

DEPARTMENT OF POLITICAL SCIENCE

BYLAWS

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PREAMBLE

These bylaws shall govern the conduct of the business of the Department of Political Science by the Faculty of Political Science. In this regard it is recognized that the Department is organized as a headship under the provisions of the Statutes, Article IV sec. 3. The discretion vested in the Head under the Statutes is qualified by a general obligation to meet with and consult with the faculty on departmental business and to provide them with information on departmental affairs. (Article IV sec 3, sec. d). It is the intention of these bylaws to provide an orderly means of consultation and to provide opportunities for discussion and the representation of various points of view in the formulation of faculty positions on departmental affairs.

ARTICLE I. MEMBERSHIP AND RESPONSIBILITIES

Members of the department include:

- tenure-track faculty;
- specialized faculty;
- academic professionals;
- staff; and,
- graduate students.

Faculty with an “adjunct” or “visiting” modifier in their title are not considered members of the department, unless they are members under another category.

Voting members of the department include all tenure-track faculty, and research-focused, teaching focused, or clinical specialized faculty, with limitations as described below. Any member of the department must have at least a 50% appointment in order to vote.

Tenure-track, research-focused, teaching-focused, and clinical specialized faculty have the right to vote on faculty hiring and personnel matters, policies related to the undergraduate and graduate programs, committee membership for elected committees, and bylaws amendments. Tenure-track faculty also have the right to vote on cases for promotion of tenure-track and specialized faculty to equal or lower rank. Specialized research-focused, teaching-focused, or clinical faculty also

have the right to vote on cases for promotion of specialized faculty to equal or lower rank.

ARTICLE II. FACULTY MEETINGS

SECTION 1. FREQUENCY OF MEETINGS

Meetings of the voting faculty of the department shall be held at least twice every semester and may be convened by the Head at other times, or called on petition of the faculty as provided below.

SECTION 2. AGENDA

An agenda for regular or special faculty meetings shall be prepared by the Head and circulated with any relevant documents at least one week before the meeting. For meetings called by petition, the subject of the meeting shall be stated in the petition, and no other business may be done at such a meeting until the principal business as stated in the petition has been addressed.

SECTION 3. PROCEDURE

The transaction of business at the meeting shall follow the parliamentary procedures set out in the current edition of *Robert's Rules of Order*, unless indicated otherwise below. After the set agenda has been acted upon, other business may be introduced as "new business" and acted upon, until a motion for adjournment has been made and adopted. All motions that introduce business requiring discussion shall include a time limit on debate. At the expiration of the allowed time, either the motion shall be voted upon, or by appropriate motion it shall be postponed until another time.

SECTION 4. SUSPENDED ACTION

On matters that constitute serious departmental, college or campus matters, on a motion supported by 25 percent of those present, the action taken may be suspended and brought up for reconsideration at a subsequent meeting, whose date shall be set after a motion for reconsideration has been adopted, but within the following two weeks. By a majority at that meeting an issue may be referred to a referendum vote of the voting faculty.

SECTION 5. QUORUM

The presence of at least half of the members of the voting faculty on the issue shall constitute a quorum. Faculty on sabbatical who do not attend a meeting shall not be counted for the purposes of constituting a quorum.

SECTION 6. PETITIONING FOR SPECIAL MEETINGS

A petition for special meetings shall be signed by at least five voting members of the department. It shall set out the reasons for and the subject of the special meeting. Such a meeting must be called within ten days after that filing of a petition with the Head.

SECTION 7. ATTENDANCE AT MEETINGS

Faculty will always be informed of the date, time, and place of departmental meetings. Faculty, voting- and non-voting alike, will be invited to attend departmental meetings and to speak, if they like, except at those meetings limited by rank or by committee membership. The Head may invite additional individuals to attend and to speak at any meeting, as the Head deems appropriate for the topic at hand. Voting members of the department who are on sabbatical may attend meetings and vote, but if they are absent they are not counted against a quorum

SECTION 8. VOTING AT MEETINGS

All members of the voting faculty shall have one vote. Proxy voting shall not be permitted at meetings. When the faculty decides to hold a referendum on an issue, the votes of members on leave and not present shall be solicited by email and those members shall be provided with the essential written information on the issue that is available to other faculty members.

SECTION 9. CHAIRING MEETINGS

The Head will ordinarily chair faculty meetings, unless he/she declines to do so, when he/she may nominate a substitute, to be confirmed by the meeting, or a chairperson may be elected from those present.

ARTICLE III. ADVISORY COMMITTEE

SECTION 1. ELIGIBILITY FOR MEMBERSHIP

The Advisory Committee shall consist of six members of the voting faculty, at least one of whom shall be a full professor, at least one of whom shall be an associate professor, and at least one of whom shall be an assistant professor. Any faculty member who has served on the Advisory Committee for two consecutive years will be ineligible for another term until a one-year term in which that

individual is not on the Advisory Committee has passed. The requirement for representation from any of these three ranks shall be waived if no one from that particular rank is available. The requirement for a one-year gap in Advisory Committee membership shall be waived if no one else from that faculty member's particular rank is available. The Head may invite other members of the department to advisory committee meetings on an ad hoc basis.

SECTION 2. ELECTION

The members of the Advisory Committee shall be elected for a term of one year by voting members of the faculty using a secret ballot. The initial ballot shall list all eligible members of the department, which shall not include: (a) persons on leave for the elected term; (b) those who served on the Advisory Committee in both of the previous two years and who are not the sole faculty members of their rank; and (c) any research-focused, teaching-focused, or clinical specialized faculty member who has communicated to the Head in advance the preference to be omitted from the ballot. Voting faculty may choose up to six persons. The six persons with the greatest number of votes shall be declared elected, provided that: (1) each has votes totaling at least forty percent of the ballots cast, and (2) those requirements for representation of ranks that have not been waived have been fulfilled. In the event of a tie vote for the final position, the first tie-breaker will be the rank-representation requirement. That is, if one of the tied vote-getters is the sole member of a given rank to have passed the 40-percent threshold, that person shall be declared the winner. Otherwise, tie votes for the last position are to be broken by random selection.

If fewer than six persons exceed the forty-percent threshold, then those individuals who did receive sufficient votes will be declared elected, provided that their joint election does not prevent a rank-representation requirement that has not been waived from being met. If, instead, the five individuals with the highest vote totals (all of whom exceed the forty-percent threshold) are all of the same rank, and no rank-representation requirement has been waived, then only the top four vote-getters will be declared elected.

There shall follow a second ballot, omitting the names of k person(s) elected, on which voting faculty may choose up to $6-k$ person(s). Victory will again require forty-percent of the ballots cast. If, after the second ballot, a total of six persons shall not have been elected according to the composition and plurality requirements, there shall be a third ballot. If the reason for the third ballot is a failure on prior ballots to elect any member of a given rank (or members of two ranks), only members of the excluded rank(s) will appear on this third ballot. If the third ballot is held because

prior ballots have not produced six persons with vote totals exceeding 40 percent of ballots cast, the third ballot will omit only those previously elected. In either case, voting faculty will again be permitted to choose up to 6-k persons, but no threshold will be required for victory: the 6-k highest vote getters will be declared elected. Ties on the second and third ballot will again be broken by random selection.

SECTION 3. CHAIRING

The Head will ordinarily chair meetings of the Advisory Committee ex-officio. If he/she declines to do so, or if the Committee finds it necessary to meet in his/her absence the committee may select a chairperson either on an ad-hoc or a continuing basis from its own membership.

SECTION 4. FUNCTIONS

The Committee shall advise the Head on any matter which may be referred to them by the Head. They shall raise on their own motion any question of interest to the department, and may at their discretion, present matters referred to them by members of the department or by undergraduate or graduate students. The Committee may refer to the faculty of the department for discussion and advice any matter they deem of interest to the department. Such matters shall be included on the agenda of regular or of special meetings. Without prejudice to other possible subject matters, the Head shall discuss with and seek the advice of the Advisory Committee on such questions as the makeup of the departmental budget, policies with respect to promotion and tenure, policy with respect to recruitment of new faculty, proposed individual appointments, promotions and nominations for tenure, relevant matters of educational policy, policies with respect to salary increases, and standards to be applied to the evaluation of individual faculty performance. Discussion of these matters by the Advisory Committee shall not preclude their reference to other faculty committees, or to meetings of the general faculty.

SECTION 5. MEETINGS

Meetings shall be at the convenience of the Committee and the Head, but should take place at least once per semester. At the discretion of the Advisory Committee, it may meet without the presence of the Head, but only after due notice to the Head, and shall report the substance of its discussion to him/her.

SECTION 6. ACTIONS

The essential functions of the Advisory Committee are representation, discussion, and advice. Discussions may be confidential. Normally, the agenda of the Advisory Committee will be circulated to the faculty of the members of the department at least one working day before the meeting of the Committee with the

Head. This requirement can be waived at the discretion of the Head when the need for immediate consultations with the Advisory Committee overrides this constraint. In all non-confidential consultations between the Head and the Advisory Committee, a member of the office staff will be present and record minutes of the meeting. A summary of these minutes will be distributed to the faculty, normally within one week of the meeting. This summary may be edited to remove personnel or other confidential matters, at the Head's discretion. By majority vote of the committee the minutes kept of confidential committee discussions may be open to inspection by voting members of the department. Such a motion must be made at the beginning of the discussion. Minutes that are not confidential and the agenda of scheduled meetings shall be open to inspection by members of the voting faculty. If votes are taken, the record of the number of yeas and nays shall be entered in the minutes, but not the votes of individuals.

ARTICLE IV: CAPRICIOUS GRADING AND ACADEMIC INTEGRITY APPEALS COMMITTEE

SECTION 1. ELIGIBILITY FOR MEMBERSHIP

The Capricious Grading and Academic Integrity Appeals Committee shall consist of three members of the voting faculty having ranks of Associate Professor or Professor.

SECTION 2. ELECTION

The members of the Capricious Grading and Academic Integrity Appeals Committee shall be elected for a term of one year by voting members of the faculty using a secret ballot. The initial ballot shall list all eligible members of the department, which shall not include persons on leave or any research-focused, teaching-focused, or clinical specialized faculty member who has communicated to the Head in advance the preference to be omitted from the ballot. Voting faculty may choose up to three persons. The three persons with the greatest number of votes shall be declared elected, with the person receiving the greatest number of votes designated as the chair of the committee. Tie votes are to be broken by random selection.

SECTION 3. FUNCTIONS

The Committee shall hear those appeals concerning capricious grading according to the Student Code [Article 3, Part 1, specifically Section 3-107, as of 2013-2014], following procedures and other rules therein. The Committee shall also hear those appeals concerning alleged student violations of academic integrity according

to the Student Code [Article 1, Part 4, specifically Section 1-403(c)(1)(A) as of 2013-2014], following procedures and other rules therein.

ARTICLE V: FACULTY GRIEVANCE COMMITTEE (FGC)

SECTION 1. PLAINTIFFS

Plaintiff(s) must be member(s) of the tenure-track or specialized faculty in the Department of Political Science. If a union contract specifies other grievance procedures, those will supersede Department procedures.

SECTION 2. SCOPE

Plaintiff(s) has the right to initiate a formal grievance concerning actions or policies of the Department of Political Science or of another individual in the Department of Political Science, including decisions such as those affecting salary or promotion and tenure.

Grievances related to discrimination by reasons of race, color, religion, sex, national origin, ancestry, age, marital status, disability, sexual orientation including gender identity, unfavorable discharge from the military or status as a protected veteran shall be made to the Office of Equal Opportunity and Access or its successors.

The plaintiff and the grievance committee shall pursue informal resolution before the formal grievance is initiated.

SECTION 3: COMPOSITION AND ELECTION

The Faculty Grievance Committee (FGC) shall consist of four voting faculty with the ranks of Associate Professor or (Full) Professor, serving staggered two-year terms. At least one member in each staggered two-year term shall hold the rank of (Full) Professor. Two of the committee members shall be elected annually (two members for two-year terms). Election to the FGC occurs as follows. Every year, a ballot shall list all eligible faculty not already on the committee and not on leave, excluding any research-focused, teaching-focused, or clinical specialized faculty member who has communicated to the Head in advance the preference to be omitted from the ballot. Voting faculty may choose up to two individuals. Whichever individual holding the rank of professor receives the greatest number of votes will be elected. Any tie shall be broken by random selection. The second member elected will be whoever has the greatest number of votes among all other eligible candidates.

SECTION 4: PROCEDURES

Subsection a. General

1. The formal grievance and all formal communication regarding that grievance, including those to/from appropriate department, college, or university officials and those to/from the plaintiff and any other respondent, shall be in writing.
2. The FGC shall determine whether the grievance is within its scope and the plaintiff will be notified in writing. If the FGC determines the grievance is not within its scope, the plaintiff shall receive written notice of the reason(s) why.
3. All committee deliberations shall be confidential.
4. All grievance procedures shall function in a timely manner. The FGC shall specify reasonable time-frames for each step in the process, and a known point when the process shall be considered completed.
5. If the FGC finds against the plaintiff, the FGC shall specify further avenue for appeal or why other appeals are not available in the department.
6. The FGC shall publish a yearly summary of its activities without violating the privacy of the plaintiff or respondents.
7. Committee members who are parties to the action upon which the grievance is based and committee members with a stake in the outcome shall recuse themselves from that case. If at least two members cannot proceed, the case shall be referred to the LAS Faculty Appeals Committee or its successors.

Subsection b. Plaintiff

1. Plaintiff may have an adviser of his/her choice at any and all stages of the grievance process.
2. Plaintiff maintains further rights to appeal unless agreed in writing to the contrary.
3. In the event that the FGC recommends ameliorative action but no action is taken, the plaintiff has further right of redress in accord with other university procedures as appropriate, such as the LAS Faculty Appeals Committee and the Faculty Advisory Committee (or their successors) as well as the Dean or Provost.

Subsection c. Respondent(s)

1. Respondent(s) must be members of the Department of Political Science.
2. Respondent(s) may select an adviser to be present at any and all stages of the grievance process.

3. Respondent(s) maintain(s) further rights to appeal in accord with other university procedures as appropriate, unless agreed in writing to the contrary.

ARTICLE VI. STANDING AND AD HOC COMMITTEES

Standing and Ad Hoc Committees may be set up on the motion of the Head, after a proposal for such committees, including jurisdiction and composition, is presented to the Advisory Committee for discussion and advice. Anyone associated with the department may be appointed to a committee as appropriate, with speaking and/or voting privileges as dictated by the Head, acting in consultation with the Advisory Committee. Except by invitation, however, graduate students shall not be admitted to those meetings dealing with student financial awards and appointments or individual faculty tenure, promotion, and salary matters. Nor shall they be regular members of any committee from which they are excluded by University and College statutes and bylaws. Authoritative actions of such committees, such as recommendations for fellowships, assistantships, approval of course proposals or eliminations, shall be reported to the departmental faculty, by memorandum, or by reports at faculty meetings. The committees shall report to the faculty of the department what matters they have under current review and solicit advice and recommendations, which may be presented in person or in writing. They may at their discretion schedule open meetings, at which faculty and others may appear and give their opinion on matters under committee review.

ARTICLE VII. TENURE AND PROMOTION FOR TENURE-TRACK FACULTY

SECTION 1. CRITERIA FOR PROMOTION

Promotion and tenure criteria are those set out in Provost's Communication #9 and in related, current materials provided by the College of Liberal Arts and Sciences. Specifically, each candidate will be evaluated in terms of his/her scholarly research, instruction, service to the Department, the University, the community (local, state, national, global), and to political science or related disciplines. These criteria will be applied to individual cases with impartiality, consistency, and fairness.

SECTION 2. PROMOTION AND TENURE COMMITTEES

Subsection a. Committee A

The Promotion and Tenure Committee A, which reviews and reports to the Head on all proposals for tenure and promotion to

the rank of associate professor, shall consist of all tenured members of the voting faculty at the rank of associate professor or above.

Subsection b. Committee B

The Promotion and Tenure Committee B, which reviews and reports to the Head on proposals for promotion to the rank of full professor, shall consist of tenured members of the voting faculty at the rank of full professor.

SECTION 3. CANDIDACY FOR PROMOTION

Subsection a. Candidacy for Promotion to Associate Professor and Tenure

Candidates for tenure and promotion to associate professor are normally those tenure-track assistant professors with tenure code 6. Any assistant professor not yet having attained tenure code 6 who wishes to be considered for candidacy by Committee A shall inform the Head of this desire in writing, after which such screening will proceed. A decision by Committee A to recommend candidacy and full review is no guarantee of concurrence by the Head.

Subsection b. Candidacy for Promotion to Rank of Full Professor

Candidates for promotion to full professor are those requesting such consideration, normally tenure-track associate professors with four years or more at that rank. Each year, the Head shall inform all associate professors of the deadline for application. Applicants are screened for candidacy and full review by Committee B. Screening consists of an examination of the curriculum vita, instructional and service records and any other materials on file with the Department. A decision by Committee B to recommend candidacy and full review is no guarantee of concurrence by the Head. An associate professor in rank four years or more who is not offered candidacy, may, on written request, ask for reconsideration for candidacy by Committee B.

SECTION 4. REVIEW COMMITTEES

Subsection a. Composition of Review Committee for Promotion to Rank of Associate Professor and Tenure

A Review Committee of three shall be constituted for each candidate for tenure and promotion to the rank of associate professor. This Review Committee shall be composed entirely of tenured faculty members and whenever possible include at least one person in the field(s) of specialization of the candidate being reviewed. The membership of the Review Committee shall be proposed by the Head in consultation with the Advisory Committee. The committee or committees as constituted shall be presented to all tenured faculty, constituted as Committee A for discussion, and then for approval or disapproval. Committee A shall report to the Head and the tenured faculty of the Advisory Committee their concurrence or nonconcurrence in the composition of the committee or committees. The Head shall then proceed to appoint the committee, taking into account that report. The Review Committee shall have full access to all materials relevant to the candidate's qualification, supplied by him/her or by other persons, including evaluative letters written at the request of the Head, the candidate, or other persons. It shall prepare a report in writing on the suitability of the candidate for promotion or tenure.

Subsection b. Composition of Committee for Promotion to Rank of Full Professor

A Review Committee shall be constituted for each candidate for promotion to the rank of full professor. This Committee will normally have three members; but can include only two members if there are compelling reasons such as when three or more members of the faculty are being considered for full review simultaneously. This Review Committee shall be composed entirely of full professors and if possible shall include at least one person in the field or fields of specialization of the candidate being reviewed. The membership of the Review Committee shall be proposed by the Head in consultation with the Advisory Committee. The committee or committees as constituted shall be presented to all full professors, constituted as Committee B for discussion, and then for approval or disapproval. Committee B shall report to the Head and the full professors on the Advisory Committee their concurrence or non-concurrence in the composition of the committee or committees. The Head shall then proceed to appoint the committee, taking into account that report.

Subsection c. Joint Appointments

For those faculty members holding joint appointments with the Department of Political Science and another unit, the above promotion and tenure review procedures may be modified in accordance with the College of Liberal Arts and Sciences Policy Manual [III.5 as of March 2008] and Provost's Communication # 23.

SECTION 5. COLLECTION OF RELEVANT DATA ON CREDENTIALS, OUTSIDE EVALUATORS, FORMS OF CONTACT WITH EVALUATORS, AND REPORT OF REVIEW COMMITTEE

Preparation of candidate dossiers and procedures on the selection of external evaluators are governed by guidelines laid out in Provost's Communication #9. The Review Committee working with the candidate will complete the file of the candidate. A panel of external evaluators will be identified by the Review Committee. The candidate will be provided an opportunity to nominate external evaluators, as well as indicate individuals whom she or he might consider inappropriately biased. The Head will have the final responsibility for choosing at least five nationally recognized specialists in the candidate's field; a majority of external evaluations must come from the Review Committee's nominations rather than the candidate's nominations.

In soliciting outside evaluations, the Department's criteria for promotion to associate or full professor shall be specified. Copies of four or five publications selected in consultation with the candidate shall be sent to each external evaluator, and such evaluators will be requested to evaluate each publication submitted as well as to provide an overall evaluation of suitability for promotion. Letters other than those invited can be submitted to the Review Committee. The Review Committee will prepare a report in writing on the fitness of the candidate for promotion, addressing the criteria set forth in Section 1 of this article.

SECTION 6. REPORTS

Reports shall be submitted to Committee A for candidates for tenure and promotion to associate professor and to Committee B for candidates considered for promotion to full professor. In each case, Committee A or B shall have access to all materials relevant to an evaluation of the individual candidate.

Once a report has been submitted, a meeting of the appropriate Committee A or B will be held to discuss the report. A period of at least 90 minutes will be scheduled for this meeting, with up to 30 minutes allocated for the presentation of the report by the Review Committee and the remainder of the time reserved for possible discussion. After discussion, members of the appropriate Committee A or B shall vote on the candidates using a secret ballot. Promotion and tenure meetings are

confidential; participants in these meetings may not discuss these meetings with individuals who are not themselves members of the appropriate Committee A or B.

SECTION 7. FINAL ACTION

The Head should consider the report of Committee A or B, as appropriate, the tabulation of votes and comments, and any additional consultations with appropriate members of the Advisory Committee and tenured faculty. He/She shall report his/her decision to make or not to make a recommendation for tenure and/or promotion to the candidate, the Advisory Committee, and the appropriate Promotion and Tenure Committee, with reasons for his/her action.

SECTION 8. APPEAL

If the Head refuses to forward to the College a candidate's nomination for promotion or tenure, and/or recommends a terminal contract, the candidate may appeal that decision to the Faculty Grievance Committee.

ARTICLE VIII. PROMOTION FOR SPECIALIZED FACULTY

As outlined in Provost Communications #25 and #26, some specialized faculty are eligible for promotion. Within the Department, voting faculty will review specialized faculty for promotion to an equal or higher rank

Department procedure for promotion of specialized faculty at the rank of Assistant Professor (to Associate Professor) or Associate Professor (to Professor) follows the description above, in Article VII, for tenure-track faculty, with modifications as described below. Promotions of other faculty, from Lecturer or Instructor to Senior Lecturer or Senior Instructor, for example, do not require external letters or a Department vote, and are decisions made by the Head and Advisory Committee.

External evaluation of specialized faculty shall be tailored to the focus of such faculty to the extent possible, in regard to number of external evaluators on the panel, material sent to such evaluators, and instructions to the evaluators detailing criteria for evaluation. For instance, teaching-focused faculty might be evaluated in part according to: assessment of pedagogical or teaching-oriented publications by other faculty working in that tradition (inside or outside of political science); assessment of teaching materials, including syllabi, sample lectures, and other output, by suitable teaching peers, possibly "external" to the Department of Political Science but not the University of Illinois; assessment of past teaching performance

by teaching assistants who had first-hand exposure to the class, but in the role of assistant or subordinate to the faculty member, not student. This short list is not meant to be exhaustive. Some evaluators might, in line with Article VII, be instructed to assess research publications. In general, all faculty will be assessed in regard to achievements and performance in research, teaching, and service, but with recognition of different focuses and appropriate concomitant emphasis in external evaluation. In turn, some panels of external evaluators might be diverse in their composition, mixing evaluators of research and evaluators of teaching and/or service, as suitable to the case.

In regard to promotion of those specialized faculty eligible for consideration, the roles played by “Committee A” and “Committee B” described above shall be played by committees identical except that they also include specialized faculty already promoted (A) or with the rank of professor (B).

ARTICLE IX. THIRD-YEAR REVIEW OF JUNIOR FACULTY

The purpose of the review of tenure-track faculty with tenure code 3 is to assess the career progress of the faculty member according to the standards that will ultimately determine whether he/she will be offered promotion and tenure. The assessment will be reported to the candidate, including strengths and weaknesses on each criterion, as well as expectations for the remainder of the probationary period. If it is determined that he or she is unlikely, despite any efforts he/she may make, to achieve a tenured position in the department, this should also be reported to him/her and a terminal contract may be issued. The review will follow general guidelines outlined in Provost’s Communication #13 and the College of Liberal Arts and Sciences Policy Manual.

The review and assessment shall normally be provided by a committee of three persons; but can include only two members if there are compelling reasons such as when three or more members of the faculty are being reviewed simultaneously. The review committee shall be appointed by the Head after discussion with the Advisory Committee and members of the department knowledgeable in the faculty member's field or fields of specialization. The membership of the committee shall be discussed with the candidate and his or her objections, if any, to its membership reviewed to see if any changes in membership are appropriate.

Applying appropriate LAS guidelines, the committee shall review all readily available evidence of the candidate's performance as a scholar and a teacher,

including his/her services to the community, political science or other disciplines, department, college, and other University units. After consulting available relevant material, the committee will summarize its views in a written report noting specific achievements, strengths and deficiencies, and its estimates of future achievement, which shall be presented to the Head. Based on that report, the Head shall construct a letter to the candidate summarizing the key points of the report. A copy of that letter shall be transmitted to the candidate and to the Dean of the College of Liberal Arts and Sciences, and a copy will also be placed in the candidate's personnel file. The *ad hoc* Committee shall discuss the letter with the candidate in the presence of the Head. No notes or records shall be made of the committee's discussion other than the letter. Tenured members of the Advisory Committee and members of Committee A shall discuss the content and implications of the memorandum with the Head.

For those faculty members holding joint appointments with the Department of Political Science and another unit, the above third year review procedures may be modified in accordance with the College of Liberal Arts and Sciences Policy Manual [III.5 as of March 2008] and Provost's Communication # 23.

Specialized faculty subject to promotion should also be reviewed on an interim basis. The Head, in coordination with the Advisory Committee and relevant junior faculty members, will determine appropriate timing, roughly analogous to "tenure code 3." Review shall proceed in a like manner, with like purpose, to assess progress towards promotion, and to provide appropriate feedback to the faculty member.

Compared to reviews of tenure-track faculty, reviews of specialized faculty should place greater emphasis on the faculty member's specialization. For teaching faculty, greater emphasis on instructional units, teaching evaluations, and related metrics; for research faculty, greater emphasis on publications, grants, etc.

Where possible, the review committee for a member of the specialized faculty will include at least one senior faculty member who holds a specialized faculty position. The Head will discuss with all members of the review committee the performance criteria for specialized faculty, and will highlight differences between those criteria and the criteria for tenure-track faculty.

The memorandum on progress resulting from this review should be discussed by the Head with senior members of the Advisory Committee (Associate and Full Professors) and members of Committee A.

ARTICLE X. APPOINTED DEPARTMENTAL OFFICERS

SECTION 1. ASSOCIATE HEAD FOR GRADUATE PROGRAMS AND DIRECTOR OF GRADUATE STUDIES

There shall be an Associate Head for Graduate Programs (AHGP) and a Director of Graduate Studies (DGS), two positions that may be separated or combined as needed. They shall be appointed from among the department's tenure-track faculty by the Head after consultation with the Advisory Committee of the department, and those members with particular responsibility for graduate instruction and advising. Both will serve on renewable annual appointment and report directly to the Head. Each will submit an annual report of activities to the Head and the Advisory Committee.

The AHGP will provide general supervision of the graduate program. The AHGP will also develop and administer particular graduate programs, such as Master's programs, online and other off-campus programs. The AHGP will serve as liaison with alumni of the Department's Master's and PhD programs.

The DGS will monitor progress of students toward degree requirements and schedule graduate courses, as well as administer admissions to graduate study, financial aid applications and award procedures.

SECTION 2. ASSOCIATE HEAD FOR UNDERGRADUATE PROGRAMS AND DIRECTOR OF UNDERGRADUATE STUDIES

There shall be an Associate Head of Undergraduate Programs (AHUP) and a Director of Undergraduate Studies (DUS), two positions that may be separated or combined as needed. They shall be appointed by the Head after consultation with the Advisory Committee of the department, and those members with particular responsibility for undergraduate instruction and advising. Academic professionals and specialized faculty may serve as DUS under the rules governing such staff. Tenure-track faculty in such positions will serve on renewable annual appointment. Both will report directly to the Head. Each will submit an annual report of activities to the Head and the Advisory Committee.

The AHUP will provide general supervision of the undergraduate program. The AHUP will also develop and administer particular undergraduate programs, such as the honors program, Civic Leadership Program, and extracurricular programs such as Model United Nations. The AHUP will serve as liaison with undergraduate student alumni and organizations.

The DUS will monitor progress of students toward degree requirements, supervise the undergraduate advising staff, and assist in scheduling undergraduate courses.

ARTICLE XI. AMENDMENT TO THE BYLAWS

Amendments to the bylaws may be proposed by the Head, by the Advisory Committee, or may be moved at any properly constituted meeting of the Departmental faculty, provided that there are two seconds to the motion to amend. The motion to amend, however introduced, may be discussed at the meeting at which it is introduced, but may not come up for a final vote, until it has been brought before a second meeting for discussion. Notice of the second meeting, which shall be not less than one week after the meeting at which the motion to amend was made, shall include the text of the proposed amendment and a brief statement of the supporting considerations, drawn up by the sponsors of the motion. Immediately following the second meeting, a vote will taken using a secret ballot. Voting faculty are eligible to vote on amendments. A motion to amend must receive support by a 3/5 majority of those voting.

ARTICLE XII. BYLAWS REVIEW

The Head shall appoint, at least every five years, a committee to review the bylaws. That committee will issue a written report outlining its recommendations to the Department faculty within one year of being appointed.