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JAMES MADISON COLLEGE BYLAWS

MISSION

James Madison College provides liberal education in public affairs for undergraduates. This means, among other things, that our primary activity as a faculty and staff is undergraduate teaching. We are dedicated to the highest standards of excellence, both for our students and for ourselves. Our curriculum and individual courses are multi-disciplinary, cultivating in our students skills of rigorous thought, lucid prose writing, and articulate speech. We learn in a residential setting that nurtures a collegium of scholars among students, faculty, and staff; and we draw on the resources of the wider University to enrich our program.

I. ACADEMIC ORGANIZATION

A. THE FACULTY ASSEMBLED

1. Composition of the Faculty

- a. The regular faculty of James Madison College shall be composed of all persons in the College who have been appointed under the rules of tenure and holding the rank of professor, associate professor, assistant professor or instructor, and the Dean of the College.
- b. The fixed term faculty of James Madison College shall consist of all persons holding the rank of visiting professor, visiting associate professor, visiting assistant professor or visiting instructor, but not appointed under the rules of tenure.
- c. Honorary faculty shall be those persons designated as Professors Emeriti and Adjunct Professors.

2. Definition of a Constituency for Meetings of the Faculty Assembled

- a. The faculty constituency shall be defined as follows:
 - (1) The voting faculty shall consist of all regular and fixed term faculty appointed either full time in the College or with no less than 50 percent appointment in the College.
 - (2) Academic staff members without faculty rank may, at the discretion of the faculty, be accorded the status of voting faculty on internal matters (those concerning Madison College activities) in meetings of the Faculty Assembled.

- (3) Regular faculty members on leave will not be counted for purposes of a quorum but possess the right to vote in meetings of the Faculty Assembled.
 - (4) Fixed term members will not be counted for purposes of a quorum but possess the right to vote in meetings of the Faculty Assembled.
3. The Faculty Assembled shall sit as a formally constituted body and shall be chaired by the Dean or, in his or her absence, another member of the faculty designated by the Faculty Affairs Committee.
4. Functions
 - a. The Faculty Assembled shall have final advisory authority on educational programs.
 - b. The Faculty Assembled shall have final authority over curriculum. A majority of faculty present and voting may approve, amend, reject (or return for further discussion) any recommendation by the College Curriculum Committee. Amendments, rejections or referrals for reconsideration of College Curriculum Committee recommendations shall be accompanied by reasons for such action. The response of the College Curriculum Committee will be considered by the Faculty Assembled before it takes final action. All recommendations by the College Curriculum Committee must be submitted to the faculty and publicized in the College at least seven days prior to the faculty meeting at which they are to be considered.
 - c. The Faculty Assembled shall have the power to interpret these bylaws.
5. Procedure
 - a. The Faculty Assembled shall determine its own procedures, consistent with College and University Bylaws.
 - b. Agendas for and minutes of all regularly scheduled faculty meetings and summaries of decisions made, together with underlying rationales, shall be published by the Office of the Dean.
 - c. Regular meetings of the Faculty Assembled shall be called upon due notice by the Faculty Affairs Committee.

B. THE STUDENT BODY

1. The primary responsibilities of the students are to study and to make themselves as competent as possible in all parts of the program. Their advice and service shall be sought by the faculty in such matters and in such ways as may best serve the general welfare of the College.

C. DEAN OF THE COLLEGE

1. Duties and Responsibilities

As the chief executive officer of James Madison College, the Dean has the ultimate responsibility for the educational, research, and service programs, budgetary matters, physical facilities and personnel matters in his/her jurisdiction. However, it is understood that in fulfilling these responsibilities, the Dean shall work in good faith within the framework of the procedures set forth herein for the governance of the College.

- a. The Dean may appoint such committees as may be necessary for carrying out the duties and responsibilities of this office and for which no other provision is made.

2. Selection Procedure

The voting faculty of the College shall have shared responsibility with the Provost to determine procedures for the selection of deans to be nominated by the Provost. All procedures will conform to the regular hiring regulations (including Affirmative Action provisions of the University). (Section 2.1.4.1., MSU Bylaws for Academic Governance.)

- a. As soon as it is known that a vacancy will occur in the deanship, the Faculty Affairs Committee shall undertake the responsibility of setting up a Selection Committee with the following composition:
 1. Four faculty representatives elected by the voting faculty (internal matters) from a slate of no less than six and no more than eight, drawn from the voting faculty and prepared by the Faculty Affairs Committee in such a way as to insure representation of diverse elements in the College. The election shall be by plurality ballot, with each elector voting for four candidates.
 2. One University faculty member selected from outside the College by the Provost.

3. One student representative with one vote selected from the Student Senate.
 4. One Alumnus/a with one vote elected by the membership of the James Madison College Alumni Association from a slate prepared by the members of the James Madison Alumni Association Board.
- b. Committee Procedures
1. The Selection Committee shall meet at a time and place arranged by the Chairperson of the Faculty Affairs Committee and shall organize itself by selecting a chairperson and a secretary from among its members.
 2. The Selection Committee shall meet with the Provost for mutual exchange as early as possible.
 3. The Selection Committee shall then prepare a standard nomination form which will provide space for the name of a nominee and the reasons for the nomination. The form shall specify that to be valid, every nomination must be signed. Copies of this form shall be distributed to all members of the College faculty and to all students in the College with the instruction that nominations be submitted to the Selection Committee by a specified date. Nominations also may be obtained from a general posting of the vacancy.
 4. The Selection Committee shall evaluate the nominations it receives and prepare a slate of the names of no more than five, or less than three, of the nominees who, in the Committee's judgment, are best qualified to serve as Dean of the College. The Selection Committee may consult the Provost about the slate.
- c. The voting faculty (internal matters) of the College shall rank the slate of candidates by preferential balloting on or before a date specified by the Committee. The results shall be evaluated by the Selection Committee prior to submitting its recommendation to the Provost.
3. Review of the Position

The Faculty Affairs Committee of the College shall share responsibility with the Provost to determine procedures for the review of deans (Section 2.1.4.1., MSU Bylaws of Academic Governance).

At regular intervals and not to exceed five years, a general administrative review of the deanship shall be conducted in consultation with the Provost by a review committee comprised of the elected members of the Faculty Affairs Committee and two of the members of the Student Senate. The Student Senate shall determine the means by which the student members of the review committee are chosen.

D. COLLEGE ADMINISTRATIVE STAFF

1. Composition

- a. The Dean may, in consultation with the Faculty Affairs Committee (FAC), establish additional offices as part of the administrative staff. The Dean must notify the faculty, in writing, of the particular duties and authority of any staff member before that staff member actually takes office. The Dean may not assign duties or authority to any administrative staff in a way that contradicts or overrules other provisions of the College bylaws.
- b. Among the offices the Dean may choose to establish is that of Associate Dean. The Associate Dean must be a member of the Faculty Assembled or eligible to become a member of the Faculty Assembled. The Associate Dean shall be named by the Dean for an appointment for up to three years, after consultation with the Faculty Affairs Committee. If there is an Associate Dean, any further provisions of these bylaws concerning an Associate Dean take effect.

1) Responsibilities:

- (a) The Associate Dean shall adopt the duties and authority that the Dean assigns; the Dean must notify the faculty, in writing, of the particular duties and authority of the Associate Dean, before a new Associate Dean takes office. The Dean must also notify the faculty, in writing, of any changes in the duties or authority of the Associate Dean, before those changes actually take effect.
- (b) The Associate Dean is not eligible to serve as an

elected member of the Faculty Affairs Committee.

- (c) The Associate Dean is not eligible to serve as an elected member of the Reappointment, Promotion, and Tenure Committee (RPT).

2. Selection Procedures

Members of the administrative staff of the College shall be appointed consistent with the University Guidelines either by the Dean with delegations from the President and Provost or by those officers upon nomination by the Dean.

3. Responsibilities

The responsibilities of the administrative staff shall be defined by the Dean and may be redistributed, according to the needs of the College consistent with the provisions of the Bylaws. The responsibilities assigned will cover the full range of academic and student affairs necessary to the fulfillment of the College mission and any other functions necessitated by the University requirements or College needs.

II. THE FACULTY AFFAIRS COMMITTEE

A. Composition

1. Dean: ex officio with no vote, and member in accordance with MSU Bylaws for Academic Governance, 2.2.5.1.
2. Associate Dean: ex officio, with no vote, but advisory to the FAC.
3. One ex-officio representative of the University Council, with no vote.
3. Four tenure-system members of the faculty: each with one vote.
4. The Associate Dean and the University Council representative shall not participate in deliberations of annual faculty personnel reviews.

B. Mode of Selection

The mode of selection, including nomination, election, and recall, shall be consistent with procedures set forth in Article VIII of these bylaws.

C. Term of Office

The term of office is defined in *Article VIII*, below.

D. Functions

1. The Faculty Affairs Committee shall deliberate and draw up proposals on behalf of the faculty and advise the Faculty Assembled.
2. The Faculty Affairs Committee shall advise the Dean on the budget.
3. The Faculty Affairs Committee shall have the authority to establish and appoint committees as necessary.
4. The Faculty Affairs Committee shall advise the Dean on general College policy.
5. The Faculty Affairs Committee shall advise the Dean on:
 - a. "Matters affecting the distinctively professional duties of the faculty" as set forth in the Bylaws for Academic Governance, Section 1.2.4.1.3.: Matters affecting the professional responsibility of the faculty to establish and maintain the intellectual authority of the University;
 - b. Personnel matters, such as faculty hiring priorities, appointments, annual reviews, and salaries;
 - c. Policies concerning salary, leaves and other benefits, as appropriate.
6. The Faculty Affairs Committee shall make nominations for the selection of All-University Committee faculty representatives and conduct the elections.
7. The Faculty Affairs Committee may appoint Search Committees which, in accordance with University and College guidelines for search committees and candidate selection (Article *IX*) shall:
 - a. Select prospective faculty candidates for interviews;
 - b. Give the Dean advice on which faculty candidates should be given offers.

E. Procedures

1. The Faculty Affairs Committee shall establish its own procedures except as specified below.
 - a. The chairperson shall be elected annually from among its membership by the elected members of the Faculty Affairs Committee.
 - b. The Faculty Affairs Committee shall meet at the beginning of every year to establish a regular pattern of meetings. Meetings shall be no less frequent than once a month. Specific meetings are scheduled in joint consultation and agreement between the Dean and the elected chairperson. All members of the Faculty Affairs Committee shall be notified with maximum feasible advance notice.
 - c. Agenda: 1) Members of the faculty may submit items for consideration to the Dean or to the elected chairperson, and the chairperson shall set an agenda prior to each meeting in consultation with the Dean; 2) the agenda shall be publicized by noon on the day prior to the meeting.
 - d. Quorum: A quorum for an official meeting shall consist of the Dean and three elected faculty representatives.
 - e. The elected chairperson shall preside at the meetings, or in the absence of the chairperson, another member of the Faculty on the committee shall preside.
 - f. Minutes: 1) the public minutes shall be distributed to all faculty; 2) confidential minutes, if any, shall be distributed to all members of the Faculty Affairs Committee.
 - g. Members of the Faculty Affairs Committee shall advise the Dean as to the appropriateness of maintaining the confidentiality of particular discussions and advice. Any member who provides particular information may decide that the information shall be kept confidential.
2. Nomination and Selection of All-University Faculty Representatives
 - a. University Committee on Curriculum and University Committee on Academic Policy: For each of these committees, in accordance with MSU Bylaws for Academic Governance rules for standing

committee composition, the Faculty Affairs Committee shall nominate a slate from which one person shall be elected to serve by plurality vote of the eligible faculty. Eligibility for office and voting time of election and duration of terms shall conform to the requirements of the University Bylaws. If a duly elected representative is unable to complete his or her term of office, the Faculty Affairs Committee shall select a replacement for the duration of the term.

- b. Academic Council: The Faculty Affairs Committee shall nominate a slate for any vacancies to be filled on the Academic Council, from which the requisite number of faculty shall be elected to serve. Elections shall be by plurality vote of the eligible faculty. Eligibility for office and the voting time of election and duration of term shall conform to the requirements of the University Bylaws. If the duly elected representative is unable to complete the term of office, the Faculty Affairs Committee shall select a replacement for the duration of the term. Bearing in mind the small size of the James Madison College faculty, the Faculty Assembled, by majority vote, may choose to fill only one of the two College faculty seats on the Academic Council.
- c. Principles to be applied in faculty elections for Academic Council and University standing and advisory consultative committees:
 1. The College's faculty should take seriously its obligation of representation to these bodies, in particular the Academic Council, the University Committee on Curriculum, and the University Committee on Academic Policy. It is understood that all eligible faculty should stand for these assignments unless there are extraordinary personal circumstances, in which case a name can be withdrawn.
 2. Prior to the elections, the Dean shall draw up a list of eligible faculty who would then be contacted and be provided an opportunity to indicate any preferences for various committee or council seats. Expressed preferences will be taken into account when the FAC makes nomination decisions and elections are held. Faculty will not be nominated for more than one committee without their assent.
 3. Faculty Affairs Committee members shall be excluded from the eligibility list for the University Committee on

Academic Policy and the University Committee on Curriculum unless they wish to be considered for nomination. Membership responsibilities not consonant with participation on the FAC also constitute an acceptable reason to remove one's name from eligibility from other standing committees.

III. THE STUDENT SENATE

A. Composition

1. The voting membership of the James Madison College Student Senate shall be composed of the Senators representing the four fields of study within James Madison College, and the Senators representing the first-year (freshman) students.
2. The Director of Academic Affairs or designee, ex officio, with no vote.

B. The mode of selection, including election and term of office, shall be consistent with the procedures set forth in the Constitution of the James Madison College Student Senate.

C. Functions

1. The Student Senate shall establish and maintain formal channels of communication between the student body and the Faculty.
2. The Student Senate shall represent the students of James Madison College to the community outside of the College, except insofar as a functioning Student Senate shall provide for that function otherwise.
3. The Student Senate may advise the Dean on the budget.
4. The Student Senate may advise the Dean on general College policy.
5. The Student Senate may advise the Dean on all-College co-curricular activities.
6. The Student Senate may advise the Dean on residential matters.
7. The Student Senate may advise the Dean on hiring priorities.
8. The Student Senate shall advise the Faculty Assembled on the interpretation of the bylaws.

9. The Student Senate shall have the power to call all-College meetings.
10. For the purpose of joint meetings with the FAC, the Student Senate will designate from its body a committee of four students, each with one vote. One position on this committee must be held by a first year student.

D. Procedures

1. The Student Senate shall meet with the Dean at least once a semester or more frequently at the request of the Dean, the direction of the Student Senate, or by a majority vote of the elected members.
2. All Student Senate meetings shall normally be open. Closed meetings may be called by the Dean or by a majority vote of the elected members.
3. A Student Senate chairperson shall be designated by the Senate in accordance with Article 4, Section 3 of the Constitution of the James Madison College Student Senate.
4. The agenda for meetings of the Student Senate and minutes of FAC meetings shall be made available for interested students in the Office of Academic and Student Affairs.

IV. THE COLLEGE CURRICULUM COMMITTEE

A. Composition

1. The Associate Dean and the Director of Academic Affairs shall serve ex officio, with no vote.
2. There shall be five faculty members, one from each field, each with one vote. One of these members shall also be the College representative to the University Committee on Curriculum and shall serve as Chair of the College Curriculum Committee.
3. There shall be five student members, one from each field, each with one vote.

B. Mode of Selection

The faculty members, other than the chair, shall be selected for each of the fields in the College. The chair of the field shall be responsible for reporting to the Dean the name of its designated faculty representative. This shall occur before the end of spring semester preceding the commencement of the term of office.

C. Functions

1. The College Curriculum Committee shall review and give advice to the Faculty Assembled on all-College curriculum matters.

D. Procedures

1. The CCC shall meet at least once each semester.
2. Non-members of the CCC may attend open meetings as observers, not as active participants unless recognized by the chair with the consent of the CCC.
3. The Committee shall have the power to call executive sessions.
4. The Chair of the CCC is responsible for formulating the agenda.
5. In addition to items submitted by College Curriculum Committee members, the chairperson will place on the agenda of the earliest possible meeting any item submitted to him or her by other faculty or students. The chairperson will invite the submitter to participate in the Committee's deliberations on that item. If a group submits an item, the chairperson will designate the number of representatives of that group who can speak at the meeting.
6. The agenda for all meetings of the Committee must be posted in a central location by 5:00 p.m. on the day prior to the meeting.
7. All minutes of the meetings of the Committee shall be distributed to all Committee members and faculty.
8. When matters relating directly to any particular College program are under consideration, the chairperson or a representative shall be invited to participate with no vote in the deliberations of the Committee.
9. The College Curriculum Committee may instruct its chairperson to have the Faculty Assembled consider various recommendations under a consent procedure. Such designated recommendations shall be distributed in writing to the faculty at least a week in advance of their operative date. During this

period, any faculty member may request a detailed rationale for the recommendation from the Committee chairperson. If this is not acceptable, the faculty member may request that the recommendation be included on the agenda of the next meeting of the Faculty Assembled at which the College Curriculum Committee recommendations are to be discussed. In the absence of such a request, the recommendations shall become operative on the specified date. The consent procedure shall not be used for MC 290 (Special Topics) course proposals. Such proposals shall be considered in report form by the Faculty Assembled.

V. **REAPPOINTMENT, PROMOTION, AND TENURE COMMITTEE**

A. Composition

1. Dean: ex officio, with no vote.
2. Five tenured faculty: each with one vote.

B. Mode of Selection

1. All tenured faculty with appointments of 50% or more in James Madison College, including those on the Faculty Affairs Committee, shall be eligible for and expected to stand for election.
2. All eligible candidates will be identified by academic rank. Indications will also be given as to whether the faculty on the ballot are currently serving on the Faculty Affairs Committee and dates of any approved leaves from the College.
3. The faculty members receiving the five highest vote totals will comprise the Committee, except in two circumstances, namely, (1) where the membership resulting from the election would violate or be inconsistent with University guidelines; and (2) when considering cases of promotion, for which considerations of rank shall prevail. In such instances, only those members of the Committee who have already attained the rank equal to or higher than that under consideration (Associate Professor and Professor when considering promotions to Associate Professor; Professors only when considering promotion to Professor) will serve on the Committee and the Committee will be augmented to the full complement of five faculty by adding -- for these purposes only -- the necessary number or numbers of additional appropriately ranked professors receiving the next highest votes in the initial election. If for any reason there are not five professors of the relevant rank available in the College to serve such

purposes, the Committee will be comprised of the maximum number possible.

4. All faculty with appointments of at least 50% in the College are eligible to vote in such elections.

C. Terms of Office

1. Terms of office for this Committee shall be two years.

D. Vacancies

1. Should a vacancy occur, the faculty member with the next highest vote total in the initial election shall immediately take office.

E. Functions

1. The Reappointment, Promotion, and Tenure Committee shall be responsible for making recommendations to the Dean of James Madison College concerning all reappointment recommendations.
2. The Reappointment, Promotion, and Tenure Committee shall be responsible for making recommendations to the Dean of James Madison College concerning all tenure recommendations and recommendations relating to dismissal.
3. The Reappointment, Promotion, and Tenure Committee shall be responsible for making recommendations to the Dean of James Madison College relating to promotion to Associate Professor and Professor.

F. Procedures

1. The Reappointment, Promotion, and Tenure Committee shall establish its own procedures except as specified below.
 - a. A chairperson shall be elected annually from among its membership by the elected members of the Reappointment, Promotion, and Tenure Committee.
 - b. The Reappointment, Promotion, and Tenure Committee shall meet as soon as information is available as to who shall be considered for reappointment, tenure, or promotion that year to establish a schedule of meetings. The meeting schedule shall take into account the established dates for materials to be submitted to the

Committee for review and the Dean's established deadlines for submission of reappointment, tenure, and promotion materials to the Office of the Provost.

- c. All recommendations for promotion or tenure shall be subject to a formal vote by the Reappointment, Promotion, and Tenure Committee.
- d. All recommendations from the Reappointment, Promotion, and Tenure Committee will be submitted in written form to the Dean. Written reports will include the vote(s) of the Committee on its recommendations and will be maintained as confidential.

VI. JOINT MEETINGS OF THE FACULTY AFFAIRS COMMITTEE AND THE STUDENT SENATE

A. Functions

- 1. Members chosen from within FAC and the Student Senate according to the procedures in VI.B.2. (below) shall have final Madison authority on cases raised under the Code of Teaching Responsibility and the Academic Freedom Report. Implementation of remedies and appeals shall follow the provisions established in the Academic Freedom Report for Students. Section 2.4.

B. Procedures

- 1. The FAC and the Student Senate shall meet jointly concerning the Code of Teaching Responsibility and the Academic Freedom Report.
 - a. The Dean will call such meetings whenever he or she deems necessary.
- 2. Except for the specially constituted body that has authority over issues raised under the Code of Teaching Responsibility and the Academic Freedom Report, joint FAC-Student Senate meetings shall determine their own procedures relative to all functions, as consistent with the University Bylaws and other relevant regulations.
 - a. Article 2 (especially 2.4) of the Academic Freedom for Students Report (1984) and the Hearing Procedures sections of the Code of Teaching Responsibility are especially relevant for issues raised under these procedures.

- b. Cases raised under the Code of Teaching Responsibility and the Academic Freedom Report shall be heard by a body consisting of two faculty members and two students. The two faculty member shall be chosen by the elected faculty representatives on FAC from their own number. In case of a failure of either group to choose members, the Dean shall have the authority to designate the necessary number of members from the relevant constituencies.
- c. The proceedings of the body specified in VI.B.2.a. (above) shall be chaired by one of the two faculty members of that body, designated for that role by the elected faculty representatives on FAC.
- d. Grievances under the Code of Teaching Responsibility and the Academic Freedom Report must normally be registered in writing with the Dean's Office by the middle of the following semester (excluding summer semester) after the end of the academic term in which the grievance is alleged to have occurred. (Academic Freedom for Students Report, 2.4.2.1.)

VII. FIELDS

- A. Selection Procedure

The chairpersons of the five fields and the chairperson of the first year course in Public Affairs shall be appointed or replaced by the Dean or a designee, who shall seek the advice of the Faculty Affairs Committee and the faculty members of the respective fields. Members of the Student Senate, by fields, may be asked to submit written recommendations. A rotation system may be utilized for individual fields, based upon prior agreement between the Dean and the field faculty.

B. Responsibility

It shall be the responsibility of chairpersons to administer their respective programs.

C. The Students Assembled

1. Composition

All students who have officially declared a major in the relevant field of concentration or who are enrolled in the first-year Writing Program.

2. Functions

- a. The students assembled may submit items to be included on the agenda of the relevant Field Committee.
- b. Twenty percent of the students officially included in a field of concentration may, by petition, call for a referendum to require that the Field Committee reconsider any decision. Passage of the referendum requires the approval of a majority of the students registered in the field.
- c. Students Assembled representation to the Field Committee shall be determined via the Student Senate in accordance with Article Seven, Section 5, Subheading c of the Constitution of the James Madison College Student Senate.

D. Field Committees

1. Composition

- a. For fields with declared majors or concentrations:
 - 1) All the field faculty, each with one vote

2) An equal number of students, each with one vote, designated by election to the Student Senate or, in the absence of such, as the Dean shall direct.

b. For fields without declared majors:

1) All the field faculty, each with one vote

2) An equal number of first-year students, each with one vote, designated by election to the Student Senate, or in the absence of such, as the Dean shall direct.

2. Mode of Selection

The mode of selection, including nomination, election, term of office and recall, shall be consistent with procedures set forth in Article VIII of this document, save when preempted by a functioning Constitution of the James Madison College Student Senate.

3. Functions

The Field Committees shall review and make recommendations on all field curriculum matters, plan co-curriculars and assist with other matters brought by the chairpersons.

4. Procedures

a. The Field Committees, when they deem necessary, may call all-field meetings.

b. Meetings shall generally be no less frequent than once a semester.

c. Non-committee members may attend open meetings as observers, not as active participants unless recognized by the chair, with the consent of the committee.

d. The committees shall have the power to call executive sessions.

e. The chairperson of a field shall act as permanent chairperson of that field committee.

f. The chairperson is responsible for formulating the agenda.

- g. In addition to items submitted by field committee members, the chairperson will place on the agenda of the earliest possible meeting any item submitted by other faculty or students. She or he will invite the submitter to participate in the committee's deliberations on that item.
- h. Time and date and place of all field meetings should be publicized in advance.

VIII. PROCEDURES FOR ALL ELECTIONS REQUIRED BY THESE BYLAWS

A. Definition of a Constituency

- 1. The faculty constituency shall be defined as follows:
 - a. For internal matters (those concerning Madison College activities) the voting faculty shall consist of: (1) all tenure-system faculty holding the rank of professor, associate professor, assistant professor or instructor; and (2) all fixed term faculty holding the rank of visiting professor, visiting associate professor, visiting assistant professor or visiting instructor. Both categories include all persons appointed either full time in the College or with no less than 50 percent appointment in the College.
 - b. Academic staff members without faculty rank may, at the discretion of the faculty, be accorded the status of voting faculty on internal matters in meetings of the Faculty Assembled.
- 2. The student constituency shall be defined as follows:
 - a. For general College and University committee elections: all students with a James Madison College major code and enrolled in the University in the semester in which the specified election occurs.
 - b. For field of concentration committees: those who have officially declared a major and remain enrolled either in a field of concentration or, in the first-year Writing Program. Moreover, first-year students shall be able to vote for field committee representatives in their intended field of concentration during spring elections.
 - c. For the fall election of the freshman representative on the Student

Senate: all first-year, first-semester students.

B. Nominations

1. All faculty members as defined under VIII.A.1. are eligible to be nominated.
2. To become eligible, students must have a petition signed by twenty students or ten percent of the relevant constituency, whichever is lower.
3. The Academic and Student Affairs Office shall receive all student petitions and the Public Relations Committee of Student Senate in accordance with Article Seven, Section 8, subheading a, will have the authority to certify as to their validity.

C. Elections

1. Representatives shall be elected within the appropriate constituencies.
2. Faculty elections shall take place during the spring semester. (See also Article II.E.2. above.)
3. During spring semester, student elections will take place to fill the positions on All-University bodies, three of the positions on the Student Senate, the field concentration committees, and the College Curriculum Committee.
4. Elections for first year representatives to the Student Senate will be held in the fall. Only first semester, first-year students are eligible for these positions.
5. The Faculty Affairs Committee shall conduct faculty elections with the assistance of the Office of the Dean.
6. The Student Senate shall conduct and regulate all student elections with assistance from the Office of Academic and Student Affairs. The elections process will be conducted in accord with the Constitution of the Student Senate.

D. Voting

1. Except where otherwise specified, the faculty shall use a preferential system in voting for representatives. The ballot shall list all eligible faculty members (see VIII.A. and B. above). Each eligible faculty member shall vote for two more candidates than the number of seats to be filled by

ranking candidates in order of preference, giving the highest number to the preferred candidate. The candidates with the highest totals are elected. In case of a tie for the last seat(s) to be filled, a run-off election shall be held by the same rank ordering procedure except that each voter would cast the same number of votes as seats to be filled.

2. For any position to which one or more student representative is to be elected, a plurality system shall be used. On the ballot, as many candidates as desired, up to and including the number to be elected may be voted for. In tabulating the results, those candidates with the greatest number of votes shall be elected. If a tie exists, a run-off election between those candidates involved in the tie shall be held; each elector may cast as many votes as positions to be filled: a plurality determines the winners.

E. Terms of Office

1. Terms of office for the Faculty Affairs Committee shall be two years, with two of its members elected annually.
2. The term of office of faculty representatives on the College Curriculum Committee shall be one year, except the ex officio UCC representative shall serve two years.
3. Terms of office shall be one year for students. For all non-first-year students this term will begin the semester following their election.
4. Regular terms for faculty shall commence at the beginning of fall semester and conclude at the end of spring semester following the requisite years of service for the particular committee
5. No faculty may serve more than two consecutive terms of office with the exception of those serving ex officio.

F. Recall

1. A recall election can be called for by a petition signed by 25 percent of a representative's constituency.
2. A successful recall requires a majority vote of the total constituency.

G. Vacancies

1. Should a vacancy occur in a faculty elective office, the faculty members on the appropriate body shall have the authority to fill that vacancy either by a new election or by appointment, except as specified in Article II.E.2. and Article V.D.1. above.

2. Should a vacancy occur in a student office, the student members on the appropriate body shall fill that vacancy by appointment or by election for the remainder of the semester. Students vacating positions may participate in the appointment procedure.

IX. COLLEGE FACULTY SELECTION PROCEDURES

- A. The Dean shall conduct all tenure stream searches in accord with University policies and procedures. The Dean's Office shall receive nominations from any interested person and may invite the nominee to submit a vita. The Dean's Office shall submit the completed folders of all applicants who meet the posted job requirements to the Faculty Search Committee. In line with MSU's Employment Policy, "All persons who are to be involved in the screening process will have access to all documents and other necessary information about each candidate." The Faculty Search Committee will select from the available files in accordance with University rules those candidates to be invited by the Dean to the College for interviews.

In accordance with University and College search procedures, the FAC may involve other members of the faculty in the selection process or devise alternative selection procedures, including special selection committees, as the need arises. In constituting such a committee the FAC shall attempt whenever possible to seek female and minority faculty members to serve as members or consultants to the Committee in a particular search. Failure to select such individuals must be justified to the Dean as part of the required review of search procedures.

- B. When considering hiring, except for temporary or part-time appointments, the Faculty Search Committee shall invite all interested faculty and students to attend a lecture and to meet with prospective faculty members. All participating faculty and students shall be encouraged to submit letters of evaluation to the Faculty Search Committee which will advise the Dean as to which candidates should receive offers. The Dean shall negotiate with the final candidate.
- C. Information on new faculty appointments will be provided by the Dean to faculty and students in an appropriate and timely manner.
- D. Information to New Faculty

The Dean shall provide the following appointment information to all tenure-system and temporary College faculty appointed at the rank of Professor, Associate Professor, Assistant Professor, and Instructor.

1. Information on the nature of the appointment and College expectations;

2. Information on the period of appointment;
 3. Initial salary, major benefits and perquisites;
 4. Criteria for evaluation;
 5. Reappointment, tenure, and promotion processes and procedures, as appropriate to the position.
 6. Expectations relative to the professional responsibilities of the faculty member as outlined in the Code of Teaching Responsibilities;
 7. Information on applicable University policies.
- E. Following approval of a faculty appointment, the Dean shall provide the faculty member with the most recent edition of the College Bylaws and MSU Faculty Handbook.

X. EVALUATION CRITERIA AND PROCEDURES: ANNUAL REVIEW, REAPPOINTMENT, PROMOTION, AND TENURE

A. Definition of Review Criteria

The following criteria for evaluating faculty members at James Madison College pertain to decisions about salary adjustment, reappointment, tenure and promotion. They are informed, above all, by a belief in the special mission of this College, which appears at the head of this document.

The following criteria for faculty evaluation relative to "merit" salary adjustment, reappointment, promotion and tenure refer exclusively to those professional competencies of the faculty which contribute to the goals and objectives of James Madison College. However, particularly for non-reappointment decisions, it must be recognized that the non-availability of funds or a lack of fit between an individual's academic competencies and the College's program needs exist as important additional criteria. The MSU Board of Trustees statement of March 17, 1982, reads "A decision not to reappoint a non-tenured faculty member [appointed in the tenure system] does not necessarily imply that the faculty member has failed to meet the standards of the University with respect to academic competence and/or professional integrity. The decision may be contingent, wholly or in part, upon the availability of salary funds and/or departmental needs."

B. Criteria

The following priority order reflects the relative weight of the criteria in reappointment, tenure, and promotion decisions.

1. Excellence in Teaching

In keeping with Madison's mission, the primary criterion for evaluating the performance of faculty members at James Madison College is excellent teaching, broadly understood. The faculty emphasize that excellence in teaching can be achieved in diverse ways and that no particular pedagogical approach should be privileged over any other. Regardless of approach to teaching, the criterion of excellence includes mastery and communication of the subject matter as evidenced in teaching materials, self assessment, and student evaluations. Such excellence may also be evidenced by continued scholarship directly related to one's teaching, curricular development, revision of courses taught regularly, and peer observation. Other evidences of teaching excellence may include expansion of one's teaching competencies across disciplines or across fields, contributions to collectively taught courses, to collectively formulated sequences of courses, or to the curriculum of the College as a whole.

Excellence in teaching at James Madison College also includes the kinds of relationships established by instructor and student, inside and outside the classroom, that contribute to the intellectual growth of students and demonstrate the intellectual vitality of faculty members. These relationships may be manifested in fulfilling such responsibilities as academic advising and supervising field experience papers. They may also be evident in such activities as holding informal discussions of course work outside of class, offering honors options, supervising independent studies and senior honors theses, organizing and directing study abroad programs, and many others. Faculty do not need to engage in all of these suggested activities to achieve sustained excellence in teaching. Rather, assessment will be based on an overall judgment of the quality of an individual's teaching record.

Candidates for reappointment must show the promise of and progress toward excellence in teaching. Candidates for tenure and for promotion after tenure must demonstrate sustained excellence in teaching.

2. Scholarly Activities

At reappointment reviews a faculty member must show substantial progress toward meeting the tenure expectations. At a minimum, this

would be demonstrated by one peer reviewed article accepted for publication¹ or the scholarly equivalent, or significant progress toward a book manuscript since being appointed to the tenure stream at James Madison College. At review for tenure a faculty member should have, at a minimum, three peer reviewed scholarly articles or one peer reviewed book or the scholarly equivalent accepted for publication since being appointed to the tenure stream at James Madison College. At review for full professor a faculty member should have, at a minimum, an additional three peer reviewed scholarly articles or one peer reviewed book or the scholarly equivalent accepted for publication since receiving tenure at James Madison College. In addition, the College will adhere to the MSU process for external peer-review of scholarship.²

3. College Citizenship Activities

The success of Madison College in accomplishing its mission depends upon the maintenance of highly committed faculty willing to undertake those activities necessary to fulfill the College mission and to contribute to the governance process. Faculty members are expected to participate responsibly in evaluating potential and present colleagues, in serving on field committees to help shape curricular development and field activities, and in contributing to the governing process in the college through faculty meetings and the assumption of some degree of committee service.

The Dean and the Reappointment, Promotion, and Tenure Committee (RPT) will recognize that opportunities for, and expectations of, service will normally vary in accordance with rank and length of service. Some activities normally demand greater degrees of service. Membership on FAC and RPT are the most obvious case but such activities also include chairing fields or the first year sequence, and participating on faculty search committees.

In evaluating citizenship in each case, the Dean and the RPT will consider all of the above categories.

4. Additional Criteria

Excellence in one of these areas may offset deficiencies (or even non-performance) in the other area:

¹ At its discretion the RPT may accept invitations to revise and resubmit as evidence of significant peer reviewed work in place of acceptance for publication.

² Please see appendix 11.

a. University committees and assignments

As defined above in Article II.E.2.c.1., Madison faculty have a responsibility for University service, both because of the College's concern with the quality of education at MSU and because of the effect of University policies on the life of the College. In addition to faculty service on major University governance bodies, the College recognizes that other forms of University service (e.g., membership on other University standing or ad hoc committees, advisory consultative work, etc.) may be opportunities for making valuable contributions to the life of the University.

AND/OR

b. Public service

As part of a land-grant institution, Madison recognizes the importance of public service activities. Such service includes activities that are extensions of a faculty member's status as an academic professional, that are aimed at using professional expertise to benefit the community beyond the University, and that have a defined relationship to the College mission. When applying these criteria, the RPT Committee and Dean should take into account the varying opportunities for service for individual faculty members.

3. For staff in the College who hold ranks other than Instructor, Assistant Professor, Associate Professor or Full Professor and who have instructional responsibilities, the Dean, in consultation with FAC, will develop appropriate personnel criteria and, with the advice of FAC, will review the staff's performance in light of those criteria.
4. Faculty or staff with solely or primarily administrative responsibilities will be evaluated by the Dean on the basis of appropriate administrative criteria. The Dean will give the College faculty an opportunity to contribute to administrative reviews.

C. Procedures for Reappointment, Promotion, Tenure:

1. The materials used in tenure and promotion evaluations include course syllabi; examinations; written assignments; SIRS forms; letters from students, colleagues, and peer reviewers; the Academic Profile Report (white form); publications and other scholarly works; the candidate's personal statement; and annual reviews and responses. Candidates may choose to submit other teaching materials such as handouts or a teaching

portfolio. Letters from students, colleagues, and peer reviewers; annual review letters; as well as white forms and SIRS forms, will be shared only with the RPT Committee. The personal statement, syllabi, examinations, assignments, and scholarship will be made public.

When considering tenure, promotion, and retention, the RPT Committee shall invite members of the relevant field(s), as well as any other interested faculty to write letters evaluating scholarship and commenting, when knowledgeable, on the candidate's fulfillment of the other review criteria. Elected students on the field committees shall be invited to submit written evaluations of faculty members under consideration. Students who have taken the First Year Writing Program will be selected by the RPT Committee and invited to submit written evaluations of the First Year Writing Program members who are being reviewed. Students on the relevant field committee shall each be invited to submit the names of three other students qualified to evaluate the faculty member. Qualifications for the selection of students shall be based on criteria such as teacher-student relationships, advisor-advisee relationships or committee membership. The RPT Committee shall invite all the students so selected to submit evaluations of the faculty member.

1. To insure that the review and recommendation process for reappointment, tenure, and promotion decisions will include a comprehensive assessment of the judgments of College faculty, all College faculty with an appointment of 50% or more will be urged to review the candidates' relevant non-confidential materials and submit a specific, confidential, candid written judgment on the decision(s) at hand.
2. The faculty member under consideration [for reappointment, promotion, or tenure] shall ordinarily identify to the Dean's Office the names of at least two students for the purpose of submitting evaluations, and those names shall be augmented with names of other student field members or students enrolled in previous classes with the faculty member if the RPT Committee thinks additional information or evaluation from students is needed.
5. To expand the representative character of the Committee, a faculty member under consideration for promotion or tenure may also choose a faculty member of the College, the University, or another institution to present an oral assessment of his/her record to the Committee. The faculty member may also invite written assessments of his or her record.
6. Any faculty member being considered for reappointment, promotion, or tenure may, at his/her discretion, meet with the Reappointment, Tenure,

and Promotion Committee as part of its deliberations about his/her request for reappointment, promotion, or tenure and before the Committee forwards its advice. If a tenured faculty member has a grievance as a result of a promotion review or a non-tenured faculty member has a grievance as a result of a non-reappointment decision, he or she may attempt to reconcile differences in consultation with the Dean and/or the Faculty Affairs Committee. Alternatively, he or she may exercise his or her rights under the University's Faculty Grievance Procedure. Copies of the grievance procedure and the College's hearing procedure associated with this document shall be distributed to all faculty members. (See Appendix 4 for model Grievance Procedure used in the College.)

7. Promotion Reviews

- a. A recommendation for promotion from Assistant Professor to Associate Professor in the tenure system should be based on a sustained record of excellence as Assistant Professor, consistent with performance levels expected for promotion to Associate Professor.

A recommendation for promotion from Associate Professor to Professor in the tenure system should be based on a sustained record of excellence as Associate Professor, consistent with performance levels expected for promotion to Professor.

- b. The Dean shall notify all tenure system faculty below the rank of Professor on or before May 15 of each year that they may be eligible for promotion effective the following year. Each faculty member who wishes consideration during the review cycle shall so indicate to the Dean by June 15 and shall confirm his/her intent by the beginning of fall semester. Further, in accordance with past practice in tenure decisions, an individual who wishes to be considered for promotion will be requested to write a brief statement ("Tenure/Promotion Professional Essay") reflecting on his or her past contribution to the College and plans for the future, which relate both to disciplinary and College activities.

Early promotion will be considered by the Dean, in consultation with the RPT Committee, in cases of extraordinary achievement by the faculty member making such request.

7. Information About Reappointment, Promotion and Tenure Decisions for Faculty Currently Employed by the College

- a. Each faculty member will be notified by the Dean of the decision in his/her case as promptly as University procedural requirements permit.
- b. No public information about these decisions will be supplied in the College, except that Chairpersons of fields to which the faculty member is assigned will be informed of the decision.
- c. Individual faculty members may request that the decision in their particular case to be publicized in the College. Upon written request of the faculty member, the Dean shall transmit in writing the reasons for the decision.

D. Procedures for Annual Review

- 1. Each year the Dean, in consultation with the Faculty Affairs Committee, shall evaluate each faculty member and provide each faculty member with a written summary of that evaluation.
- 2. For purposes of advising the Dean about annual salary increases, the FAC will apply all personnel criteria, but the process will be less detailed than is the case for reappointment, tenure or promotion. Course syllabi and other materials will be attached to each individual's SIRS forms. This will be true for each course taught for the current period under review. Academic Profile Reports (White Forms) will be updated by each faculty member. Evidence of scholarly work, completed or in progress, shall be included.
- 3. FAC will advise the Dean especially on criteria for the distribution of that portion of salary raise funds allotted by the University for merit increases, and will seek to use the funds to recognize excellence. The Dean, in assigning merit raises, will also implement the following guidelines whenever funds permit:
 - a. Promotion Raises
 - 1) The promotion from Assistant to Associate Professor will carry a \$3,000.00 raise, in addition to any normal salary increase.
 - 2) The promotion from Associate to Full Professor will carry a \$4,000.00 raise, in addition to any normal salary increase.
 - b. Significant Scholarly Contributions

A substantial contribution to the scholarly community (e.g., a significant book or an important article) may warrant a special increment in addition to any regular salary increase.

c. Salary Increases for Long-Term Leaves

The Dean will assign to a faculty member while on sabbatical leave, medical leave, or other College approved leave the average of the salary raises he or she has received over the previous three years.

Salary Increases for Less Than Full-Year Leave

For faculty who take less than a full-year leave, that salary rating will be combined with the rating received by the person for his or her performance while not on leave during the year.

4. Miscellaneous

- a. For all relevant personnel decisions, including salary adjustments, the evaluation of each FAC member will take place in his or her absence.
- b. In the Dean's annual Administrative Review of the Dean's staff and of program chairpersons, the Dean shall make full use of information collected in the regular personnel review process, as well as of other information collected especially for the Administrative Review.

Faculty and staff who hold ranks other than Instructor, Assistant Professor, Associate Professor or Full Professor and faculty and staff with primarily or solely administrative duties will be evaluated for salary increases in accordance with Article X.B.5. and 6. above.

XI. BYLAWS INITIATION AND AMENDMENT PROCESS

- A. Initial approval of these bylaws shall be a shared responsibility of the voting faculty (on internal matters) and of the Dean. A majority of the voting faculty (internal matters) is required. The advice of the Staff and Budget Committee of the Student Senate as outlined in Article Seven, Section 7, Subheading a of the Constitution of the James Madison College Student Senate.

- B. Amendment and revision of these bylaws shall be a shared responsibility of the voting faculty (on internal matters) and of the Dean. These bylaws may be amended by a 2/3 majority vote of those faculty present and voting at two successive meetings of the Faculty Assembled. The advice of the Staff and Budget Committee of the Student Senate as outlined in Article Seven, Section 7, Subheading a of the Constitution of the James Madison College Student Senate.
- C. These bylaws shall be reviewed by the Faculty Assembled at least every five years and may be reviewed within six months after the appointment of a new Dean.

XII. GENERAL PROCEDURES

- A. All bodies specified in these bylaws shall conduct their affairs according to Robert's Rules of Order.
- B. Nothing in this document shall be construed as opposing provisions of the Bylaws of Academic Governance of Michigan State University, including the right of the faculty to determine its own election procedures and the length of and staggering of terms of Advisory Councils. Should provisions of this document be in conflict with those Bylaws or any other duly enacted rule or regulation of the University, such provisions of this document shall be inoperative, while the remaining provisions shall remain in full effect.
- C. Copies of these Bylaws shall be provided to all faculty, as defined in Article VIII.A.I. and upon request, to James Madison College students. In addition, a copy of these Bylaws shall be available in the James Madison College Library in Case Hall.

V. THE COLLEGE INCLUSION COMMITTEE (CIC)

- a. Composition
 - i. Dean: ex officio.
 - ii. Associate Dean: ex officio.
 - iii. Director of the JMC Office of Diversity Programming.
 - iv. JMC Recruitment Coordinator
 - v. Three members of the tenure-system faculty, exclusive of the Dean or Associate Dean.
 - vi. Five currently enrolled undergraduate students majoring in James Madison College.

1. One selected by the James Madison College Student Senate
2. One selected by the WEB DuBois Society
3. One selected by the Stonewall Society
4. One selected by United Multicultural Madison Association (UMMA)
5. One selected at-large by current student members of the CIC by open nomination, not a member of the WEB DuBois Society, Stonewall Society, or United Multicultural Madison Association

b. Mode of Selection

- i. The mode of selection, including nomination, election, and recall, of faculty members of the CIC shall be consistent with procedures set forth in Article IX of these bylaws.
- ii. For the selection of student representatives:
 1. Each body shall determine their own rules for selecting their representative. The JMCSS is responsible for running the election that will select the at-large representative. This can be done during the JMCSS annual election process.
 2. If at any time any of the named student organizations no longer exists, the FAC in consultation with the JMCSS and the Director of the JMC Office of Diversity Programming determines how that particular seat on the CIC will be filled.

c. Term of Office

- i. All terms will last two academic year.

d. Functions

- i. The CIC shall be a primary point of contact in the College for faculty, staff, and students for issues regarding inclusion and diversity.
- ii. The CIC shall advise the Dean and the FAC of any concerns on issues and policies related to inclusion and diversity.
- iii. The CIC shall work under existing college and university guidelines and in concordance with the Office for Inclusion and Intercultural Initiatives and the Office of Institutional Equity to promote and foster an inclusive

environment and equal opportunities for all JMC students, faculty, and staff. This will be achieved through education, research, and service with some examples below:

- a. Education: Provide current information, statistics, and resources about issues of diversity and inclusion.
 - b. Research: Encourage the establishment of and serve as a liaison for scholarly research projects and other efforts to create and evaluate interventions that improve inclusive teaching methods and retention.
 - c. Service: Coordinate and promote programming and service activities, including outreach and engagement efforts that foster a sense of community, increase awareness, and enhance the overall climate of JMC.
- iv. It is expected that the education, research, and service efforts will overlap and the members of the CIC will work with other JMC and university committees to achieve these goals and functions.
 - v. The CIC shall have the authority to establish and appoint sub-committees as necessary.

e. Procedures

- i. The College Inclusion Committee shall establish its own procedures except as specified below.
 1. The CIC shall have a chair selected from among its faculty members by the entire committee.
 2. The CIC shall meet at the beginning of every year to establish a regular pattern of meetings. Meetings shall be no less frequent than once a semester. Specific meetings are scheduled in joint consultation and agreement between the Deans and the elected chair. All members of the CIC shall be notified with maximum feasible advance notice.
 3. Agenda: 1) Members of the JMC community may submit items for consideration to the chair, who shall set an agenda prior to

each meeting; 2) the agenda shall be publicized by noon on the day prior to the meeting.

4. Quorum: A quorum for an official meeting shall consist of the Dean or Associate Dean, the Director of Diversity Programming, at least two elected faculty representatives, and at least 3 student representatives.
5. The chair shall preside at the meetings, or in the absence of the chair, another member of the faculty on the committee shall preside.
6. Minutes: 1) the public minutes shall be distributed to all faculty, staff, and students; 2) confidential minutes, if any, shall be distributed to all members of the CIC and the FAC.
7. Members of the CIC shall advise the Dean as to the appropriateness of maintaining the confidentiality of particular discussions and advice. Any member who provides particular information may decide that the information shall be kept confidential to the extent permissible by University policy or law.

Please see the by-laws as reference for language we have used and placement of this section:
<http://jmc.msu.edu/internal/download/jmc-college-bylaws.pdf>