KENNESAW STATE UNIVERSITY

School of Conflict Management, Peacebuilding and Development

By-Laws

Adopted 30 November 2016

Vision
Our vision of governance of the School is that it be transparent, democratic, and fair.

Purpose
The School of Conflict, Peace and Development (SCMPD) adopts this governance document as a guide to its structure and operation. It also serves as a policy document outlining operational responsibilities and duties pertinent to the successful operation of SCMPD.

Democratic Principles and Shared Governance
The faculty and staff in SCMPD are committed to following democratic principles. We believe in open communication, collegiality, and we support shared governance that is participatory, equitable, and transparent. The American Association of University Professors (AAUP) argues that "faculty should have a meaningful role in decision-making in those areas that have a significant impact on the education and scholarly enterprise." The American Council on Education (ACE) and the Association of Governing Boards of Universities and Colleges (AGB) have endorsed this position with regard to shared governance. The policies and procedures that follow reflect these views in that they are intended to ensure faculty have input on issues that affect students and/or faculty.

Academic Freedom
SCMPD is committed to academic freedom. *"Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning" (KSU Faculty Handbook).* A more detailed definition of rights and responsibilities are available from the KSU Faculty Handbook.

These bylaws provide a plan for governance, and procedures for operation, of SCMPD. These bylaws were first adopted by the faculty of SCMPD on 30 November 2016.

I. Structure and Operation

A. Director
The Director shall be appointed based on merit to manage the affairs of SCMPD and handle the duties inherent in its operation. An interdisciplinary search committee populated in consultation with SCMPD faculty and appointed by the Dean of Humanities and Social Sciences (CHSS) shall recommend a Director. The dean can ask for a list (ranked or un-ranked).

The Director reports to the CHSS Dean and receives an administrative stipend deemed appropriate by the Dean. The Director shall serve a five-year term with the possibility of renewal if recommended by a majority vote of SCMPD faculty and appointment by the CHSS Dean or until the Director leaves the position by choice or is recalled (the Director may serve no more than two consecutive terms). Recall procedures for the Director require that a majority of SCMPD faculty present their votes by secret ballot. A supermajority (67% of those voting) vote is required for the recall measure to pass and the recall is subject to the approval of the CHSS Dean.

Duties of the Director shall include but are not limited to:

Academic Responsibilities:
 Serving as SCMPD faculty
 Contributing to SCMPD's research profile through research and publication
 Mentoring junior faculty, particularly in research and publication
 Recruiting, advising, and mentoring students
 Developing and approving international field experiences

Administrative Responsibilities:
 Providing strategic leadership and vision for SCMPD
 Representing SCMPD at the college and university level
 Managing SCMPD accreditation and evaluation (e.g., SACS)
 Developing strategic partnerships domestically and internationally
 Preparing and overseeing annual budgets
 Scheduling and conducting regular SCMPD faculty meetings
 External fundraising
 Maintaining alumni relations
 Conducting annual performance reviews for SCMPD-tenured and jointly-appointed program faculty

B. Assistant/Associate Director for Academic Programs

The Assistant/Associate Director for Academic Programs shall serve as SCMPD faculty reporting to the Director. The Assistant/Associate Director will serve a 5-year, renewable term. Responsibilities, to be carried out in close collaboration with the Director, include: coordinating graduate assistantships; monitoring student performance; building college-wide faculty support for SCMPD; recruiting faculty to teach in the program and serve on program committees; recruiting additional faculty to fill newly created lines; coordinating faculty teaching assignments; and scheduling classes. The Assistant/Associate Director assists the Director in the day-to-day operations of SCMPD and is responsible for designing and implementing the new student orientation, helping new students adjust to the academic program and life at KSU and in the United States as needed, advising new and continuing students on program requirements and progress, and other related duties as assigned by the Director.

The Assistant/Associate Director may be selected internally from the SCMPD faculty, contingent on two conditions:
- At least one member of the SCMPD faculty volunteers for the role
- If the outgoing Assistant/Associate director is leaving SCMPD, the dean's office will consider a faculty search, conducted in accordance with the faculty search guidelines in section III.G.2 below, to fill the faculty role vacated by the faculty member becoming Assistant/Associate director.

Internal selection proceeds as follows: Faculty members will self-nominate for the role. SCMPD faculty will recommend an Assistant/Associate Director from among the nominees by majority vote. In the event that no candidate wins a majority, a run-off will be held. Balloting will be administered by the SFC.

If the two conditions are not met, then the Assistant/Associate Director may be recommended by an interdisciplinary search committee populated in consultation with SCMPD Director and appointed by the CHSS Dean.

C. Assistant/Associate Director for Professional Programs

The Assistant/Associate Director for Professional Programs shall serve as School faculty reporting to the Director. The Assistant/Associate Director will serve a 5-year, renewable term. The Assistant/Associate Director assists the Director in the day-to-day operations of SCMPD and is responsible for designing and implementing the MSCM program, certificate offerings, and training initiatives.

The Assistant/Associate Director may be selected internally from the SCMPD faculty, contingent on two conditions:

- At least one member of the SCMPD faculty volunteers for the role
- If the outgoing Assistant/Associate director is leaving SCMPD, the dean's office will consider a faculty search, conducted in accordance with the faculty search guidelines in section III.G.2 below, to fill the faculty role vacated by the faculty member becoming Assistant/Associate director.

Internal selection proceeds as follows: Faculty members will self-nominate for the role. SCMPD faculty will recommend an Assistant/Associate Director from among the nominees by majority vote. In the event that no candidate wins a majority, a run-off will be held. Balloting will be administered by the SFC.

If the two conditions are not met, then the Assistant/Associate Director may be recommended by an interdisciplinary search committee populated in consultation with SCMPD Director and appointed by the CHSS Dean.

D. Assistant/Associate Director for the Center for Conflict Management

The Assistant/Associate Director for the Center for Conflict Management shall serve as SCMPD faculty reporting to the Director. The Assistant/Associate Director assists the Director in the day-to-day operations of SCMPD and is responsible for designing and training programs. S/he will organize conferences and will pursue publications. S/he will also cultivate grants and contracts for training programs (including certificate programs) and oversee the implementation of those programs.

The Assistant/Associate Director may be selected internally from the SCMPD faculty, contingent on two conditions:

- At least one member of the SCMPD faculty volunteers for the role
- If the outgoing Assistant/Associate director is leaving SCMPD, the dean's office will consider a faculty search, conducted in accordance with the faculty search guidelines in section III.G.2 below, to fill the faculty role vacated by the faculty member becoming Assistant/Associate director.

Internal selection proceeds as follows: Faculty members will self-nominate for the role. SCMPD faculty will recommend an Assistant/Associate Director from among the nominees by majority vote. In the event that no candidate wins a majority, a run-off will be held. Balloting will be administered by the SFC.

If the two conditions are not met, then the Assistant/Associate Director may be recommended by an interdisciplinary search committee populated in consultation with SCMPD Director and appointed by the CHSS Dean.

E. SCMPD Faculty
SCMPD faculty will consist of the following three categories:

1. Faculty with SCMPD as their tenure home. Faculty who elect to have SCMPD as their tenure home shall teach graduate and undergraduate courses. This category shall include faculty with joint appointments (as determined by a Memorandum of Understanding) with another department wherein their primary appointment is in SCMPD. These faculty members will be evaluated annually by, and will develop performance plans with, the Director of SCMPD.

2. Jointly-appointed faculty with another department as their tenure home. Jointly-appointed faculty members shall have Memoranda of Understanding (MOUs) formally appointing them to SCMPD and a home department. Specific requirements and responsibilities shall be as specified in each faculty member's MOU. Faculty in this category must meet SCMPD promotion and tenure standards in order to retain their appointment, though the requirements of their home department takes precedence. Additional details are specified in SCMPD Promotion and Tenure Guidelines.

3. Affiliated faculty engaged in teaching shall teach a minimum of three credit hours in SCMPD (in regularly scheduled or special topics courses) every two years. Dissertation supervision or committee membership shall not be counted as teaching.

All tenured and tenure-track faculty involved in the graduate programs of SCMPD must be appointed as Graduate Faculty at the "provisional or "full" graduate status level by the KSU Graduate College. All other individuals outside of tenure or tenure-track recommended for formal involvement in graduate level activity, such as teaching a graduate course, supervising research of a graduate student, membership on a graduate committee, graduate student academic advising, or otherwise involved in graduate affairs within SCMPD, will be approved for such activities by the KSU Graduate College.

F. SCMPD Affiliated Faculty
Affiliated faculty shall include other faculty interested in being involved in SCMPD. To become an affiliated faculty member, one must submit a Request for Affiliation, consisting of a short statement of interest and qualifications specific to SCMPD including ongoing mentorship, service, research, and teaching. SCMPD's School Faculty Council will consider new Requests for Affiliation each August. Existing affiliated faculty must request the renewal of their affiliation on a biannual basis. Non-KSU faculty may affiliate with SCMPD at the Director's discretion with the approval of the School Faculty Council. Affiliates are welcome to attend SCMPD meetings but do not have voting rights (unless they meet the requirement stated in E.3. above) and do not serve on SCMPD service committees.

G. Quorum
For decisions requiring a vote of the school faculty, quorum shall be considered a majority (any number is excess of 50%) of the total number of SCMPD faculty as determined per item K above.

II. School Committees

Standing committees shall be composed of SCMPD faculty. All committees shall have a minimum of three members; odd numbers are preferred. Standing committees shall meet at least once each semester, except summer. If appropriate and practical, the committee Chair may conduct a meeting electronically unless there is an objection by a committee member. Committee members will be selected via an election held in the Fall (December meeting) semester of each year for the next academic year's committees. Each committee shall elect its Chair annually, effective Fall Semester of the academic year. The Chair of the previous year's committee shall convene the first Fall semester meeting. School committee members should serve 2 year terms (staggered).

For the School Curriculum and Assessment Committee and the Promotion and Tenure Committee, the selection of the chair will take place in April for the following academic year.

A. **School Faculty Council (SFC)**
  1. Selection for the committees is carried out through a nomination process and secret balloting (only faculty present can vote). Those interested must submit their names for consideration by the penultimate faculty meeting of the academic year. All committee representatives are certified by the Director.
  2. This committee will be consulted on major decisions of the School. The SFC is advisory to the Director, who holds decision-making authority at the school level. Items that will be considered include the budget, allocation of travel funds, and setting the agendas for faculty meetings. In addition, the SFC is also responsibility for governance functions. These include:
     a. Determining and reviewing SCMPD faculty status.
     b. Developing SCMPD governance document to be ratified by the SCMPD faculty.
     c. Reviewing and modifying the governance document ('Bylaws') as needed.
     d. Serving as School Faculty Council (SFC).
     e. Coordinating elections to choose SCMPD representatives to college-level and university-level committees and bodies (e.g., the College Faculty Council) as requested by those bodies or required in the CHSS bylaws or university statute.

B. **Admissions Committees**
  1. One committee consists of SCMPD faculty for the INCM program. Another committee is comprised of SCMPD faculty for the MSCM program, subject to the discretion of the MSCM faculty. MSCM faculty may delegate admissions to the MSCM administrative faculty and staff.
  2. A term of service is two years (staggered). The respective Assistant/Associate Director serves as the ex-officio Chair of the respective Admissions Committee. In case of a tie, the Assistant/Associate Director shall cast the deciding vote. Each admissions committee shall include one student representative selected by majority vote of their respective graduate students, and are approved by the Dean of CHSS.
  3. Selection for the committees is carried out through a nomination process and secret balloting (50% +1; only faculty present can vote). Those interested must submit their names for consideration by the penultimate faculty meeting of the academic year. All committee representatives are certified by the Director.

4. Responsibilities:
    a. Reviewing student applications and selecting students to be admitted to SCMPD. The target number of admissions will be determined in consultation with the Director and SCMPD faculty.
    b. Assigning research and teaching assistantships for incoming students.

C. Curriculum and Assessment Committee
1. The Committees consists of SCMPD faculty. A term of service is two years (staggered).
2. Selection for the committees is carried out through a nomination process and secret balloting (only faculty present can vote). Those interested must submit their names for consideration by the penultimate faculty meeting of the academic year. All committee representatives are certified by the Director.
3. Responsibilities:
    a. Overseeing the design and implementation of the overall SCMPD curriculum—PhD, master's, and undergraduate.
    b. Approving new courses for SCMPD and submitting them through the College and University process for approval and finalization.
    c. Synchronization of cross-listed courses with departments and schools of the university.

D. INCM Progress and Funding Committee
1. The Progress and Funding Committee consists of SCMPD members. A term of service is two years (staggered). A majority of the membership shall consist of faculty teaching core INCM courses during the first year.
2. Selection for the committees is carried out through a nomination process and secret balloting at the final faculty meeting of the year (only faculty present can vote). Those interested must submit their names for consideration by the penultimate faculty meeting of the academic year. All committee representatives are certified by the Director.
3. Responsibilities are to determine student progress in the INCM program, including
    a. Assessing all INCM students' eligibility to continue (this includes semesterly evaluations of candidate progress),
    b. Decide the continuation, elimination, or awarding of funding to INCM students, based on student performance, and
    c. Selecting Dissertation Completion Fellows.

E. Promotion and Tenure
1. The committee members will be selected from faculty who have SCMPD as their tenure home and jointly-appointed faculty, subject to the membership criteria listed in the KSU Faculty Handbook. If there is doubt, the KSU Faculty Handbook prevails.
2. A term of service is up to two years, staggered.
3. Responsibilities include reviewing and revising School P&T guidelines (upon the request of and subject to the ratification of the School faculty) and review of third-year, promotion and tenure, and post-tenure candidates in SCMPD.
4. Selection:
    a. Members cannot be going through the review process in the same cycle.
    b. Representatives shall be nominated by a vote of SCMPD tenured and jointly-appointed faculty and confirmed by the CHSS Dean in consultation with the Director.

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F. Awards Committee
1. The committee members will be selected from SCMPD home department and jointly-appointed faculty.
2. A term of service is up to two years, staggered.
3. Responsibilities include reviewing student and faculty applications for School awards, and selection student and faculty candidates for College or University awards for which School or Department nomination is required.
4. A member of this committee, selected by the vote of the committee, will act as the School representative to the college committee.

G. Search Committees

1. Director Search
   Searches for School Director shall be carried out in accordance with CHSS guidelines for chair searches.

2. Assistant/Associate Director Searches
   a. Searches for Assistant/Associate Director, will normally be carried out internally following Section 3a, 3b, and 3c of the faculty search procedure below.
   b. In some cases, the CHSS Dean in consultation with the School Director and the SFC, may decide to conduct a national search for vacant Assistant/Associate Director positions.

3. Faculty Search Procedures
   a. Search committees are chaired by a School faculty member selected by the Director.
   b. Committee members are selected by the School members through a faculty vote conducted by the SFC and in consultation with the CHSS Dean.
   c. Faculty Search Committees shall include a student representative selected by majority vote of the students of the level of education for which the faculty search is being conducted (PhD, master's, or undergraduate) and approved by the Dean of CHSS.
   d. Search committees review and rank faculty applications, develop a short-list of candidates, check references, conduct interviews, rank the candidates, and recommend a course of action to the CHSS Dean.
   e. Search Committee shall consult the P&T Committee before finalizing the short-list of candidates and before making hiring recommendations to the Dean of CHSS.

3. Staff Searches
   Search committees are chaired by a School faculty or staff member selected by the Director and consist of no more than two CHSS faculty and two university staff.

H. *Ad Hoc* Committees
The director may charge the SFC to select members for *ad hoc* committees through a faculty vote conducted by the SFC. The chair of the SFC may choose to conduct this selection via faculty nomination and voice affirmation in the course of a regular School meeting rather than by ballot. Such committees will be appointed by the Director for a specific charge and term.

of appointment.
2. Requirements for committee vote shall conform to procedures outlined below.
3. Each standing and *ad hoc* committee shall keep a record of its meetings and distribute to all full-time faculty and staff. A secretary shall be elected at the first fall semester committee meeting and shall be responsible for keeping and distributing minutes. Minutes must be made available to SCMPD faculty after each committee meeting. Minutes may be distributed electronically or posted in hard-copy. Minutes of the meetings shall include the names of all members and guests present as well as a description of items discussed and the outcomes of any motions subjected to vote. Minutes will be distributed to all faculty and staff within one week of the meeting. Any committee dealing with personnel issues will only indicate the general nature of the items discussed without revealing names or final decisions.
4. Quorum for committees shall equal to a majority of their listed members.
5. Any committee wishing to refer a policy proposal to the general meeting of SCMPD faculty for approval and school-wide implementation pass a motion to refer the proposal to the SCMPD meeting.

III. Decision-Making and Procedures

A. Procedures for Decision-Making
All SCMPD committees shall seek to make decisions through a consensus process, unless specified otherwise. In cases where a formal vote is called for, a simple majority of the committee members of SCMPD faculty shall suffice. Voting can occur electronically in some instances unless otherwise specified. In case of a tie, the Director will cast the deciding vote.

B. School Meetings and Votes
SCMPD shall schedule one formal faculty meeting each month of the academic year (August through May). All faculty (see I.C) are expected to attend these meetings unless they receive an excused absence from the Director. The majority of the voting body shall be present to constitute a quorum for conducting School meetings. Approved affiliated faculty are members of the voting body. Other meetings may be called under special circumstances. Such meetings may be called by the Director and constitute official business if there is at least 50% + 1 of the voting body present.

C. Dispute Resolution
When conflicts arise between SCMPD faculty members, Director included, all reasonable attempts to reach consensus shall be made through interest-based negotiations or other appropriate methods.
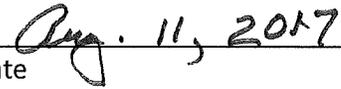
D. Ratification and Amendment
This Governance Document shall be recommended by at least 67% of SCMPD faculty and approved by the CHSS Dean. Amendments may be proposed by majority vote of any Committee (except search committees) and such amendments must be ratified by 67% of SCMPD faculty within 90 calendar days, or said amendment shall be considered to have lapsed. The final document is subject to approval by the CHSS Dean before taking effect.

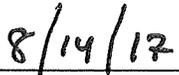Approved by School of Conflict Management, Peacebuilding and Development faculty vote on November 30, 2016.
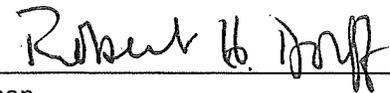
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Director of SCMPD

Date _____ Aug. 11, 2017 _____

_____
Chair of CFC

Date _____ 8/14/17 _____

_____
Dean

Date _____ 8/14/17 _____

_____
Provost

Date _____ 8/14/17 _____