

## **FACULTY HANDBOOK REVISION TEMPLATE – CHAPTER ONE**

**October 30, 2008**

### **2009 REVISION TEXT (LEFT SIDE)**

- Headings and changes in **bold**.
- Includes hyperlinks to FHC Minutes for reference.
- VERDANA TEXT – proposed insertion from outside source (*Faculty Information Guide*, Motions passed by Faculty Senate, University Policy Statements) – to revert to **Times New Roman** after FHC review/revisions made.
- Text moved to other sections in **green**.

### **1994 HANDBOOK TEXT (RIGHT SIDE)**

- Headings in **bold**.

Deletions in **yellow strikethrough**; yellow appears only on electronic text

Text moved to other sections in **green, including new location**.

**Preamble: *The Mission of George Mason University – approved by the Board of Visitors – August 15, 2008***

**George Mason University is innovative and entrepreneurial in spirit and utilizes its multi-campus organization and location near our nation’s capital to attract outstanding scholars, faculty and programs. George Mason will:**

- **Educate the new generation of leaders for the 21<sup>st</sup> century – men and women capable of shaping a new economy in a global community with vision, justice, and clarity.**
- **Encourage freedom of thought, speech, and inquiry in a tolerant, respectful academic setting.**
- **Provide undergraduate, graduate, and professional courses of study that enable students to exercise analytical and imaginative thinking and make well-founded ethical decisions.**
- **Nurture and support a highly qualified and entrepreneurial faculty that is excellent at teaching, active in pure and applied research, capable of providing a broad range of intellectual and cultural insights, and is responsive to the needs of students and their communities.**
- **Maintain an international reputation for superior education that affirms its role as the intellectual and cultural nexus among Northern Virginia, the nation, and the world.**

**Preamble: *The Mission of George Mason University –1994 Handbook Text***

**George Mason University will be an institution of international academic reputation providing a superior education enabling students to develop critical, analytical, and imaginative thinking and to make well founded ethical decisions. It will respond to the call for interdisciplinary research and teaching not simply by adding programs but by rethinking the traditional structure of the academy.**

**The University will prepare students to address the complex issues facing them in society and to discover meaning in their own lives. It will encourage diversity in its student body and will meet the needs of students by providing them with undergraduate, graduate, and professional courses of study that are interdisciplinary and innovative. The University will energetically seek ways to interact with and serve the needs of the student body.**

**The University will nurture and support a faculty that is diverse, innovative and excellent in teaching, active in pure and applied research, and responsive to the needs of students and the community. The faculty will embody the University's interactive approach to change both in the academy and in the world.**

**The University will be a resource of the Commonwealth of Virginia serving private and public sectors and will be an intellectual and cultural nexus between Northern Virginia, the nation, and the world.**

**\*Adopted by the Board of Visitors in 1991.**

**George Mason University, an equal opportunity and affirmative action institution, actively supports the letter and the spirit of all fair employment policies of the Commonwealth of Virginia. For some documents pertaining to specific fairness policies, see [Appendix A](#).**

## Preface to the 2009 Edition – Pt. 1 of 2

The **2009** edition of the *GMU Faculty Handbook* becomes effective on July 1, **2009**. It defines and describes the conditions of **full-time instructional, research, and clinical** faculty employment; the structures and processes through which the faculty participates in institutional decision-making and governance; and the academic policies of the University as established by its Board of Visitors.

The **provisions** of the Faculty Handbook are **incorporated by reference in all full time instructional, research, and clinical faculty employment contracts**. These **provisions** are binding on the University and on individual faculty members. **The Faculty Handbook governs the employment relationship of individual faculty members, and sets forth the rights, privileges, and responsibilities of faculty members and of the University**. Faculty and academic administrators are expected to read the *Faculty Handbook* and to be familiar with its **contents**.

**Except as noted below, revisions** to the *Handbook* may be proposed by any of the parties who have participated in its adoption: the Board of Visitors; the Faculty Senate, acting on behalf of the General Faculty; and the central administration.

**Proposals to revise the Handbook originating from the Faculty Senate or University administrators will be considered by a joint committee of the faculty and the central administration consisting of three faculty elected by the Faculty Senate, at least one of whom must be a Faculty Senator, and two administrators appointed by the Provost. The chair of the Faculty Senate appoints one of the elected faculty members as the committee chair. Arrangements must assure an expeditious meeting in cases of urgency. It is not necessary to convene a committee for the following cases:**

- Revisions proposed and approved by the Faculty Senate, and approved by the Provost;**
- Revisions proposed by the central administration, and submitted to and approved by the Faculty Senate.**

All **revisions** require the formal approval of the Board of **Visitors**. Each **revision** shall be incorporated, as of the effective date fixed by the Board, in all existing and future faculty employment contracts; **however, no revision** shall operate retroactively to change materially the substantive rights of any faculty member **or the conditions of award of tenure for faculty members already granted tenure, or who have filed a written request with his or her dean or director to be evaluated for the award of tenure**. For example, the conditions of employment governed by the *Handbook* may be changed prospectively and criteria for tenure may be changed for faculty who have not been awarded tenure, but may not be changed for faculty

## Preface to the 1994 Edition – Pt. 1 of 2 – 1994 Handbook Text

The **1994** edition of the *GMU Faculty Handbook* becomes effective on July 1, **1994**. It defines and describes the conditions of faculty employment; the structures and processes through which the faculty participates in institutional decision-making and governance; and the academic policies of the University as established by its Board of Visitors.

The *Handbook* is ~~a contractual document~~, binding on the University and on individual faculty members. ~~Insofar as applicable~~, its provisions are incorporated by reference in all faculty employment contracts. Faculty are expected to read the *Handbook* and to be familiar with its ~~provisions~~.

~~Amendments~~ to the *Handbook* may be proposed by any parties who have participated in its adoption: the Board of Visitors; the Faculty Senate, acting on behalf of the General Faculty; and the central administration. ~~If a proposal to amend the Handbook originates with the Board or the central administration, the Board of Visitors, through the President, will notify the Faculty Senate of the proposed amendment and will ask the advice of the Senate at least twenty one days before the Board acts on any such amendment. Senate representatives and other appropriate faculty will be given an opportunity to appear before the Board or the appropriate committee of the Board to explain the faculty position.~~

All ~~amendments, however~~, require the formal approval of the Board. Each ~~such amendment~~ shall be incorporated, as of the effective date fixed by the Board, in all existing and future faculty employment contracts, ~~whether with or without term, except that no such amendment~~ shall operate retroactively to change materially the substantive rights of any faculty member. For example, the conditions of employment governed by the *Handbook* may be changed prospectively and criteria for tenure may be changed for faculty who have not been awarded tenure but may not be changed for faculty already tenured. Where no effective date is fixed for ~~an amendment~~, it shall become effective ~~at the end of the academic year in which it is enacted~~.

## Preface – Pt 2 of 2 – 2009 Revision

already tenured. Where no effective date is fixed for a **revision**, it shall become effective **on July 1<sup>st</sup> following its approval by the BOV.**

**When a policy or procedure described in this Handbook is subject to alternative interpretations, then the Provost and the Faculty Senate Executive Committee will be the designated body to resolve the disagreement.**

As of the date of the adoption of this edition of the *Handbook*, all prior policies with respect to matters covered therein are **superseded. With the exception of the bylaws governing the University's Board of Visitors**, the provisions of this *Handbook* supersede all inconsistent bylaws, policies and procedures **in effect at the time of its adoption by the Board of Visitors** (including, if applicable, custom and usage) of any officer, person, body, or unit of the University, including but not limited to the President or other officer of the University and any college, school, institute, department or other faculty organization.

The *Handbook* Committee acknowledges that some sections of the **2009** edition use language taken from policy statements of the American Association of University Professors. The use of AAUP language does not, however, represent any University endorsement of AAUP policies other than those explicitly contained in this *Handbook*.

**The Faculty Senate and the Provost's Office assume joint responsibility for updating and maintaining the contents of the *Faculty Handbook* in both the print and web versions.**

University policies are located on the university's website at <http://www.gmu.edu/facstaff/policy/newpolicy/> . The Provost's Office web address is <http://www.gmu.edu/departments/provost/> . Other important information is located on the websites of the Human Resources and Payroll Office (<http://hr.gmu.edu/> ) and the Office of Equity and Diversity Services (<http://www.gmu.edu/equity/> ). Please refer to these websites for issues not addressed in the *Faculty Handbook*.

*Members of the Handbook Committee, 2009 Edition*

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## Preface – Pt 2 of 2 – 1994 Handbook

As of the date of the adoption of this edition of the *Handbook*, all prior policies **of the Board of Visitors** with respect to matters covered therein are **repealed**. The provisions of this Handbook supersede all inconsistent bylaws, policies and procedures (including, if applicable, custom and usage) of any officer, person, body, or unit of the University, including but not limited to the President or other officer of the University and any college, school, institute, department or other faculty organization.

The Handbook Committee acknowledges that some sections of the **1994** edition (**notably those that deal with faculty personnel matters**) use language taken from policy statements of the American Association of University Professors. The use of AAUP language does not, however, represent any University endorsement of AAUP policies other than those explicitly contained in this *Handbook*.

*Members of the Handbook Committee, 1994-Edition*

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3.6 Faculty Development

### 1.1.The Rector and Board of Visitors – 2009 Revision

Responsibility for the governance of George Mason University is vested by the laws of the Commonwealth of Virginia in the Rector and Board of Visitors. Members of the Board of Visitors are appointed by the Governor of the Commonwealth to serve fixed terms of four years. The Rector is a member of the Board, elected by the Board to serve as its chair.

Without limiting the generality of its powers, the Board of Visitors exercises its authority principally in policy making and oversight. With the exception of meetings convened in executive session, meetings of the Board of Visitors and its committees are open to the public. **The chair of the Faculty Senate sits as a non-voting representative to the full Board. The voting membership of the General Faculty (see Section 1.3.1) shall elect a non-voting representative to all standing committees of the Board, except the Audit Committee (see below). To accomplish this, the Faculty Senate shall conduct elections biennially. The candidates will come from the voting membership of the General Faculty. The Faculty Senate will notify the Rector of the outcome of the election. A separate faculty member may be selected by the Board to serve as a nonvoting, faculty liaison to the Audit Committee. No faculty member may serve concurrently on more than one committee. No faculty member can serve more than three consecutive 2-year terms, although subsequent reelection is permitted.**

*RATIONALE:* See [FHC Minutes 1-30-06](#), [FHC Minutes 6-13-07](#), [FHC Minutes 4-10-08](#), [FHC Minutes 5-14-08](#), [FHC Minutes 5-22-08](#), [FHC Minutes 6-17-08](#), [FHC Minutes 8-6-08](#)

### 1.1 The Rector and Board of Visitors – 1994 Handbook Text

Responsibility for the governance of George Mason University is vested by the laws of the Commonwealth of Virginia in the Rector and Board of Visitors. Members of the Board of Visitors are appointed by the Governor of the Commonwealth to serve fixed terms of four years. The Rector is a member of the Board, elected by the Board to serve as its chair.

Without limiting the generality of its powers, the Board of Visitors exercises its authority principally in policy-making and oversight. With the exception of meetings convened in executive session, meetings of the Board of Visitors and its committees are open to the public. ~~The Board recognizes as official observers three senators appointed by the chair of the Faculty Senate to be its liaison representatives. These senators receive notices of Board meetings, agendas, and other documents concerning business to be considered by the Board, and report regularly to the Senate about Board meetings.~~

### 1.2.1 The President – 2009 Revision

The Board of Visitors **appoints** the President of the University, who serves at its pleasure. The President is the chief executive officer of the University and reports to the Rector and Board of Visitors. As chief executive officer, the President is charged with carrying out the policies of the Board and providing leadership **to** the University's faculty, staff, and students in achieving major objectives. Within guidelines established by the laws of the Commonwealth of Virginia and the Board of Visitors, the President is in charge of day-to-day administration and operation of the University.

### 1.2.1 The President – 1994 *Handbook* Text

The Board of Visitors **elects** the President of the University, who serves at its pleasure. The President is the chief executive officer of the University and reports to the Rector and Board of Visitors. As chief executive officer, the President is charged with carrying out the policies of the Board and providing leadership **of** the University's faculty, staff, and students in achieving major objectives. Within guidelines established by the laws of the Commonwealth of Virginia and the Board of Visitors, the President is in charge of day-to-day administration and operation of the University.

*RATIONALE:* See [FHC Minutes 1-30-06](#), [FHC Minutes 6-13-07](#), [FHC Minutes 6-17-08](#)

### 1.2.2 The Provost – 2009 Revision

The Executive Vice President for Academic Affairs and Provost (hereafter abbreviated as Provost) is the **chief** academic officer of the University and is responsible for all educational matters. The Provost is appointed by the President and serves at the President's pleasure.

**The Provost functions as the liaison to the Faculty Senate for the university administration and has a primary responsibility to keep the Faculty Senate informed about new initiatives as well as ongoing developments within the University. The Provost implements this function in a manner that promotes the highest levels of faculty participation in the shared governance of the University.**

### 1.2.2 The Provost – 1994 *Handbook* Text

The Executive Vice President for Academic Affairs and Provost (hereafter abbreviated as Provost) is the **principal** academic officer of the University and is responsible for all educational matters. The Provost is appointed by the President and serves at the President's pleasure.

*RATIONALE:* See [FHC Minutes 1-30-06](#), [FHC Minutes 6-13-07](#), [FHC Minutes 6-20-07](#), [FHC Minutes 8-6-08](#)

### 1.2.3 Executive Council and President's Council

**The Executive Council is the President's advisory group. Members of the Executive Council have overall responsibility for monitoring university projects and for sharing information about major developments.**

**The President's Council includes senior members of the university administration and the chair of the Faculty Senate. Its function is to keep members informed about initiatives and activities, and to participate in discussions of basic policy.**

**More information about organizational structure of the central administration is available on the Mason website at <http://www.gmu.edu/admin/>.**

### 1.2.3 Other Members of the Central Administration – 1994 *Handbook Text*

The central administration of the University includes administrative vice presidents, administrative deans, their associates and assistants and other members of their staffs. Administrative vice presidents and administrative deans are appointed by the President and serve at the President's pleasure. Other members of the central administration are appointed by the vice presidents for whom they serve; they may be appointed and reappointed to fixed terms of one, two, or three years, or they may serve at the pleasure of the vice presidents by whom they are appointed.

*RATIONALE:* See [FHC Minutes 1-30-06](#), [FHC Minutes 6-13-07](#), [FHC Minutes 6-20-07](#), [FHC Minutes 8-6-08](#), [FHC Minutes 8-20-08](#)

**1.2.4 Academic Deans and Directors as Members of the Central Administration – 2009 Revision**

Collegiate or school deans **and academic institute directors** function in a dual capacity: they are the principal representatives of the organizational units and faculties within their charge, but they are also members of the central administration. As members of the central administration, they are appointed by the President, serve at the President's pleasure, and report to the Provost.

**1.2.4 Academic Deans as Members of the Central Administration – 1994 Handbook Text**

Collegiate or school deans function in a dual capacity: they are the principal representatives of the organizational units and faculties within their charge, but they are also members of the central administration. As members of the central administration, they are appointed by the President, serve at the President's pleasure, and report to the Provost.

*RATIONALE:* See [FHC Minutes 6-20-07](#), [FHC Minutes 8-6-08](#)

### 1.2.5 Faculty Participation in the Selection of Certain Members of the Central Administration – 2009 Revision

**The faculty plays a vital role in the appointment and reappointment of senior academic administrators and other leadership positions related to the academic mission of the university.**

The Board of Visitors provides for participation **on presidential search and reappointment committees** by faculty **who are** elected by the General Faculty. The search and selection process **must** include opportunities for the General Faculty to meet with candidates **who are finalists** for the presidency.

**The President provides for faculty participation on search and reappointment committees for the Provost** by faculty **who are** elected by the General Faculty. The **search and selection** process **must** include opportunities for the General Faculty to meet with candidates **who are finalists for the Provost position.**

**The Provost provides for participation on search and reappointment committees for college, school, or institute deans and directors by faculty who are elected from and by the faculty of the college, school, or institute in which the appointment will occur.** The **search and selection** process **must** include opportunities for the **college, school, or institute** faculty to meet with candidates **who are finalists for the position.**

**The Faculty Senate will assist in conducting elections by the General Faculty.**

### 1.2.5 Faculty Participation in the Selection of Certain Members of the Central Administration – 1994 Handbook Text

The Board of Visitors provides for ~~the participation of faculty peer-~~ elected by the General Faculty ~~on presidential search committees.~~ The search and selection process includes opportunities for the General Faculty to meet with ~~finalist-~~ candidates for the presidency.

~~Faculty peer-~~ elected by the General Faculty ~~also serve on search committees for a new Provost. Here, too,~~ the process includes opportunities for the General Faculty to meet with ~~finalist-~~ candidates.

~~The appointment of collegiate or school deans is likewise preceded by a search and selection process in which peer-elected faculty of the college or school participate.~~ The process includes opportunities for the ~~collegiate or school~~ faculty to meet with ~~finalist-~~ candidates.

*RATIONALE:* See [FHC Minutes 1/30/06](#), [FHC Minutes 6-20-07](#), [FHC Minutes 5-14-08](#), [FHC Minutes 6-17-08](#), [FHC Minutes 8-6-08](#)

### 1.3 Faculty Organization – 2009 Revision

The faculty conducts its **work** and participates in institutional governance at the University level, the college, school, or **institute** level, and the level of the local academic unit (defined in Section 1.3.6). The faculty is organized accordingly, to provide for the exercise of its responsibilities at all three levels, as described in Sections 1.3.1 through 1.3.6 below. In accordance with the best traditions of American universities, the faculty plays a primary role in two types of determinations: the University's academic offerings and faculty personnel actions. **The faculty also plays a vital role in academic organization and institutional change.**

### 1.3 Faculty Organization – 1994 *Handbook* Text

The faculty conducts its **business** and participates in institutional governance at the University level, the college or school level, and the level of the local academic unit (defined in [Section 1.3.4](#)). The faculty is organized accordingly, to provide for the exercise of its responsibilities at all three levels, as described in [Sections 1.3.1 through 1.3.6](#) below. In accordance with the best traditions of American universities, the faculty plays a primary role in two types of determinations: **(i) the University's academic offerings; and (ii) faculty personnel actions.** **Faculty participation in the decision-making process in these two areas is described in [Chapter II](#) of this *Handbook*.**

*RATIONALE:* See [FHC Minutes 1/30/06](#), [FHC Minutes 5-14-08](#), [FHC Minutes 6-17-08](#), [FHC Minutes 8-6-08](#)

### 1.3.1 The General Faculty – 2009 Revision

The General Faculty participates in governance at the university level. All members of the University community may attend meetings of the General Faculty and participate in the debate of matters that come before it. The voting membership of the General Faculty consists of all **faculty who have full-time instructional tenured or tenure-track appointments or who have term instructional, research, or clinical appointments. This terminology replaces such previous terms as “probationary”, “contract”, or “restricted” appointments.**

Without relinquishing the generality of its powers, the General Faculty delegates **by Charter** to the Faculty Senate the responsibility for governance at the university level. **Only those faculty who have instructional appointments – tenured, tenure-track, term, or adjunct – may be elected to the Faculty Senate.**

The General Faculty is required to meet at least once each semester. Meetings are scheduled by the President of the University, who serves as presiding officer. Additional meetings may be scheduled at the President's discretion. If at least 10% of the voting membership petitions for a called meeting of the General Faculty, the President is obliged to schedule it within thirty days, or within ten days if the purpose of the call is to modify the authority the General Faculty has granted the Faculty Senate, or to reverse specific decisions of the Senate, or to amend the Senate charter.

### 1.3.1 The General Faculty – 1994 *Handbook* Text

The General Faculty ~~is responsible for faculty participation~~ in governance at the university level. All members of the University's ~~teaching and research~~ community may attend meetings of the General Faculty and participate in the debate of matters that come before it. The voting membership of the General Faculty consists of all ~~tenured and probationary faculty and professional librarians.~~

Without relinquishing the generality of its powers, the General Faculty delegates to the Faculty Senate the responsibility for ~~participation in~~ governance at the university level (~~see Appendix B, Charter of the Faculty Senate~~).

The General Faculty is required to meet at least once each semester. Meetings are scheduled by the President of the University, who serves as presiding officer. Additional meetings may be scheduled at the President's discretion. If at least 10% of the voting membership petitions for a called meeting of the General Faculty, the President is obliged to schedule it within thirty days, or within ten days if the purpose of the call is to modify the authority the General Faculty has granted the Faculty Senate, or to reverse specific decisions of the Senate, or to amend the Senate charter.

*RATIONALE:* See [FHC Minutes 1/30/06](#), [FHC Minutes 6-20-07](#), [FHC Minutes 11-12-07](#), [FHC Minutes 11-26-07](#), [FHC Minutes 6-17-08](#), [FHC Minutes 8-6-08](#)

### 1.3.2 The Faculty Senate – 2009 Revision

Under powers delegated to it by the General Faculty, the Faculty Senate is the principal faculty advisory body to the President. It has particular responsibility for the formulation of university-wide academic policies and is the principal voice of the faculty in matters affecting the faculty generally. It advises the President and other members of the central administration concerning matters that affect the welfare of the University as a whole.

The principal function of the Faculty Senate is to represent the faculty on all **academic and** governance issues not internal to any single school, college, or **academic institute**, including, but not limited to, curricular matters, matters concerning terms and conditions of faculty employment, and matters of academic organization **and institutional change**. In these matters, the Provost and Senate will consult during the process of planning and implementing changes. To ensure timely consultation about these and other matters, the Provost meets **regularly** with the Senate's executive committee. Meetings with the President and/or other members of the central administration occur as needed.

The Senate meets at least monthly during the fall and spring semesters. Meetings of the Senate are open to all members of the university community, who may speak to any item of business on the agenda. Only members of the Senate, however, may introduce motions and vote. **The Faculty Senate deliberates in a respectful and open manner, consistent with existing principles of university discourse.**

### 1.3.2 The Faculty Senate – 1994 Handbook Text

Under powers delegated to it by the General Faculty, the Faculty Senate is the principal faculty advisory body to the President. It has particular responsibility for the formulation of university-wide academic policies and is the principal voice of the faculty in matters affecting the faculty generally. It advises the President and other members of the central administration concerning matters that affect the welfare of the University as a whole.

The principal function of the Faculty Senate is to represent the faculty on all governance issues not internal to any single school or college. **This includes, but-is** not limited to, curricular matters, matters concerning terms and conditions of faculty employment, and matters of academic organization. In these matters, the Provost and Senate will consult during the process of planning and implementing changes. To ensure timely consultation about these and other matters, the Provost meets **monthly** with the Senate's executive committee. Meetings with the President and/or other members of the central administration occur as needed.

The Senate meets at least monthly during the fall and spring semesters. Meetings of the Senate are open to all members of the university community, who may speak to any item of business on the agenda. Only members of the Senate, however, may introduce motions and vote.

**Three members of the Senate are appointed by its chair to serve as liaison representatives to the Board of Visitors. They regularly attend meetings of the Board and its committees and report to the Senate about them.**

*RATIONALE: See [FHC Minutes 6-20-07](#), [FHC Minutes 9-24-07](#), [FHC Minutes 4-10-08](#), [FHC Minutes 5-14-08](#) (insert from deleted Section 1.3.8 Institutional Evolution), [FHC Minutes 6-17-08](#), [FHC Minutes 8-6-08](#), FHC Minutes 10-30-08*

### 1.3.3 Colleges and Schools – 2009 Revision

The schools and colleges of the University are communities of teaching, learning, **research and** scholarship, and service established by the faculty and administration and approved by the Board of Visitors. They house faculties and programs representing shared educational interests, and may or may not be sub-divided into departments. **Colleges may also be subdivided into schools.**

As an organizational unit the college or school meets four functional criteria: (i) it has a tenured and **tenure-track** faculty directly and specifically appointed to it or to its departments by the Board of Visitors; (ii) its faculty establishes degree requirements; authorizes the conferral of degrees; proposes, reviews and approves courses and programs; **actively** participates in decisions concerning the creation, reorganization and dissolution of units within the college or school; and plays a key role in faculty personnel actions **such as appointments, promotion, and granting tenure**; (iii) it has an instructional budget that includes FTE funds for the payment of its faculty's salaries as well as funds for goods and services in support of its **academic programs and other activities**; and (iv) its chief administrative officer is a dean who reports directly to the Provost.

The faculties of schools and colleges define their own voting membership. Together with their deans, they determine the processes and procedures of governance they will employ, but all schools and colleges, and if so sub-divided, **each of** their departments, must act within the following guidelines, which prescribe that they

- a. operate in a democratic manner and in accordance with the best traditions of the academic profession;
- b. adopt bylaws or standing rules that are made available to all members and that undergo periodic review;
- c. meet often enough to **ensure** good communication and the timely conduct of business;
- d. hold meetings that follow an agenda distributed in advance;
- e. record the proceedings of the meetings in minutes that are distributed to and approved by the faculty.

*RATIONALE:* See [FHC Minutes 1/30/06](#), [FHC Minutes 4-11-07](#) (Provost), [FHC Minutes 6-20-07](#), [FHC Minutes 5-14-08](#), [FHC Minutes 6-17-08](#), [FHC Minutes 8-6-08](#), [FHC Minutes 10-30-08](#)

### 1.3.3 Colleges and Schools – 1994 Handbook Text

The schools and colleges of the University are communities of teaching, learning, scholarship and service established by the faculty and administration and approved by the Board of Visitors. They house faculties and programs representing shared educational interests, and may or may not be sub-divided into departments.

As an organizational unit the college or school meets four functional criteria: (i) it has a tenured and **probationary** faculty directly and specifically appointed to it or to its departments by the Board of Visitors; (ii) its faculty establishes degree requirements; authorizes the conferral of degrees; proposes, reviews and approves courses and programs; participates in decisions concerning the creation, reorganization and dissolution of units within the college or school; and plays a key role in faculty personnel actions; (iii) it has an instructional budget that includes FTE-funds for the payment of its faculty's salaries as well as funds for goods and services in support of its programs; and (iv) its chief administrative officer is a dean who reports directly to the Provost.

The faculties of schools and colleges define their own voting membership. Together with their deans, they determine the processes and procedures of governance they will employ, but all schools and colleges, and if so sub-divided, their departments, must act within the following guidelines, which prescribe that they

- a. operate in a democratic manner and in accordance with the best traditions of the academic profession;
- b. adopt bylaws or standing rules that are made available to all members and that undergo periodic review;
- c. meet often enough to **assure** good communication and the timely conduct of business;
- d. hold meetings that follow an agenda distributed in advance;
- e. record the proceedings of the meetings in minutes that are distributed to and approved by the faculty.

### 1.3.4 Academic Institutes – 2009 Revision

An **academic** institute is an organizational unit of the University **that fosters** interdisciplinary activities that transcend the disciplines **based** in any single college or school. **In addition to** research **and scholarship** and service **activities**, institutes offer interdisciplinary academic programs that do not duplicate those of other **academic** units. **Academic** institutes are **also** analogous to schools or colleges **in that they have** a nucleus of full-time faculty appointed directly and specifically to primary affiliation in **them**.

In addition, **academic institutes** may have (i) faculty who are assigned to work in **them** (full- or part-time) but who are affiliated primarily with other local academic units; and (ii) part-time faculty whose work **in** the University is solely in the institute. Of sufficient size to ensure a sense of community and responsible faculty governance, the faculty of an institute establishes degree requirements; authorizes the conferral of degrees; proposes, reviews, and approves courses and programs; and plays a primary role in faculty personnel actions.

Administratively, the director of an institute is regarded as the equivalent of a dean, and is therefore expected to possess appropriate academic credentials or their equivalent. Institute directors report directly to the Provost.

An institute has an instructional budget that includes FTE funds for the payment of its faculty's salaries as well as funds for goods and services in support of its academic programs **and other activities**.

The faculties of **academic** institutes define their own voting membership. Together with their directors, they determine the processes and procedures of governance they will employ, but all institutes must **follow the guidelines applicable to schools and colleges set forth** in Section 1.3.3.

**For a description of non-academic “Research Institutes,” see Section 1.3.11.**

*RATIONALE:* See [FHC Minutes 5-16-06](#), [FHC Minutes 4-11-07](#) *verified*  
*Provost suggestion included;* [Fairfax Forum Minutes 4-18-07](#), [FHC Minutes 9-10-07](#); further revision requested by Provost [FHC Minutes 4-3-08](#), [FHC Minutes 4-10-08](#), *MF draft w FHC revisions to send to Provost* [FHC Minutes 4-24-08](#); *Provost response “fine”* [FHC Minutes 5-1-08](#), [FS Minutes 5-22-08](#), [FHC Minutes 6-17-08](#),  
[FHC Minutes 8-6-08](#)

### 1.3.4.2 Institutes – 1994 Handbook Text

An institute is an organizational unit of the University **for** interdisciplinary activities that transcend the disciplines **housed** in any single college or school. **These activities include** research and/or service. Institutes **may** offer interdisciplinary academic programs, **normally at the graduate level**, that do not duplicate those of other units. **Organizationally**, institutes are analogous to schools or colleges **without departments**.

**An institute has** a nucleus of full-time faculty appointed directly and specifically to primary affiliation in **it**. In addition, **it** may have (i) faculty who are assigned to work in **it** (full- or part-time) but who are affiliated primarily with other local academic units; and (ii) part-time faculty whose work **for** the University is solely in the institute. Of sufficient size to ensure a sense of community and responsible faculty governance, the faculty of an institute establishes degree requirements; authorizes the conferral of degrees; proposes, reviews, and approves courses and programs; and plays a primary role in faculty personnel actions.

Administratively, the director of an institute is regarded as the equivalent of a dean, and is therefore expected to possess appropriate academic credentials or their equivalent. Institute directors report directly to the Provost.

An institute has an instructional budget that includes FTE funds for the payment of its faculty's salaries as well as funds for goods and services in support of its academic programs. **Normally, however, an institute derives a substantial portion of its non-instructional funds from a source or sources other than the Virginia General Assembly.**

The faculties of institutes define their own voting membership. Together with their directors, they determine the processes and procedures of governance they will employ, but all institutes must **act within the guidelines listed in** [Section 1.3.3](#).

**DELETED - 2009 Revision**

**1.3.5 Graduate Faculties—1994 Handbook Text**

Responsibility for graduate programs rests with the local academic units which offer them (with the exception of the Master of Arts in Interdisciplinary Study, which is offered under the supervision of the Faculty Senate). Graduate faculty membership is defined by the local academic units and, where applicable, by the schools or colleges in which they are located.

*RATIONALE:* See [FHC Minutes 1/30/06](#), [FHC Minutes 6-20-07](#), [FHC Minutes 5-14-08](#), [FHC Minutes 8-6-08](#)

### 1.3.5 Academic Departments – 2009 Revision

In such schools, colleges, **and academic institutes** as may be subdivided administratively to reflect disciplinary differences and intellectual traditions, the academic department is the local unit of faculty organization. Departments are established to carry **out** programs of instruction, research **and scholarship**, and public service in particular fields of knowledge. Accordingly, they are organized on the basis of disciplines or fields of study.

Departmental faculties determine their own voting membership. Together with their chairs, they determine the processes and procedures of governance they will employ, but all departments must **follow the guidelines applicable to schools and colleges set forth** in Section 1.3.3.

### -1.3.4.3 Academic Departments – 1994 Handbook Text

In such schools **and** colleges as may be subdivided administratively to reflect disciplinary differences and intellectual traditions, the academic department is the local unit of faculty organization. Departments are established to carry **on** programs of instruction, research, and public service in particular fields of knowledge. Accordingly, they are organized on the basis of disciplines or fields of study.

Departmental faculties determine their own voting membership. Together with their chairs, they determine the processes and procedures of governance they will employ, but all departments must **act within the guidelines listed** in [Section 1.3.3](#).

*RATIONALE:* See [FHC Minutes 1-30-06](#), [FHC Minutes 6-5-06 \(end\)](#), [FHC Minutes 9-10-07](#), [FHC Minutes 5-22-08](#), [FHC Minutes 6-17-08](#), [FHC Minutes 8-6-08](#)

### 1.3.6 Definition of Local Academic Units (LAU) – 2009 Revision

The term "local academic unit" refers to an academic department **or** to an **academic** institute, school, or college without departments. It is to these local academic units that faculty are directly and specifically appointed to primary affiliation (see Section 2.1.5).

The local level of governance is the most important in the University for the faculty's direct exercise of professional and peer judgment. Faculties of local academic units **actively** participate in decision-making **about** academic matters, matters of faculty status, **and organizational and institutional change**. They have primary responsibility for such academic matters as **unit reorganization**, the design of programs, development and alteration of the curriculum, standards for admission to programs, and requirements in the major. They play a primary role in such matters of faculty status as the recruitment and initial appointment of new faculty; the reappointment, promotion, **tenure, and post-tenure review** of members; and in the case of departments, the selection of the department chair.

Although tenure is considered to reside in the University as a whole, in recognition of disciplinary qualifications and for purposes of governance, all tenured and **tenure-track** faculty are appointed to primary affiliation in one or more local academic units. The primary affiliation of tenured and **tenure-track** faculty in any local academic unit does not preclude their part-time or full-time activity in other units of the University.

In this *Handbook* the chief administrative officers of local academic units are generically called "local unit administrators."

*RATIONALE:* See [FHC Minutes 1-30-06](#), [FHC Minutes 4-11-07](#) (Provost), [FHC Minutes 5-14-08](#), [FHC Minutes 5-22-08](#), [FHC Minutes 8-6-08](#), [FHC Minutes 8-20-08](#), [FHC Minutes 10-30-08](#)

### 1.3.4 Definition of Local Academic Units – 1994 *Handbook* Text

The term "local academic unit" refers to an academic department, to an institute, and to a school or college without departments. It is to these local academic units that faculty are directly and specifically appointed to primary affiliation (see [Section 2.1.5](#)).

The local level of governance is the most important in the University for the faculty's direct exercise of professional and peer judgment. Faculties of local academic units participate primarily in decision-making of two general types: (i) academic matters and (ii) matters of faculty status. They have primary responsibility for such academic matters as the design of programs, development and alteration of the curriculum, standards for admission to programs, and requirements in the major. They play a primary role in such matters of faculty status as the recruitment and initial appointment of new faculty; the reappointment, promotion **and entenuement** of members; and in the case of departments, the selection of the department chair.

Although tenure is considered to reside in the University as a whole, in recognition of disciplinary qualifications and for purposes of governance all tenured and **probationary** faculty **except those holding the title of university professor** are appointed to primary affiliation in one or more local academic units. The primary affiliation of tenured and **probationary** faculty in any local academic unit does not preclude their part-time or full-time activity in other units of the University.

In this *Handbook* the chief administrative officers of local academic units are generically called "local unit administrators."

### **1.3.7 Schools, Colleges, and Academic Institutes without Departments – 2009 Revision**

Schools, colleges, and **academic institutes** without departments provide simultaneously for faculty governance at the collegiate level (as described in Section 1.3.3) and at the local level. In carrying out their function as local academic units, such schools, colleges, **and institutes** will operate analogously to departments (as described in Sections 1.3.4 and 1.3.5).

### **1.3.4.1 Schools and Colleges without Departments – 1994 Handbook Text**

Schools and colleges without departments provide simultaneously for faculty governance at the collegiate level (as described in [Section 1.3.3](#)) and at the local level. In carrying out their function as local academic units, such schools and colleges will operate analogously to departments **and institutes** (as described in Sections 1.3.4.2 and 1.3.4.3).

*RATIONALE:* See [FHC Minutes 1-30-06](#), [FHC Minutes 9-10-07](#), [FHC Minutes 9-24-07](#), [FHC Minutes 5-22-08](#), [FHC Minutes 8-6-08](#)

**SECTION DELETED - 2009**

**1.3.8 Institutional Evolution—1994 Handbook Text**

Advances in knowledge and changes in the social environment in which this public University operates may make possible and desirable certain organizational arrangements not foreseen in this Handbook, just as institutes were not foreseen or mentioned in the 1985 *Faculty Handbook*. Proposals for such changes should be deliberated in a positive and open manner, consistent with existing principles of university discourse, embodied in [Sections 1.3.1 through 1.3.7](#) above.

**Moved to 1.3.2 The Faculty Senate**

*RATIONALE:* See [FHC Minutes 1-30-06](#), ref. [FHC Minutes 6-13-07](#), [FHC Minutes 4-3-08](#), [FHC Minutes 4-10-08](#)

### 1.3.8 The Graduate Council – 2009 Revision

The Graduate Council, established by the General Faculty, oversees the conduct of graduate education. It establishes the general norms within which local academic units offer graduate degree programs; reviews and acts upon new graduate degree proposals; authorizes the conferral of graduate degrees; participates in the periodic evaluation of graduate programs and the periodic review of academic policy and admissions policies and procedures; and performs other functions as requested by the office of the Provost.

The Graduate Council establishes the specific means of conducting its own business. Like colleges, schools, institutes and departments, however, it must act within the guidelines **set forth** in Section 1.3.3.

### 1.3.5.1 The Graduate Council – 1994 *Handbook* Text

The Graduate Council, ~~established by the General Faculty,~~ oversees the conduct of graduate education. It establishes the general norms within which local academic units offer graduate degree programs; reviews and acts upon new graduate degree proposals; ~~authorizes the conferral of graduate degrees;~~ participates in the periodic evaluation of graduate programs and the periodic review of academic policy and admissions policies and procedures; and performs other functions as requested by the office of the Provost.

The Graduate Council establishes the specific means of conducting its own business. Like colleges, schools, institutes and departments, however, it must act within the guidelines ~~listed~~ in [Section 1.3.3](#)

*RATIONALE:* See [FHC Minutes 1/30/06](#), [FHC Minutes 6-20-07](#), [FHC Minutes 5-14-08](#), [FHC Minutes 5-22-08](#)

**DELETED - 2009**

**1.3.9 Reserved Terms – 1994 *Handbook* Text**

In order to avoid confusion, the terms "academic department," "center," "college," "institute," "local academic unit," "local unit administrator," "primary affiliation," "program," and "school" are hereby reserved for the usage attributed to them in this document.

*RATIONALE:* See [FHC Minutes 1-30-06](#)

### 1.3.9 Multidisciplinary or Interdisciplinary Programs – 2009 Revision

Most academic programs are offered by **local academic units** and are therefore administered and governed by the faculties of **such units**.

**Some** multidisciplinary or interdisciplinary programs are offered by faculties drawn from more than a single local **academic** unit. These faculty members do not hold primary affiliation in **those** programs but rather, in one or more local academic units (see Section 1.3.6). For purposes of personnel decisions regarding appointment, promotion and tenure, these faculty members are evaluated primarily by their peers in the local units of which they are a part, but with the requirement that recommendations from the **multidisciplinary or interdisciplinary** program faculty with which they are associated will be given due consideration.

**Academic** programs which are not internal to a single local academic unit are administered by a program director. This director is regarded as the equivalent of a department chair and is therefore expected to possess equivalent academic credentials. **Such** program directors normally report to a dean or institute director. If the program transcends the boundaries of a single school, college, or institute, **the program director reports to the Provost**.

Program faculty define their own voting membership. Together with their directors, they determine the procedures of governance they will employ, but all program faculties must act within the guidelines **set forth** in Section 1.3.3.

*RATIONALE:* See [FHC Minutes 1-30-06](#), [FHC Minutes 5-14-08](#), [FHC Minutes 5-22-08](#)

### 1.3.6 Program Faculties – 1994 Handbook Text

Most academic programs are offered by ~~departments or non-departmentalized colleges or schools~~ and are therefore administered and governed by the faculties of the ~~departments, colleges or schools of which they are a part~~. Certain multidisciplinary or interdisciplinary programs are offered by institutes and are administered and governed by the faculties of the institutes of which they are a part.

~~Other~~ multidisciplinary or interdisciplinary programs are offered by faculties drawn from more than a single local unit. These faculty members, ~~notwithstanding that they are assigned to work part- or full-time in multidisciplinary or interdisciplinary programs~~, do not hold primary affiliation in ~~the programs in which they work~~, but rather, in one or more ~~of the~~ local academic units ~~of the university~~ (see [Section 1.3.4](#)). For purposes of personnel decisions regarding appointment, promotion and tenure, these faculty members are evaluated primarily by their peers in the local units of which they are a part, but with the requirement that recommendations from the program faculties with which they are associated will be given due consideration.

Programs which are not internal to a single local academic unit are administered by a program director. This director is regarded as the equivalent of a department chair and is therefore expected to possess equivalent academic credentials. ~~A program director normally reports to a dean or institute director if the program represented is internal to a single school, college, or institute, or to the Provost's office~~ if the program transcends the boundaries of a single school, college, or institute.

Program faculties ~~define~~ their own voting membership. Together with their directors, they determine the procedures of governance they will employ, but all program faculties must act within the guidelines ~~listed~~ in [Section 1.3.3](#)

### 1.3.10 Centers – 2009 Revision

A center is a unit of the University intended to advance the University's mission of research and/or public service. Normally housed within a department, college/school or **academic** institute, a center does not develop or administer academic degree programs, nor does it possess **instructional** faculty appointed to primary affiliation with it. From time to time, centers with large grants or contracts may require the presence of research, **clinical, and/or professional** faculty whose affiliation with the center is coterminous with the life of the grant or contract. Faculty appointed to a center under externally funded grants or contracts may not receive **tenure-track** or tenured appointments through the center. A center is chartered for a specific period of time by the Provost on the recommendation of appropriate faculty and dean(s) or institute director(s). Renewal of a **center's** charter, when called for, is subject to favorable review of a center's performance and accomplishments. **For information regarding center rechartering, see [www.gmu.edu/departments/provost/documents/recharter.doc](http://www.gmu.edu/departments/provost/documents/recharter.doc) .**

A center is administered by a director who is appointed for a fixed term by the local unit administrator of the unit within which the center is housed. Whenever possible, centers are expected to derive most of their operating budgets from a source or sources other than state appropriations.

### 1.3.7 Centers – 1994 Handbook Text

A center is a unit of the University intended to advance the University's mission of research and/or public service. Normally housed within a department, college/school or institute, a center does not develop or administer academic degree programs, nor does it possess faculty appointed to primary affiliation with it. From time to time, centers with large grants or contracts may require the presence of research faculty whose affiliation with the center is coterminous with the life of the grant or contract. Faculty appointed to a center under externally funded grants or contracts may not receive **probationary** or tenured appointments through the center. A center is chartered for a specific period of time by the Provost **and the President** on the recommendation of appropriate faculty and dean(s) or institute director(s). Renewal of a charter, when called for, is subject to favorable review of a center's performance and accomplishments.

A center is administered by a director who is appointed for a fixed term by the local unit administrator of the unit within which the center is housed. Whenever possible, centers are expected to derive most of their operating budgets from a source or sources other than state appropriations.

*RATIONALE: See [FHC Minutes 1-30-06](#) , ref [FHC Minutes 4-3-08](#), [FHC Minutes 4-10-08](#), MF revisions reviewed by FHC, to send to Provost [FHC Minutes 4-24-08](#); Provost response "fine" [FHC Minutes 5-1-08](#), [FHC Minutes 5-22-08](#), [FHC Minutes 6-17-08](#), [FHC Minutes 8-6-08](#)*

### 1.3.11 Research Institutes – New - 2009

**When the size and scope of a center’s funding, personnel, and potential societal contributions grow to a level that is well beyond the parameters of a typical center, or when a new unit with this profile is initiated, that unit may be classified as a research institute.**

**Research institutes have the same defining features as centers with the following exceptions: (i) the overall volume and/or complexity of activity is substantially larger, as evidenced, for example, by the number of faculty affiliated with the unit, the range of projects undertaken, or the amount of funding invested in the unit; and (ii) the mission must include a broad social purpose focused directly on the betterment of the human condition.**

**The term “research institute” is reserved for special cases where there are clear and compelling reasons to provide a distinctive label for that unit. To ensure that this guideline is respected, the process for chartering a research institute must include opportunities for center directors, academic unit heads, and the Faculty Senate to review and comment on chartering proposals before a classification decision is made.**

*RATIONALE: See [FHC Minutes 4-3-08](#), [FHC Minutes 4-10-08](#), MF draft reviewed by FHC, to send to Provost [FHC Minutes 4-24-08](#); Provost response “fine” [FHC Minutes 5-1-08](#), [FHC Minutes 5-22-08](#), [FHC Minutes 6-17-08](#)*