



# Bylaws

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Table of Contents

Preface.....Page 3  
Introduction.....Page 4  
Organization.....Page 5  
Personnel Procedures.....Page 16  
Amendments to Bylaws.....Page 19

## **PREFACE**

The faculty of the Bush School establish these bylaws to provide guidance to the administration and faculty for matters pertaining to organization, accountability, representation, promotion, tenure, and evaluation in the Bush School. These bylaws are updated and published every two years and will be amended only as prescribed herein.

# THE BUSH SCHOOL OF GOVERNMENT & PUBLIC SERVICE

## SCHOOL BYLAWS

**References:** Personnel policies for Texas A&M University are governed by the Texas A&M University System policies and the Texas A&M University Statement on Academic Freedom, Responsibility, Tenure, and Promotion (University Rule 12.01.99.M2). In addition, instructions for implementing tenure policies are distributed annually by the Dean of Faculties and Associate Provost.

**Introduction:** The Bush School of Government & Public Service shall be governed by these bylaws, which are derived from the policies of the Texas A&M University System and the rules of Texas A&M University. These bylaws are intended to provide guidance and policy pertaining to the Bush School's organization and personnel procedures.

**Mission:** The Bush School of Government & Public Service educates principled leaders in public service and international affairs, conducts research, and performs service. Our vision is for the Bush School to be widely regarded as 1) a preeminent school of government and public service; 2) a state, national, and international asset; and 3) a center of excellence for teaching, research, and service.

**Core Values:** To achieve this mission we espouse and practice the following core values:

- excellence in teaching, research, and service;
- academic integrity, freedom, and responsibility;
- diversity of thought and expression;
- intellectual rigor and objectivity;
- respect, dignity, and consideration for others;
- ethical and principled conduct;
- collegiality, community, tolerance, and teamwork;
- nonpartisanship;
- commitment to public service and democratic institutions; and
- shared vision and shared governance.

## Organization

### 1. Dean

- 1.1. The Dean of the School is the administrative and executive officer of the School. The Dean is appointed by the Provost after consultation with the faculty as specified in University Rule 12.99.99.M6.
- 1.2. The Dean may appoint Associate and Assistant Deans of the School after consultation with the faculty of the School and with the consent of the Provost. The administrative duties and terms of Associate Deans are determined by the Dean, to whom they are accountable.

### 2. Institutes, Research Centers, and Independent Programs

- 2.1. The Dean may establish institutes and centers in the Bush School in accordance with University Rule 11.02.99.M0.01 for the purpose of enhancing the School's intellectual environment and developing projects and activities that further the mission of the School.
- 2.2. Each institute or research center will have a director appointed by the Dean in consultation with the faculty. Institute and center directors are accountable to the Dean and shall confer regularly concerning matters pertaining to their unit. Each institute or center director will prepare an annual report of that unit's activities and achievements during the past year at least one month prior to submitting any budget request for the ensuing year. Each institute or center's annual report will provide a full evaluation of how well the unit has furthered the accomplishment of the strategic goals of the School.
- 2.3. With the approval of the Dean, the Director of a Bush School institute or center may appoint personnel to facilitate the operation and success of the unit and enhance its relationship with various entities both within the University and beyond.
  - 2.3.1. Employed research personnel within the School's institutes or centers shall conform to the designations specified by the University Vice President for Research and listed on the *Research Title Matrix*. This includes the positions of Assistant Research Scientist, Associate Research Scientist, Research Scientist, Research Specialist, and Postdoctoral Research Associate. Those institute or center employees holding

appointments requiring the doctorate or equivalent will be regarded as nonvoting members of the Bush School faculty. No such position will accumulate time toward tenure.

2.3.2. Fellows of a Bush School institute or center are honorific appointments of individuals with significant interests that correspond to the mission and activities of the institute or center. As designated fellows of an institute or center, they are not compensated by the School's operating funds nor are they regarded as Bush School faculty in their capacity as a fellow. The appointing director will notify the Bush School faculty of appointments of any new fellows and will undertake periodic reviews (at least once every two years) of all currently appointed fellows to ensure their continued mutual interest. Current degree-seeking students at the Bush School are precluded from being designated fellows.

2.4. The Dean may establish independent programs within the School in consultation with the faculty to facilitate the mission of the School and promote the scholarship and policy interests of clusters of faculty. An independent program will have a program coordinator appointed for annual, renewable terms by the Dean. Each independent program will prepare an annual report on its activities, after which the program will be reviewed to determine if it should continue another year or be concluded. Program and budget requests and allocations will be considered annually.

### 3. Faculty

3.1. The ultimate advisory body to the Dean of the School is the faculty.

3.2. The voting faculty of the Bush School shall consist of all individuals with fulltime appointments in the School, who hold the titles of Professor, Associate Professor, Assistant Professor, Instructor, Senior Professor, Executive Professor, Instructional Professor, Instructional Associate Professor, Instructional Assistant Professor, Professor of the Practice, Associate Professor of the Practice, Assistant Professor of the Practice, Senior Lecturer, or Lecturer.

3.3. The School's nonvoting faculty includes adjunct faculty, associated faculty, research faculty in the School's institutes or centers holding a doctorate or equivalent degree, persons appointed as visiting faculty, or those with equivalent non-tenured titles. Individuals who

teach part-time in the Bush School in residence or by means of an electronic delivery method (i.e., online course instruction) or at a location off-site during a given year who have no other faculty appointment at Texas A&M are designated as “adjunct” faculty during the period of their employment. Persons with academic appointments in other units at Texas A&M who teach one or more courses in the Bush School are “associated” faculty. Nonvoting faculty have the right to participate in faculty meetings, appropriate committees, and other aspects of the School’s intellectual and social life during the term of their appointment with the Bush School.

3.3.1. Appointment: The Department Head has the authority, with the approval of the Dean or the Dean’s delegate, to appoint for one year persons to teach in the department in fulltime non-tenured titles as defined by Texas A&M guidelines to faculty titles and as guided by the Dean of Faculties faculty hiring guidelines. If the initial appointment is for more than a single year or if a renewed appointment is sought after the first year, then the advice and consent of the department’s voting faculty must be secured through a formal, recorded vote.

3.3.2. Individuals appointed as visiting faculty in accordance with Texas A&M guidelines to faculty titles and as guided by Dean of Faculties faculty hiring guidelines shall be awarded the title equivalent to those of the School’s fulltime, multiyear faculty having similar terminal degrees and experience as determined by the Department Head with the approval of the Dean or the Dean’s delegate. Thus a visiting faculty member may be a Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor, or Visiting Lecturer. No person shall hold a visiting appointment at the Bush School for more than three years. Continuation beyond that point requires an affirmative vote of the faculty for one of the fulltime, multiyear, non-visitor designated titles.

3.3.3. Adjunct (part-time) faculty may be appointed to teach exclusively in a department’s online instructional program by the appropriate program director upon confirmation for appointment by the Department Head as advised by the Director of the School’s Extended Education program and the appropriate committee. After initial approval for online instruction, the appropriate Department Head will prepare and

communicate an annual performance review based upon input from the appropriate committee and the Director of the School's Extended Education program if the instructor is recommended for continued teaching online for another year.

3.3.4. Research personnel in the School's institutes and centers are appointed according to the procedures in Organization 2.3.1 above.

#### 4. Faculty Meetings

4.1. College: There shall be college-wide faculty meetings each fall and spring semester. Additional meetings may be called by the Dean at the Dean's discretion or through petition by at least 20 percent of the voting faculty. In emergencies, the Dean may solicit the advice of the faculty by written ballot or email. The purpose of faculty meetings is to ensure that faculty members have the opportunity to alert, discuss, and advise the Dean and the School's administration on issues pertaining to the School's academic well-being and to ensure that the Dean can solicit the advice of the faculty and inform them of matters pertaining to institutional governance. The Dean's call to faculty meetings will include an agenda and relevant supporting information.

4.1.1. All faculty may attend faculty meetings. The Dean may open faculty meetings to attendance by research and administrative staff, who may not vote but who may request permission to speak from the presiding officer. Faculty meetings will be closed to other than voting/fulltime faculty during the consideration of personnel matters and may be closed for other purposes by the Dean. The Dean can call other meetings for the entire school (sometimes called "town hall meetings") for purposes he or she deems appropriate.

4.1.2. The Dean or that officer's designate shall chair faculty meetings. Faculty and committee procedures may be informal, but the Chair may determine that the rules contained in the current edition of Robert's Rules of Order shall govern proceedings in cases where they are applicable and not inconsistent with these bylaws or any rules, etc., from higher

authority. Those in attendance at the time the meeting is called to order shall constitute a quorum.

4.1.3. Shared Governance: Faculty meetings enable the School to practice the precepts of shared governance in the Bush School. The Dean shall take full cognizance of the faculty's general interests and concerns as expressed at faculty meetings held during the academic year. The Dean will also use informal methods to ascertain the faculty's general interests and concerns. The overall intent is to ensure that the faculty have a voice in the School's governance.

4.2. Departmental: Faculty meeting policy and procedures shall be established within the respective departments.

4.3. Under the Constitution of the University Faculty Senate, the School is entitled to send at least two representatives to the University Faculty Senate. The Constitution of the Senate requires that these representatives shall be elected by a School's faculty as a whole and that they shall serve three-year terms.

## 5. Standing and Ad Hoc Committees

5.1. The Bush School College-Level Promotion & Tenure Committee, in accordance with University Rule 12.01.99.M2 and guidance from the Dean of Faculties and Associate Provost for implementing promotion and tenure policies, will advise the Dean in the review of tenure-track faculty and in decisions regarding tenure and promotion to Associate and Full Professor. Each department has its own internal guidelines for tenure and promotion processes and for post-tenure review, which are in sync with Texas A&M System Policies and University Rules and which have been vetted by the Dean of Faculties and approved by the Dean. The College P&T Committee will not interfere with these approved departmental processes and will only focus on its role as the next step in the review process, when it makes an independent determination of each case presented to it and makes a formal recommendation to the Dean.

5.1.1. The College-Level P&T Committee will receive the materials prepared by the candidate and the narratives,

recommendations, and votes prepared by the Department P&T Committee and the Department Head. If the College-Level P&T Committee needs additional materials to make its deliberations, it will ask the Department Head to provide them. The Department Head should provide these requested materials unless she/he believes they are inappropriate, in which case she/he asks the Dean to make a determination, and the Dean's ruling is final.

5.1.2. Committee membership of the College-Level P&T Committee shall be made up of four Full Professors, two from each department. The membership from each department shall be nominated by the Department Head and approved by the Dean. The Dean will name one of the four as Chair of the Committee. All four members, including the Chair, will discuss and vote on each case. Ties are permitted. All determinations and votes will be provided, along with the narrative recommendation, to the Dean.

5.1.3. Committee members may serve on evaluation sub-committees in their departments but may not attend, participate in the discussions, or vote on any departmental tenure and promotion cases.

5.1.4. The terms of the Committee members will be two or three years. The Dean will decide which members are to serve a two-year term and which are to serve a three-year term. This will result in a rotating membership with continuity.

5.1.5. When requested by the Dean, the College-Level P&T Committee may provide other services, such as the evaluation of proposed changes to departmental guidelines, especially those relating to tenure and promotion and post-tenure review.

- 5.2. The Bush School Development Committee provides opportunities for Bush School constituencies to support and advance the Bush School's mission of training and educating principled leaders. This is accomplished by promoting initiatives to support
- scholarships, fellowships, internships;
  - teaching, research;

- professional development activities; and
- capital projects.

The Committee embraces alumni relations, alumni giving, and stewardship as an integral part of the culture of the Bush School. The Committee also maintains a relationship with the Bush School Advisory Board and Development Council.

5.2.1. The Development Committee is the forum for discussion of all issues relating to development. The Committee will proactively inform the Dean and Senior Associate Dean of development activity.

5.2.2. Committee membership of the Development Committee will be chaired by the Assistant Dean for Strategic and Developmental Planning. Other Committee members shall include

- Assistant Dean for Finance and Administration or designee,
- Director of Development or representative from the Texas A&M Foundation,
- representative from the College Development staff,
- Assistant Dean of Diversity and Student Affairs or designee,
- Director of Extended Education or designee,
- representative from the Department of International Affairs,
- representative from the Department of Public Service and Administration, and
- one institute designee (representing all three institutes).

These appointments will be made by the Department Head of each department and the Institute Directors, respectively.

5.2.3. Committee members will serve two-year terms.

5.2.4. The Committee will follow the established Development Committee guidelines.

5.3. The Bush School Distance Education Oversight Committee shall make recommendations on Bush School Distance Education initiatives and provide options to executive leadership.

5.3.1. The Oversight Committee topics may include

- assessment issues;
- faculty issues;
- scheduling issues;
- curricular issues;
- online course delivery standards;
- new online technologies and innovations;
- strategic planning; and
- student services, recruitment, and marketing.

5.3.2. The Committee membership shall include members appointed by the Dean after consultation with the relevant administrators and/or faculty:

- Chair,
- Public Service and Administration Departmental representative,
- International Affairs Departmental representative,
- Office of Extended Education representative,
- Business Services representative, and
- Student Services representative.

5.3.3. The Committee will follow the established Bush School Distance Education Oversight Committee guidelines.

5.4. The Bush School Diversity Committee develops and maintains the Bush School Diversity Plan. It promotes initiatives to support diverse faculty, staff, and students within the Bush School. The Committee compiles information and observations consistent with the annual reporting requirements of the University Diversity Plan. Additionally, the Committee offers guidance for Bush School admissions to connect with historically Black and Hispanic-serving institutions within the Texas A&M System and similar institutions across the state and the country. It provides recommendations on how to engage community leaders and the former Bush School student/alumni national network to highlight the importance of diversity concerns for current and future public servants.

5.4.1. The Bush School Diversity Committee is the appropriate forum for discussion of all issues relating to diversity and inclusion. The Bush School Diversity Committee will proactively inform the Dean and Department Heads of any diversity or inclusion

problems or concerns that arise and also make recommendations for appropriate remedies.

5.4.2. Committee membership of the Diversity Committee will be chaired by the Assistant Dean for Diversity and Student Affairs. The rest of the committee shall be made up of four fulltime employees with representation from the faculty of both departments and the staff. These appointments will be made by the Dean after consultation with the relevant administrators and/or faculty.

5.4.3. Terms of Committee members will be two and three years, staggered as determined by the Dean when making the initial appointments to maintain continuity in the Committee.

5.4.4. All members of the Committee are eligible to vote on any matters for which a vote is taken.

5.5. The Bush School Graduate Instruction Committee (GIC) shall be appointed by the Dean to make recommendations regarding changes and additions to the curriculum of our graduate programs. The GIC functions as a college-level curriculum committee. Pursuant to University Rule 11.99.99.M3, it reviews all curricular requests pertaining to the graduate academic programs in the college; ensures that proposed educational programs are of high quality and adhere to TAMUS, THECB, and SACSCOC guidelines for good practices; and advises the Dean on curricular matters.

5.5.1. The GIC will meet regularly at the discretion of the Chair but no less than once each semester. Meetings may be conducted electronically.

5.5.2. Committee membership of the GIC shall consist of one faculty member from each department, each Department Head, a nonvoting representative from the Extended Education program, a nonvoting student representative from each degree program (MIA and MPSA), and the Assistant Dean of Graduate Studies, who serves as Chair. All faculty representatives on the GIC must be members of the graduate faculty.

- 5.5.3. The faculty members shall serve staggered, three-year terms and are appointed by the Dean after consultation with the GIC Chair.
- 5.6. The Bush School Positive Workplace Environment Committee: A faculty member believing that he/she has a cause for grievance concerning matters covered by the Positive Workplace Environment Committee (see below) should initially discuss the matter in a personal conference with the appropriate Department Head or administrative officer. If the matter cannot be resolved by mutual consent, the issue can be brought to the Positive Workplace Environment Committee.
- 5.6.1. The Committee shall consider faculty grievances relating only to working conditions/environment and will not consider grievances relating to the following issues. There are separate avenues for appeal of these:
- constitutional rights and academic freedom,
  - tenure decisions,
  - sexual harassment,
  - dismissal,
  - salary inequities, and
  - teaching assignments.
- 5.6.2. Membership of the Positive Workplace Environment Committee will consist of five elected members of the voting faculty. No administrative officer shall serve on the committee.
- 5.6.3. Terms of the Committee members will be two years.
- 5.6.4. The Committee will follow the established Bush School Positive Workplace Environment Committee guidelines.
- 5.7. The Bush School Research Support Committee shall make recommendations on grants and contracts policies, procedures, and management and perform oversight functions for all research grants and contracts.

- 5.7.1. The Research Support Committee ensures efficient collaboration between faculty and business services staff on securing, managing, and using research funding.
- 5.7.2. The Research Support Committee serves as a forum to discuss ways to improve faculty and business services staff collaboration on research funding.
- 5.7.3. The Research Support Committee provides recommendations on how to improve research support both from a business services staff and faculty perspective.
- 5.7.4. The Research Support Committee will be appointed by the Dean or the Dean's designee after consultation with the relevant administrators and/or faculty, and membership shall include
- Senior Associate Dean;
  - representative to the Human Research Protection (IRB) Program;
  - representative to the Council of Principal Investigators;
  - representative to the University Research Council;
  - staff member responsible for grants coordination;
  - staff member responsible for foundations and development;
  - Assistant Dean for Finance and Administration;
  - one faculty member from each department with a current research grant or contract;
  - Director of, or representative designated by a Director of, one Bush School institutes; and
  - one second-year student representative selected by SGA.
- 5.7.5. The Committee will follow the established Research Support Committee guidelines.

- 5.8. The Bush School Scholarship Committee shall make recommendations to meet the federal and state requirements and regulations for financial aid, guided by the [Scholarship Administrator's Resource Guide](#) with oversight at the university level by the Office of Financial Aid.

5.8.1. The Scholarship Committee purpose is

- to ensure that department-level admissions scholarship recommendations are based on competitive criteria, to document the competitive scholarship process, and to take action to approve or amend those recommendations for funding;
- to review, consider, and take action on all department-level requests for changes in scholarship amount, duration, or terms; and
- to ensure that the scholarship recipient reflects the donor's intent or guidance.

5.8.2. The Scholarship Committee shall be appointed by the Dean or the Dean's designee after consultation with the relevant administrators and/or faculty, and membership shall include

- Assistant Dean, Diversity and Student Affairs;
- Assistant Dean, Finance and Administration;
- International Affairs faculty or staff representative;
- Public Service and Administration faculty or staff representative;
- Office of Extended Education representative; and
- Director of Recruiting and Admissions.

5.8.3. The Committee will follow the established Bush School Scholarship Committee guidelines.

5.9. The Dean may appoint such other committees of faculty and staff as he or she sees fit. Such committees need not keep formal minutes but shall promptly make brief written reports to the Dean and members of the faculty after each meeting. The Dean may authorize Associate/Assistant Deans or Department Heads to appoint committees of faculty.

## **Personnel Procedures for Faculty**

### **1. Recruitment and Hiring**

1.1 The School will follow faculty recruitment and selection procedures as defined in University Rule 12.99.99.M1, Faculty Recruitment.

- 1.2 Faculty recruitment will be guided by published Dean of Faculties hiring guidelines.

## 2. Annual Merit Reviews

- 2.1 An annual review will be initiated by the Dean and conducted in a timely fashion for all faculty members regardless of their title. The college and departments should follow the procedures outlined in the Annual Review section of University Rule 12.01.99.M2.
- 2.2 In the case of pre-tenure, tenure-track faculty, the timing of the submission of review materials will depend on the year of review. A calendar of submission dates will be published annually by the Dean in consultation with the Department Heads. As a general guideline, materials for first-, second-, fourth-, and fifth-year reviews will be submitted to faculty members' Department Head thirty days prior to the meeting of the Department Promotion and Tenure Committee (normally in late March or early April). Materials for third-year (mid-term) reviews will be submitted by December 15, and materials for promotion and tenure will be submitted by July 1. The materials will be reviewed by the Department Promotion and Tenure Committee as guided by instructions for implementing promotion and tenure policies distributed annually by the Dean of Faculties.
- 2.3 In accordance with the requirements spelled out in Standard Administrative Procedure 12.06.99.M0.01, the Dean's annual review will also determine whether faculty tenured in the Bush School are performing satisfactorily or unsatisfactorily or need improvement, in accordance with the School's post-tenure review practices as set forth in these bylaws.
- 2.4 Departments will evaluate faculty in positions that are neither tenured nor tenure-track on the basis of responsibilities stipulated in their letters of agreement, and they will be notified in writing about the outcome of their review. They may be renewed on a year-to-year basis or for longer periods by letter of agreement. Continued employment will depend on their performance and the needs of the School.
- 2.5 No faculty members may receive an overall satisfactory rating on their annual review if they have not complied with all of the training requirements specified under TAMUS Regulation 33.05.02.

### 3. Annual Reviews of Tenure-Track Faculty

- 3.1 The School will follow University Rule 12.01.99.M2 and be guided by instructions for implementing promotion and tenure policies distributed annually by the Dean of Faculties and Associate Provost.
  - 3.1.1 Faculty in the tenure track are appointed on a year-to-year probationary basis in anticipation of formal reviews that typically occur during the third and sixth years.
  - 3.1.2 Third- and sixth-year reviews will follow the Tenure and Promotion guidelines as published annually by the Dean of Faculties and Associate Provost.
  - 3.1.3 The department will conduct first-, second-, fourth-, and fifth-year reviews of a less formal nature (in comparison to those for mid-term and promotion and tenure) of all tenure-track faculty members in late March or early April for the purpose of judging satisfactory performance relevant to contract renewal.
- 3.2 Department-specific criteria for evaluation are published in each department's guidelines.
- 3.3 Promotion and Tenure Committees vote on whether the faculty member is making satisfactory/unsatisfactory progress toward tenure and contract renewal. Results will be transmitted according to Promotion and Tenure guidelines published annually by the Dean of Faculties and Associate Provost.

### 4. Post-Tenure Review Standards

- 4.1 The School will follow University Rule 12.01.99.M2, Standard Administrative Procedure 12.06.99.M0.01, and be guided by instructions for implementing promotion and tenure policies distributed annually by the Dean of Faculties and Associate Provost.

### 5. Designation and Promotion in Non-Tenure Track Ranks

- 5.1 Non-tenure accruing, entry-level, fulltime faculty positions are awarded to individuals with a degree and/or commensurate experience in a relevant field of practice. Although these faculty are

expected to contribute to the Bush School primarily through instruction and service, they may also be asked to perform administrative responsibilities in keeping with the needs of their respective departments and the School and as specified in their letters of employment. After an initial one-year probationary appointment, a fulltime, non-tenure accruing faculty member may be appointed, at the discretion of the Department Head and depending upon course demands and budget realities, for a renewable two-year or three-year term. In the case of a decision of non-reappointment, the individual should be notified, per University Rule 12.01.99.M2.

- 5.2 Senior non-tenure accruing, fulltime faculty positions (e.g., Senior Lecturer, Executive Professor, Professor of the Practice, etc.) may be awarded to individuals with a graduate degree and a substantial previous history of college instruction or to individuals with a distinguished career in a relevant field to the department's and School's mission. Although these individuals are expected to contribute to the School primarily through instruction and service, they may also be asked to perform administrative responsibilities in keeping with the needs of the department and the School and as specified in their letter of employment. After an initial one-year probationary appointment, a senior non-tenure accruing faculty member may be appointed, at the discretion of the Department Head and dependent upon course demands and budget realities, for a renewable two-year or three-year term.
- 5.3 A Bush School faculty member may be considered for promotion, per University Rule 12.01.99.M2 and Promotion and Tenure guidelines published annually by the Dean of Faculties and Associate Provost.

### **Amendments to the Bylaws**

1. These bylaws will be considered adopted if approved by the Dean and a majority of the faculty.
2. Amendments to these bylaws may be recommended by the Dean or by a petition signed by 20 percent of the faculty of the Bush School. Their adoption requires approval of the Dean and a two-thirds super-majority of the Bush School faculty.