

- f) Approval of an excused absence is at the discretion of the Vice-Chair or relevant committee chair. Excused absences do not count against the two-absence limit, though the Vice-Chair at his or her discretion may review excessive excused absences.

- g) Senators signed up for office hours must attend all office hours for which they have signed up. Failure to do so without excuse will result in an unexcused absence. A sign-in system will be used to verify compliance and will be monitored by the Vice-Chair.

- h) Senators not signed up for office hours will be required to work at all Official Senate Functions in such a manner that aids in the production of the event A failure to do so will result in an unexcused absence.

- i) Failure to adhere to the attendance policy will result in the initiation of the Review and Removal Process by the Vice-Chair in accordance with Article 5 of the JMCSS constitution.

- j) Senators signed up to assist in any non-official Senate function must attend as scheduled. If the Senator is unable to attend, it is that member's duty to notify the function coordinator at least 36 hours prior to the event. Failure to do so will result in an unexcused absence. In the event that proper notification is unable to be given, the approval of the absence is at the approval of the vice-chair.

- k) Seeing that the Senate is to provide leadership and extracurricular activities, and supported the founding of the Community Service Network, all members of Senate shall be required to participate in a Senate Community Service Day once per semester (sponsored by the Community Service Network). If a member of the James Madison College Student Senate cannot make it for the Senate Community Service Day, they will be required to make up the event by partaking in another Community Service Network event that semester. This day will not count as a Community Service Network event as defined in Article 8 Section 3 Subheading d.

Article Four: Elections

Section 1: Events Prior to Elections for Senators

- a) At least two meetings prior to elections, the Chair shall announce the time, date, and location of elections.

- b) At least two meetings prior to elections, petitions for office shall be made available in any location as recommended by the Senate Public Relations Committee to the full Senate.
- c) Petitions shall be due no more than 5 and no less than 3 days before the date of election.

- d) Petitions must be signed by twenty James Madison College students within the field or level of study, or 10% of such field or level, whichever is lower. Signatures of seniors graduating in May, will not count towards fulfillment of the petition process.

Section 2: Elections of Senators

- a) Regular elections shall be held by the 12th week of Spring Semester.

- b) The election shall be governed by the Senate Public Relations Committee, in consultation with the Dean of the College, and with the consent of the Senate. The Public Relations Committee shall develop the ballot upon receipt of the petitions.

- c) Of the twenty-four seats open to declared majors in James Madison College, two seats shall be reserved for each field of study. The remaining seats shall be apportioned according to the ratio of declared majors within each field to the total number of declared majors in the College. Students holding double majors within JMC shall be counted in each of their fields, and twice in the total number of declared majors. The arithmetic that determines how many seats each field will have for the upcoming year shall be performed by the Public Relations Committee Chair and overseen by the Chair of the Senate. The James Madison College Office of Academic and Student Affairs shall provide the necessary numbers. The count shall take place prior to Senate elections each Spring and include Freshman students who have declared their majors, but exclude outgoing seniors.

- d) A student of James Madison College may only cast a vote for Senate positions involving his/her field or level of study. Students holding double majors within James Madison College shall be able to vote for Senators in each of their declared fields.

- e) For all elections where more than one position is open, the winners shall be declared those individuals receiving a plurality of votes in decreasing order of size.
- f) Senators shall take office at the next scheduled Senate meeting and their term shall last from Spring to Spring.
- g) Elections for the Freshmen Senators shall occur no later than the third fun week of classes of the Fall Semester. All rules concerning the election of Senators in the Spring shall apply to the entering Freshmen student elections in the Fall.

Section 3: Elections for Senate Officers

- a) Regular elections shall be held by the 13th week of the Spring Semester.
- b) Only seated Senators may be candidates for office, and only seated Senators may vote during the officer elections.
- c) To be elected to office, a member must receive a majority of votes cast. If no single candidate has a majority, the candidates with the two highest vote totals shall be entered into a run-off until one candidate receives a majority of votes cast.

Section 4: Vacancies

- a) In the event that a Senator position is open, the members of the appropriate field committee or caucus shall have the power to appoint a James Madison College student to the position. To be considered valid, the appointment must receive approval of the Senate. In the event that a Senate seat is open, the members of the appropriate field committee must take no more than three weeks to fill the vacancy. If the appointment does not receive the approval of the Senate, the seat shall be declared vacant and election proceedings shall commence.
- b) In the event of vacancy in an executive committee office or committee chair, the title, power, and responsibilities of that office or committee shall revert directly back to the Chair. That specific office or chairmanship may be delegated by the Chair to members of the Senate providing that a special election be held within a two week period, subject to all the rules of election specified above.

Article Five: Resignations, Recalls, and Removal from Office

Section 1: Resignation

Any officer or Senator that cannot fulfill the duties of their position shall submit a written resignation from office within one week from the time the coact arises. Failure to resign an office when necessary will result in the initiation of a review process by the Vice-Chair for the purpose of removal from office.

Section 2: Impeachment

a) Impeachment proceedings will be initiated by the Vice-Chair at the Executive Committee meeting immediately following the violation. If a member of the freshman caucus is not present on the Executive Committee, one will be invited to the meeting for the purpose of representing the freshman caucus. The Senator under review will be notified of the action and allowed to attend the Executive Committee meeting to witness the proceedings and provide his or her own defense.

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- b) Upon examining the facts of the case and defense provided by the Senator under review, the Executive Committee plus any necessary freshmen caucus representative will vote to decide whether a proposal to remove will be submitted to the Senate at the next meeting.
- c) A 2/3 majority of voting e-board members will be necessary to bring a removal from office proposal before the Senate.
- d) The motion to remove a Senator from office will be presented by the Vice-Chair. In addition to speaking during the period of debate, the member in question shall be given an opportunity to present his or her case before the Senate immediately prior to the final vote.
- e) A 2/3 affirmative vote by secret ballot of the Senate shall be necessary to remove a Senator from office. Section

3: Recall If the constituency of the college deems it necessary to recall a senator, they must follow the prescribed guidelines.

- a) In the event of a recall, the Public Relations Committee must approve the ballot language within five (5) days, not including university holidays, of delivery of such language. In the event that the senator in question is a member of the Public Relations Committee, he or she shall excuse himself from the approval process. The Public Relations Committee is then responsible for communicating the impending recall to all members of Senate.

Either 20% of the recalled Senator's field or 20 students of the said field must then sign a petition. Signatures must include the student's PID for verification purposes. The petition shall include the approved recall language and the recalled Senator's name and field.
- c) The completed petition must be returned to the Public Relations Committee no more than seven (7) days after receiving language approval from the Public Relations Committee.
- d) Upon the petition's return, the Public Relations Committee shall immediately schedule a recall vote to be held no more than seven (7) days later. The election shall be advertised and conducted in the standard manner of the Senate.
- e) The results of the recall vote shall be immediately published in a manner chosen by the Public Relations Committee and the recalled Senator shall be notified of the outcome.

Section 3: Removal

In the event that a Senator resigns, or is the subject of an affirmative impeachment or recall procedure, he or she shall immediately forfeit all duties and privileges of a Senator.

Article Six: Meetings and Procedures

Section 1: Regular Meetings

- a) The Senate shall hold at least one meeting a week, excluding University holidays, for the purpose of doing business during the Fall and Spring Semesters.
- b) The time, date, and location of the first meeting of each academic year shall be at the discretion of the Chair. A schedule for all subsequent meetings must be approved by a majority of Senators present at the first meeting.

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- c) All meetings shall be conducted according to Robert's Rules of Order Revised.
- d) In all questions of parliamentary procedure, the Vice-Chair's interpretation shall be binding unless overruled by a majority of the Senators present.
- e) Allocations of Senate funds shall require a 2/3 roll-call vote of the Senators present.

Section 3: Special Meetings

- a) Special meetings may be called upon the request of the Chair, the written request of the Dean, or the written request of 1/3 of the Senate. Any request must include a statement of purpose and a deadline date by which the meetings must be held.
- b) The Chair must set the date for the special meeting within 3 days of receiving such request and within the deadline specified in the request.
- c) All the rules of this Constitution, and all the rules governing a regular meeting, shall apply to any special meeting.

Section 4: Emergency Situations

- a) In the event that a committee cannot meet in time to discuss a matter of importance, the Senate Chair may declare an emergency situation and move with the necessary action to either implement or dispense committee actions. This must be done in coordination with the respective committee chair.
- b) Such a declaration shall be approved by the Senate at the next Senate meeting, or when quorum is present.
- c) In the event that the declaration is not approved, all action taken shall be considered unofficial and subject to the review of the Senate. Any reversible actions shall be reversed, and any non-binding commitments shall be considered.

Article Seven: Committees Section 1:

Committee Powers

The Senate shall function with a committee system. All committees shall have the full power within their respective spheres to commit the Senate to projects, programs, and positions, subject to the following, where approval is defined as a majority of the votes cast:

Section 2: Committee Operations

- a) All members of the College shall have the opportunity to become members and/or chairs of each committee (except Executive), and shall have the chance to express their ideas and opinions to the committees.
- b) All committees must give a report or a 'no report' at every regularly scheduled meeting of the Senate.
- c) Approval of a motion in a committee requires that a quorum of the committee be present, and that a majority of those members present support the motion.

- d) The committee chair shall set and announce the time and place of committee meetings in consultation with the members of the committee. Committee Chairs shall further be responsible for the submission of Event Reports, to the Secretary for the maintenance of the Senate historical record as deemed necessary by the Executive Committee.
 - d) The division of labor within a committee shall be at the discretion of the committee chair.
 - e) Each committee shall have the power to elect a committee chair (and other chairs as it deems necessary) to a one-year term each Spring after the new Senators have been seated and a new Senate Chair has been elected.
- f) Each committee of the Senate must meet a minimum of once every two weeks.

Section 4: The Executive Committee

- a) The Executive Committee shall consist of the Chair, Vice-Chair, Treasurer, Secretary, and any other officers that the Senate may elect
- b) The duties of the Executive Committee shall be:
 - i. To carry out the resolutions, policies, and activities of the Senate as indicated in the duties of the officers and committees,
 - ii. To coordinate the activities of the Senate with other organizations on the campus, or to name a delegate to this task.
- c) The Chair of the Senate shall chair the Executive Committee, and shall only vote in case of a tie.

Section 5: The Senate Field Committees

- a) The four Senate Field Committees shall cover each of the fields of study of James Madison College.
- b) The duties of the Senate Field Committees shall be as follows: to select field chairs; to submit letters of evaluation for all new field hires; to work with the college faculty in all matters concerning the field; and to perform such other duties as the Senate Chair or committee chair may prescribe.
- c) The Senators within each field shall serve as the student voting representatives on their respective field committees. In the case that there are more voting faculty members than student Senators on a field committee, both the Faculty and the Senate Field Committee Chairs in accordance with the Faculty Bylaws shall resolve the discrepancy. In the case that there are more student Senators than voting faculty members on a field committee, the voting privileges of Senators shall begin with the Senate Field Committee Chair and then be determined according to seniority (defined by time served on Senate). All students within the college are invited, however, to actively participate in the discussions within the field committees.
- d) Whenever the Senate Field Committees are called before the Faculty, the Dean, or the College Field Committees, the Senators elected from the appropriate fields shall serve as the liaisons. As liaison, these Senators hold the official student votes in the College Field Committees as defined in the Faculty Bylaws.

Section 6: The Senate Programming Committee

- a) The duties of the Senate Programming Committee shall be as follows: to serve as the co- and extracurricular programming arm of the Senate; to advise the Dean on all residential matters; and to perform such duties as the Senate Chair or committee chair may prescribe.

b) The voting membership of the Senate Programming Committee shall be defined as any member of the college who maintains regular meeting attendance at the committee meetings.

c) The Senate Programming Committee shall be responsible for the election of 4 people to serve as liaisons to the College Programming Committee.

i. Three of the liaisons shall be elected in the Spring for a one year term. Elections for the liaison shall occur after the new Senators have been seated and a new Senate Chair is selected.

ii. One of the liaisons must be selected in the Fall from the incoming Freshman class. This election shall be run under the auspices of the Freshmen Caucus, subject to the consent of the Senate.

d) Whenever the Senate Programming Committee is called before the Faculty, the Dean, or the college committee, the four liaisons defined and elected from (b) above shall hold the official student votes in the College Programming Committee as defined in the Faculty Bylaws.

Section 7: The Senate Staff and Budget Committee

a) The duties of the Staff and Budget Committee shall be as follow: to assist with the Dean search; to advise the Faculty Assembled on the interpretation of the college bylaws; to advise the Dean on the annual college budget; to advise the Dean on all hiring priorities; and to carry out such other duties as the Senate Chair or committee chair may prescribe.

b) The voting membership of the Senate Staff and Budget Committee shall be defined as any member of the college who maintains regular attendance at the committee meetings.

c) The Senate Staff and Budget Committee shall be responsible for the election of 4 people to serve on as liaisons to the College Staff and Budget Committee in the Spring for a one year term. Elections for the liaison shall occur after the new Senators have been seated and a new Senate Chair is selected.

d) Whenever the Senate Staff and Budget Committee is called before the Faculty, the Dean, or the college committee, the four elected liaisons shall hold the official student votes in the College Staff and Budget Committee as defined in the Faculty Bylaws.

Section 8: The Public Relations Committee

a) The duties of the Senate Public Relations Committee shall be as follow. to conduct and regulate all student elections with assistance from the Dean; to communicate the actions and meetings of the Senate to the college membership; to provide publicity for Senate programs and activities to the university as a whole; to facilitate the t-shirt sale during the Fall semester; and to perform such other duties as the Senate Chair or committee chair may prescribe.

b) Whenever the Senate Public Relations is called before the Faculty, the Dean, or college committee, the Senate Public Relations Committee shall have the power to elect to a one year term each Spring four people to serve as its faculty liaisons. The liaison election is to occur after the new Senators have been seated and after a new Senate Chair has been selected.

c)The Public Relations committee shall also oversee the Technology Subcommittee, and maintain the Senate website, and 'JMCSS Newsletter'.

Section 9: The Freshmen Caucus

- a) Each Fall Semester, the entering Freshmen students shall elect 5 Senators to the Student Senate. Together, these Senators shall form the Freshmen Caucus. These Freshman Senators shall each be entitled to all of the rights and responsibilities of membership.
- b) The duties of the Freshmen Caucus shall be as follow. to advise the full Senate on any matters concerning the Freshmen courses; to advise the Senate on any matters of concern to the Freshmen; and to carry out such other duties as the Senate Chair or caucus chair may prescribe.

Section 10: The Committee of the Whole

In any matter in which the Faculty, Dean, or college committee requests Senate advice on all-college policies, the general curriculum of James Madison College, or any related issue, the Senate shall dissolve itself into a Committee of the Whole for the purpose of discussion. The Chair shall remain in charge of the proceedings, but no official votes may be taken.

Section 11: Meetings with SAC/FAC

- a) Whenever a meeting is called by the Dean or the faculty of the college requiring the advice of the 4-member Student Affairs Committee (SAC), student membership in SAC as defined in the Faculty Bylaws shall be determined by the Senate as follows:
 - i. Two members must come from the Senate Programming Committee. One member shall be the Chair of the Senate Programming Committee.
 - ii. Two members must come from the Senate Staff and Budget Committee. One shall be the Chair of the Senate Staff and Budget Committee.
- b) Elections to these SAC positions shall occur each Spring within the appropriate committees. A Senator representing Freshmen students must hold one position.

Article Eight: Amendments to the Constitution

Section 1: This Constitution may be amended by a three-fourths affirmative vote of all Senators present and voting at two consecutive Senate meetings.

Section 2: All amendments must be proposed in writing to the Senate as a whole on the day of the proposal.

Appendix 11

Peer Reviews Procedures

For published materials, the candidate for Promotion and/or Tenure must provide the RPT with evidence that the materials have been peer reviewed. These may include the reviews themselves and/or documentation from the publisher as to the process it employs for peer reviewing. For candidates with the requisite number of published peer reviewed materials, external peer review evaluations are optional (e.g. a candidate may request them in order to augment his or her published record).

Such external peer review evaluations, when they are included in a candidate's file, must be confidential assessments by peers external to James Madison College. (These will be considered by the RPT in addition to those written by faculty members in Madison College). To ensure that commentary is received from at least two external to Madison College peer reviewers, the candidate's best scholarship, as identified by the candidate him or herself, will be sent to at least four external peers, drawn from a list of six potential external peers. For these purposes, the candidate shall provide the Dean with three names and the Dean, in consultation with tenured faculty members in the candidate's field or fields, shall identify an additional three names. The Dean shall then solicit evaluations from four external peers, drawn from the two lists, keeping any additional names in reserve in case those initially written to can not provide assessments in the requisite length of time. Candidates should be apprised of the names of all external peer reviewers from whom assessments are sought. While peer reviewers will normally be faculty members at universities, others in the private and public sector may be appropriate for particular sorts of scholarship. In addition to the scholarship identified by the candidate and a copy of the candidate's current curriculum vita, external peer reviewers will be provided a copy of the relevant portions of Madison College's bylaws and a cover letter written by the Dean underscoring the importance of this process, that scholarship is a secondary criterion for promotion and tenure in Madison and that their reviews will be considered along with those of others, both within the Madison College and outside of it.