

FINAL

Minutes of the 106th Meeting of the Faculty of the School of Arts and Sciences and Affiliates

15 Seminary Place, Academic Building - East, Room 2400, CAC

May 7, 2025

10:00 am-12:00 noon

1. Call to order

Juli Wade, Executive Dean, called the regular Spring SAS Faculty and Affiliates meeting to order at 10:04 am on May 7, 2025.

2. Acceptance of the agenda

The agenda was accepted as presented. Dean Wade encouraged attendees to be mindful of the time when discussing the extensive list of items, since the reports from the Curriculum and Core Requirements Committees would have to be presented no later than 11:30.

3. Rules of engagement and procedures for voting read by Brittney Cooper, Parliamentarian, Professor of Women's, Gender, and Sexuality Studies and Africana Studies

Two tables will be set up outside the entrance on the main floor of Room 2400. Each table will be staffed by three people. Attendees should check in based on their last names: A-L at one table and M-Z at the other. One staff member will be stationed at the back entrance to inform anyone entering that they must check in at the main entrance.

Non-voting attendees must check in by printing and signing their name and listing their unit's name on a separate check-in list at each table.

Eligible voters will receive a red card to identify them as such for simple majority votes, along with one ballot. Pens will be available at the tables and may also be distributed later as needed.

Anyone who believes they should be eligible but is not on the list will be referred to Dale Koznecki (SAS-HR). Those who have objections regarding check-in or the voting process will be referred to Brittney.

Eligible voting faculty will be asked to sit in the center section of the room, while non-voters will sit in the side sections. If seating becomes an issue, voters will be directed to sit in the side sections, starting from the front rows and moving towards the back. If the number of attendees becomes overwhelming, non-voters may be asked to step outside to allow for seating for voters and can be allowed back in as space becomes available.

A “Welcome” slide will be projected at the front of the room, reminding attendees to sign in and instructing voters to sit in the middle. The names of attendees who arrive before 10:10 AM will be marked with a highlighter of a specific color on the check-in sheets. At 10:10 AM, the number of voting faculty checked in will be tallied and communicated to Brittney.

Check-in will continue after 10:10 AM, with names of attendees arriving after this time highlighted in a different color. This process will continue until Brittney requests an update on the number of voters. A color key will be noted on the back of each check-in sheet.

Staff will be positioned at the front of the room to assist attendees with seating as they enter. As check-in slows down, staff will move into the room to provide further assistance. At least two people will remain at the check-in tables until the end of the meeting.

Executive Dean Wade will be at the podium with a lapel microphone. Brittney and Anthony will be seated at a table at the front of the room and should be audible through the microphone system, as per the guidance from the Smart Classroom Staff. Dean Wade will identify those who wish to speak, and speakers will need to state their full name and department or unit.

Staff will be available to pass a handheld wireless microphone to attendees who require it during discussion periods. For the first ballot vote, voting attendees should use the ballot provided to them at check-in. Staff will distribute and collect ballot boxes throughout the rows, which will then be given to Brittney and Anthony for counting, recording, and reporting purposes.

If another ballot vote is needed, staff will distribute additional ballots to eligible voters and will circulate to collect the ballot boxes as necessary.

In order to keep an accurate tally of any in-person votes taken during the meeting, voting members of SAS will sit in a designated section of the meeting room for voting members. Non-voting members of SAS will sit in a designated section of the meeting room for non-voting members. Failure to sit in the designated meeting area could result in vote nullification or the impossibility of having your vote counted accurately.

There are three categories of votes for in-person meetings: “yes”, “no”, and “abstention”. If a voting member declines to vote in the affirmative or the negative on any motion, they will be counted as an abstention. Abstentions will be formally noted for the record, because some votes require a percentage of “all voting members present.”

For electronic SAS votes, the two categories listed on the ballot will be “yes” and “no”. There will be no formal counting of abstentions, because abstentions are by definition, non-votes. Moreover, the ability to insure voting accuracy is built-in to the electronic

system, in a way that it is not, during an in-person meeting. Per Article IV, Section 2, votes will be counted using a simple majority.

Attendees who speak shall follow the conventions of civil engagement and refrain from name-calling, profanity, and divisive behavior.

4. Acceptance of the minutes from the SAS All Faculty Meeting of December 12, 2024

The minutes were accepted without objection.

5. Bylaw amendments proposed by the Executive Dean (emailed to faculty on April 17, 2025; appended below)

Executive Dean Wade noted that members could decide to vote on the proposed amendments in person or online after the meeting, and that they also had the choice to vote on all three proposed amendments at once or to vote for each one separately. The first proposed amendment primarily had to do with some basic inconsistencies and minor errors in the current bylaws, such as a division being named incorrectly and some links to documents being invalid.

Executive Dean Wade noted that early in the fall semester, members of the SAS senior staff reviewed our bylaws and considered some minor updates to reflect current titles and practices. These were vetted by the SAS Executive Committee and then discussed at the October 17, 2024, Chairs and Directors meeting.

On October 25, 2024, the proposed changes were sent to the chairs and directors with a request to “begin discussions with your faculty”. One department replied with a recommendation to change one word in the proposed language, which was done.

A motion to vote on proposed bylaw changes in-person, rather than online after the meeting, was seconded and approved.

The motion to vote in-person was approved unanimously.

Rob Scott, Anthropology, moved to strike language proposed by the Executive Dean: to remove “the Chancellor of New Brunswick” from Article II.4 and “or the Chancellor” from Article III.1.

Executive Dean Wade explained that there was no Chancellor when the bylaws were written, so it was thought appropriate to add that language.

Ben Sifuentes-Jauregui, American Studies, asked whether we report to the President or to the Chancellor.

Andrew Goldstone, English, acknowledged that the office of the Chancellor may be relatively new but pointed out that the Chancellor, who is not a faculty member, has no

vote. He opposed the addition of the language, noting that we are a deliberative, not a managerial, body.

Dana Luciano, English, voiced support for striking the proposed language.

David Hughes, Anthropology, noted that the organizational chart as determined by the AAUP has been in place for a long time, and that the faculty body should be making the decisions, not the Chancellor or the Board of Governors.

Jimmy Swenson, French, reminded people that formerly the Executive Vice President *was* the Chancellor. In his view, we could remove both titles from the bylaws.

Rob Scott urged the Executive Dean to advocate for the faculty. The bylaws as they currently stand empower the Executive Dean to do just that, in his view, and they should be left as they are.

Gary Rendsburg, Jewish Studies, suggested removing the President from the bylaws as well. The current President is also a member of the faculty, but that is not the case with every President. In his view, the bylaws passages in question should end with “Executive Dean shall preside”--full stop. A motion was raised and seconded to strike Article II.4 altogether and to have Article III.1 end with “SAS.”

Brittney Cooper reminded us that we were doing two things: 1) debating the Executive Dean’s proposed amendments, and 2) proposing to strike Article II.4 altogether, which would remove the President, Chancellor, Vice President of Academic Affairs, and the Dean of the School of Graduate Studies; and shorten Article III.1, which would remove the President and Chancellor. Brittney made clear that it was out of order to propose striking a whole Article. That would have to be put forward in a formal proposal at least two weeks before the meeting. We could only debate the amendments and entertain the possibility of removing language from Article III.1.

A motion was raised and seconded to vote on striking the following language in Article III.1: “unless the President of the University or the Chancellor is present and presides.” A two-thirds agreement would be required to proceed with the vote.

The motion to vote on striking the language from Article III.1 was approved, with three members voting no and two members abstaining.

Rob Scott suggested that we also vote to strike the proposed addition of the Chancellor to Article II.4.

A suggestion was made to add the following language to Article II.4: “only if they are members of SAS.”

A motion was raised to strike the proposed addition of the Chancellor to Article II.4, without adding “only if they are members of SAS,” and to strike “unless the President of the University or the Chancellor is present and presides” from article III.1.

The vote to strike the proposed addition of “the Chancellor of New Brunswick” to Article II.4, with seven members voting no and three members abstaining.

Executive Dean Wade asked if the members would like to vote for all of the other proposed amendments at the same time.

Shelby Wardlaw, English Writing Program, asked why the paragraph from Article VI.12 should be removed, as proposed by the Executive Dean. She wondered why we would want to dissolve the Academic Standing Committee or have their responsibilities taken away, what appeals processes there would be for students, and what other processes there might be to identify flaws. Shelby suggested tabling the proposed amendment so that the Executive Dean could talk further about it with members.

Susan Lawrence, Vice Dean for Undergraduate Education, responded that the proposed amendment would not dissolve the committee but just remove the description of parts of the committee’s responsibilities that were never used: counseling and advising individual students, or were redundant with the following paragraph empowering the committee to make recommendations to the Executive Dean.

Rob Scott countered that it did not matter whether the committee had ever exercised these responsibilities and that we should not delete the paragraph. He wondered how students would even know that we were doing this and whether students were involved in the decision.

Jeffrey Dowd, Sociology, wondered why the language was there in the first place, since there is a Dean of Students.

Thomas Stephens, Spanish & Portuguese, said that it was just a holdover from Rutgers College.

Paul McLean, Sociology, who has served on the committee, argued that there was no reason for the language since there is already a lot of vetting of students; it makes no sense for the committee to meet students individually.

Maya Mikdashi, WGSS, observed that no students were consulted regarding this proposed change.

Rob Scott moved to not remove the language; we can return to the question next time, after getting student input.

A motion was raised and seconded to strike the proposed deletion of the paragraph in Article VI.12.

Dana Luciano acknowledged that meeting with individual students could be an extra burden for the committee but that is in their purview to make decisions, and this duty could lead to important new responsibilities; we should not remove this empowerment.

James Wright, Earth and Planetary Sciences, wondered what it would look like for SAS to satisfy student needs. Students already have a lot of opportunities for participation.

Rob Scott responded that according to the bylaws three students have to speak to a Dean.

Debra Keates, English Writing Program, moved to proceed with the vote.

The vote to strike the proposed deletion of the paragraph from Article VI.12 failed, with only 29 members voting yes, two abstaining, and the rest voting no.

A motion was raised and seconded to vote to accept the rest of the Executive Dean's proposed amendments to the bylaws.

The vote to accept the rest of the Executive Dean's proposed amendments to the bylaws passed unanimously.

6. Integrated Honors College (agenda items received from Ana Pairet, Department of French, and Nuria Sagarra, Department of Spanish and Portuguese on April 21, 2025)

The Executive Dean provided an update. The topic was discussed extensively at the department chairs meeting on April 24th, and before then Susan Lawrence, Jim Masschaele, and Dean Wade had all been in various conversations including with Carolyn Moehling and Chuck Keeton from the Office of the Senior Vice Provost and Vice Chancellor for Undergraduate Education.

Another conversation occurred near the end of that week, and they:

- Are holding firm that the chancellor wants a single set of requirements for all New Brunswick students in the Honors College
- Agreed the process was not sufficient
- Are now forming a committee to discuss the Global component of the Honors College Curriculum, which will include the Honors College Faculty Fellows (membership from across New Brunswick, including 3 SAS members), and 7 faculty from SAS, including our elected Honors Committee members (from last year, as the work is being done this month). The Dean believes that SAS will have significantly more representation than the other schools.

Jimmy Swenson, speaking for Ana Pairet, noted that the fundamental procedural issue was not negotiated.

Anjali Nerlekar, AMESALL, pointed out that the removal of the language requirement has already been done but argued that students will be affected negatively. The Department of Geography, for example, has an International Studies Minor with a language requirement. The change impacts the curriculum more broadly. Such a change, especially coming from outside SAS, is not good.

Nuria Sagarra, Spanish & Portuguese, asked if the changes could be postponed until the new committee meets for the first time.

Executive Dean Wade responded the committee is revisiting the requirement, and that they will meet starting on May 13. Work has to be done quickly, before the incoming Honors students arrive.

Carlos Decena, Latino and Caribbean Studies, posed a “key question” of what kinds of students we hope to attract. Hopefully they would be diverse. To be ambassadors of Rutgers University without having foreign languages makes no sense.

Marcy Schwartz, Spanish & Portuguese, noted that the negative academic impact would be significant. The connections built through Areas Studies are made richer through languages. There are many more arguments for a language requirement.

Rob Scott agreed that it is valuable to have a language requirement and argued that SAS should control the curriculum. The Honors Committee should have been involved in the process. However, this need not be a done deal. The Executive Dean could push back.

Executive Dean Wade said that this is not a done deal and that she has advocated for the faculty. She acknowledged that the process has not been good and that the committee will be taking this up. Deciding on requirements is a faculty governance issue.

Thomas Figueira, Classics, agreed to the “condemnation.” He brought up the Board of Governors in the Senate and was told that they are just “informative.” They have not heard our comments. The single standard for Honors is not a done deal. We should censure and hold a vote of no confidence.

Andrew Goldstone asked who is on the committee and wondered whether the recommendations of the committee would be subject to review.

Executive Dean Wade did not have the names on hand but pointed out that the elected members include language department chairs and broad representation of other concerned parties. Individuals present in the audience raised their hands.

Thomas Stephens noted that we are always coming back to this question and that it would be good to finally put it to sleep. We should have a language requirement in the Core. It

is simply not true that we need more Biology, for instance. The Core Committee has been a stumbling block; we need serious Core requirements.

Jimmy Swenson moved to amend the bylaws pertaining to the Honors Committee, with a modified description of the committee. The SAS faculty can thereby reaffirm that it is the faculty's business to decide on requirements.

Executive Dean Wade reminded members that the changes are in bold in the available document, and asked if there was any further debate about them.

A vote to amend SAS Bylaws ARTICLE VI. STANDING COUNCILS AND COMMITTEES [Section 13] as distributed to faculty April 22, 2025 (appended below) ensued.

The vote to amend Article VI.13 as proposed passed, with one member opposed.

7. Timely Elections, Processes, and Clarifications to Appeal Processes (agenda items received from Rob Scott, Department of Anthropology and Dana Luciano, Department of English on April 22, 2025)

Proposal to amend SAS Bylaws ARTICLE IX. AMENDMENTS to add Section 2; distributed to faculty April 23, 2025 (appended below).

Rob Scott pointed to communication problems that give rise to questions like “who is on the committee?” He suggested a formalized appeals process with an orderly way to resolve tensions. Errors are often due to having no review period. Conflict can be even more serious: the process was wrong in communicating with the Honors Committee, for example. How do we resolve conflict? Use the New Brunswick faculty council.

John Landon-Lane, Economics, asked whether 15 members was too low a threshold for proposing changes.

Andrew Goldstone observed that before the current Executive Dean was appointed, we would simply pass resolutions, which were promptly ignored.

The vote to amend Article IX to add Section 2 passed, with 9 members voting no and 10 members abstaining.

8. Report from the Curriculum Committee - Gary Heiman, Vice Chair and Undergraduate Director, Professor, Department of Genetics, School of Arts and Sciences, Committee Chair

- 1) I want to thank the members of the **Curriculum Committee and Susan Lawrence**. I also want to thank Cristal Perez for all her hard work over the years. She recently left us, and Nicole Gangino graciously filled in.

Gary noted that **the CC is a faculty-run committee comprised mainly of undergraduate chairs & directors**. The CC is charged with maintaining pedagogical standards across departments. He stated that the CC aims to promote student success and inclusion by increasing clarity and consistency across departments/programs. To that end, members try to put ourselves in the mindset of a student trying to decide which course to take and how to navigate the requirements once in a class. He urged departments that plan to submit new course or program proposals to contact one of SAS's Instructional Design Specialists (Eliza Blau and Pauline Carpenter). This makes the whole process go much smoother.

2) THIS SEMESTER, THE CURRICULUM COMMITTEE REVIEWED ALL SUBMITTED PROPOSALS.

- a. Course proposals reviewed (total =44).** See the agenda link for the listing.
 - i. There were 14 new course proposals. Of these, one is fully online, one is hybrid, and 12 are in-person.
 - ii. There were 29 changes to existing courses.
 - iii. One course was dropped.
 - iv. Three courses were cross-listed with other departments.
- b. Changes to majors, minors, and certificates (Total =9)**
 - i. There were 7 requested changes to existing majors: AMESALL, Biology, Data Science, Economics, Philosophy, Psychology, and Sports Management.
 - ii. One change to an existing minor: Data Science
 - iii. One change to an existing certificate: Data Science
- c. New Majors:**
 - i. There were no new majors, minors, or certificates

3) HIGHLIGHT SOME NEW COURSES:

- a. New Courses:
 - i. From Arts and Sciences: **SAS FIRST TOGETHER-** SAS First Together Alumni Mentoring Program connects first-generation students with peers and alumni mentors focused on professional development.
 - ii. From Political Science: **EVOLUTION, COOPERATION, AND CONFLICT, crosslist with Anthropology:** Use of evolutionary theory to study cooperation and other social behaviors in anthropology and related fields. Topics include kin selection, reciprocity, costly signaling theory, collective action and coordination problems, and the emergence of social norms and conventions.
 - iii. From Comparative Literature: **BETTER TOGETHER: HOW CONFLICTS RESOLVE-** Analysis of resolved conflicts and their aftermath in the 21st century through historical context, using

literature, film, the visual arts, music, architecture, and other forms of cultural production.

4) As Brittany Cooper indicated, there is an electronic vote after the meeting (you will receive an email)

The full report can be seen at: <https://sasoue.rutgers.edu/curriculum-courses/archive-of-faculty-reports?view=article&id=401:faculty-meeting-may-2025&catid=66>

Voting on the approval of this report was performed electronically subsequent to the faculty meeting, and the results were as follows:

Yes: 102

No: 9

Abstain: 11

9. Report from the Core Requirements Committee - Sharon Stoerger, Assistant Dean, Programs and Assessment, School of Communication and Information, Interim Committee Chair

Good morning! The Core Requirements Committee is bringing a set of recommendations for changes to the Core, including new Core certification, changes to certified courses, and a new minor.

- Number of proposals approved: 15
- New courses requesting to be added to the Core: 4
- Existing courses requesting to be added to the Core: 3
- Changes to existing Core courses: 8

You can review the list of courses and the new minor online at <https://sasoue.rutgers.edu/curriculum-courses/archive-of-faculty-reports?view=article&id=401:faculty-meeting-may-2025&catid=66> .

On the list of new courses, you'll find several being certified to meet the Diversities and Social Inequalities goals, including:

- Better Together: How Conflicts Resolve
- Power and Place

Power and Place is also being certified to meet the Writing and Communication in the disciplines goal.

We also have new courses being certified to meet the Arts and the Humanities goals, including:

- Event and Program Management in Arts and Humanities
- Hercules: Transformations of a Hero from Homer to Hollywood

Better Together is also being certified to meet an Arts and Humanities goal.

Moving to the existing courses, examples of those being certified to meet the Diversities and Social Inequalities goals include:

- American Sexualities
- Introduction to Teaching in Urban Schools and Communities

Five existing courses are being certified for the Writing and Communication in the disciplines goal, including:

- Economic Geography
- Magic, Religion, and Science

In addition to the courses new to the Core, there are changes to courses previously certified for the Core.

Many in this set represent courses that will now be permanently offered fully online or in a hybrid format.

These courses have shifted to the online or hybrid format because this modality worked well for these particular courses, or to better serve non-traditional student populations.

Examples include:

- Walking in the City
- Data & American Society: From Almanacs to Algorithms

We also have one new minor that will be available to SAS students (and I note that the CRC approves minors offered by schools outside SAS since this committee has members from affiliate schools).

The proposal is to allow a new cross-school Holistic Wellness minor to be open to SAS students. The minor will be offered collaboratively through SEBS, SAS, GSAPP, MGSA, Bloustein, and SC&I, and administered by SEBS.

During our review this semester, many CRC members commented that they would like to take several courses highlighted today. Some even expressed interest in completing the new Holistic Wellness minor.

Voting will take place online after the meeting.

Finally, would like to thank the CRC committee members, who have worked very hard throughout this semester, not only to review the course we are presenting, but also to thoughtfully review the departments' core assessment narratives so we can provide meaningful feedback to the departments to support ongoing improvement

And special thanks as well to Sharon Bzostek, David Goldman, Cristal Perez, Nicole Gangino, and Joseph Parillo for all their support and contributions to the work of the committee.

Best wishes for a smooth conclusion to the semester and a restful, peaceful summer ahead!

Any questions about any of these courses?

Andrew Goldstone asked what criteria were involved in the review process for determining WCr courses.

Sharon Stoerger responded that for WCr they look at evidence of writing instruction in class with writing assignments requiring multiple drafts.

Brad Evans, English, wondered whether there were considerations about class size and what the stop point was.

Sharon Stoerger replied that they were small classes; they worked with faculty in determining an appropriate stop point.

Rob Scott expressed doubts that writing instruction could be shifted away from the Writing Program. We should listen to the MLA with their recommended stop point of 15-20 students. With the advent of AI, this is crucial. We passed a resolution in December that departments should be consulted regarding stop points.

Sharon Stoerger responded that courses offered by affiliate schools (those that offer majors and minors to students matriculated in SAS) and/or that use the Core are not subject to resolutions passed by the SAS faculty.

Sharon Bzostek, Dean's Office, noted that AI comes up a lot in discussions in the Core Requirements Committee. AI is especially problematic in asynchronous remote classes. We will be talking further about course sizes in the fall, when we will be looking at actual enrollments.

Dana Luciano asked what qualifications are sought in TAs. There seems to be a mistaken assumption that we can all teach writing, though there are people from different disciplines in the Writing Program. WCr and WCd decisions should be tied more closely to writing expertise.

Sharon Stoerger noted that TAs and instructors are given training.

Sharon Bzostek added that there is representation from the Writing Program and elsewhere on the committee. We invite the sharing of expertise.

Dana Luciano noted that course caps (stop points) should be lower.

Sharon Bzostek said that that decision would lie with different committees.

Julie Flynn, English Writing Program, asked who the Writing Program person is.

Sharon Bzostek named Lynda Dexheimer.

Thomas Stephens asked when this committee would talk about a language requirement and wondered what the process leading to that looks like.

Sharon Bzostek answered that there is a report from a language department with conflicting ideas about having a language requirement. The question perhaps should be taken up at the SAS level.

Susan Lawrence advised members to look at the Core Curriculum report on languages from 2006-2007.

Rob Scott asked for a clear description of the issues related to the language requirement and how they might be resolved.

Executive Dean Wade recommended starting with the SAS Curriculum Committee.

Jeffrey Lawrence, English, argued that implementing a language requirement is not needed, since 60% of our students already speak another language.

It was noted that there would be ripple effects in the sciences. In order to make a language requirement, we would have to eliminate science requirements.

Thomas Stephens asked why we could not do this if the University of Michigan, for example, already does it.

Sharon Stoerger wrapped up the discussion and thanked the members.

The full report can be seen at: <https://sasoue.rutgers.edu/curriculum-courses/archive-of-faculty-reports?view=article&id=401:faculty-meeting-may-2025&catid=66>

Voting on the approval of this report was performed electronically subsequent to the faculty meeting, and the results were as follows:

Yes: 99

No: 12

Abstain: 11

10. Updates from the Dean's Office

The SAS strategic plan has four goals in the areas of student success, research, community engagement, and internal organization/operations. We have made progress on all. A few highlights:

- Multidisciplinary course program is open. Proposals are due June 1st. Designed to develop new cross-department and/or cross-division, large lower-level gateway courses.
- *Ad hoc* committee of faculty across departments and divisions (NTT and TT) are working on strategies for increasing active student engagement without increasing burden on faculty.
- SAS First Together – new program started this semester and will continue next year that creates sustained mentoring across groups (‘circles’) of first-generation students and alumni who had been first-gen students.
- Dean’s Advisory Council (Rutgers alumni) charged with developing connections to increase connections to corporations, both to create new opportunities for students (internships, shadowing, mentoring) and partnerships and/or funding for faculty research. The DAC has also been asked to facilitate personal connections for that will advance philanthropy.
- SAS Research Conversations – held four this year, one in each of the academic themes identified in the strategic plan. These brought people together from across the school, and have already clearly started building new collaborations. We sent out a call for interdisciplinary research funding, designed to seed new collaborations, including those that developed during the research conversations. We received 28 and funded 7.
- The team spent much of this academic year working on developing systems and practices that create more clarity and transparency related to HR, finance and budgeting, and much of the other work that we do; we are in far better shape than we were a year ago.

Searches for the Vice Dean for Research and Graduate Education and Dean of Humanities are in progress. Announcements will be forthcoming.

We will be providing some other updates in an email later in the week.

We are also working hard to increase communication – we still have a way to go, but I am committed to increasing connections and transparency. I’ve met with groups of faculty and staff of all levels, in all divisions, across our campuses. I’ve attended numerous departmental faculty meetings this year. I learn a lot during these discussions and very much enjoy them. I’ve been able to answer some questions and to begin to address some concerns. I’ll look forward to continuing the discussions next year.

11. New Business

Andrew Goldstone spoke on the funding cuts from the federal government involving and asked what we are doing about it.

Brittney Cooper asked whether we could help junior faculty with tenure deadlines.

Executive Dean Wade noted that the situation is somewhat similar to what happened during the Covid pandemic, and that tenure-clock questions will need discussion at the

university level. Tara Matise, Genetics, noted that the union is working on this with the Office of the EVPAA.

Rob Scott urged us to find out what we can and then deal with it. He wondered what the administration is doing to change conditions. We could be suing the government. We should be proactive and we should want to win.

The meeting ended at 12:06 pm.

MEETING ATTENDANCE ROSTER FOLLOWS ON NEXT PAGE

Name	Department	Title
Adamo, Lauren	Earth and Planetary Sciences	Assoc Teaching Professor Ay
Akinlabi, Akinbiyi	Linguistics	Professor
Al Kuntar, Salam	Classics	Asst Teaching Professor Ay
Alderman, Brandon	Kinesiology and Health	Assoc Professor Ay-Chair
Al-Dewachi, Omar	Anthropology	Assoc Professor Cal Yr
Alidou, Ousseina	AMESALL	Distinguished Professor Ay
Allamand, Carole	French	Professor I Acd Yr
Alms, Anthony	English Writing Program	Asst Teaching Professor Ay
Anderson, Cori	GREELL	Asst Teaching Professor Ay
Badji, Baba	French/English	Pres. Postdoctoral Associate
Bates, Marsha	Kinesiology and Health	Distinguished Professor Ay
Battle, DuWayne	School of Social Work	Assistant Dean
Bennett, Karen	Philosophy	Professor I Acd Yr
Bishop, Karen	Spanish & Portuguese	Assoc Professor Acd Yr
Blau, Eliza	Deans Office	Instructional Design & Tech Spec.
Boikess, Robert	Chemistry & Chemical Biology	Professor
Brennan, T	Classics	Professor I Acd Yr
Bzostek, Sharon	Deans Office	Assoc Dean
Carr-Schmid, Anne	Undergrad Instruction, DLS	Assoc Teaching Professor Cy
Casillas, Joseph	Spanish & Portuguese	Assoc Professor Acd Yr
Cevasco, Carla	American Studies	Assoc Professor Acd Yr
Connolly, Serena	Classics	Professor I Cy-Chair
Cooper, Brittney	WGSS	Professor I Cal Yr
Covey, Lori	Deans Office	Area Dean-Sas
Danson, Laura	Deans Office	Dir. Finance & Budget Planning
Davis, Adrienne Musu	Deans Office	Admin Dir. Honors Program
Decena, Carlos	Latino and Caribbean Studies	Professor I Cal Yr
Decker, Jefferson	American Studies	Assoc Professor Acd Yr
Delli Paoli, Anthony	Kinesiology and Health	Asst Teaching Professor Ay
DeLosSantos, Jenevieve	Art History	Assoc Teaching Professor Cy
Dexheimer, Lynda	English Writing Program	Assoc Teaching Professor Cy
Digiacomo, Mark	English Writing Program	Assoc Teaching Professor Ay

Dinzey, Zaire	Deans Office	Vice Dean
Dowd, Jeffrey	Sociology	Asst Teaching Professor Ay
Elkhateeb, Hebatalla	English Writing Program	Asst Teaching Professor Ay
Evans, Bradley	English	Professor I Cy-Chair
Feinberg, Melissa	History	Professor I Cy-Chair
Festa, Lynn	English	Distinguished Professor Ay
Field, William	Political Science	Teaching Professor Cy
Figueira, Thomas	Classics	Distinguished Professor
Flynn, Julie	English Writing Program	Asst Teaching Professor Ay
Gambarota, Paola	Italian	Assoc Professor Acd Yr
Gehrmann, Jenny	Kinesiology and Health	Sen. Dept. Admin Supervisor
Goldstone, Andrew	English	Assoc Professor Acd Yr
Grogan, Kristin	English	Asst Professor Acd Yr
Gursel, Zeynep	Anthropology	Assoc Professor Cal Yr
Haberl, Charles	AMESALL	Professor I Acd Yr
Hanebrink, Paul	History	Professor I Acd Yr
Haviland, Martha	Undergrad Instruction, DLS	Teaching Professor Cy
Hedges, Timothy	English Writing Program	Asst Teaching Professor Ay
Heiman, Gary	Genetics	Professor I Acd Yr
Helfer, Martha	GREELL	Professor I Cy-Chair
Henderson, Jason	Kinesiology and Health	Asst Teaching Professor Ay
Hughes, David	Anthropology	Professor I Cy
Israel, Paul	Thomas A. Edison Papers	Research Professor
Jardine, Adam	Linguistics	Assoc Professor Acd Yr
Jones, Jennifer	History	Assoc Professor Acd Yr
Jovanoski, Jordanco	English Writing Program	Asst Teaching Professor Ay
Kashou, Hanan	AMESALL	Assoc Teaching Professor Ay
Keates, Debra	English Writing Program	Asst Teaching Professor Ay
Kelly, Erin	English Writing Program	Assoc Teaching Professor Ay
Khazanov, Pavel	GREELL	Assoc Professor Acd Yr
Kiledjian, Megerditch	Cell Bio & Neuroscience	Distinguished Prof Ay - Chair
Knight, Christina	Art History	Asst Professor Acd Yr
Koerber, Benjamin	AMESALL	Assoc Professor Acd Yr

Koznecki, Dale	Deans Office	Assistant Director
Lammerts, Dietrich	Religion	Assoc Professor Acd Yr
Landon-Lane, John	Economics	Professor I Cy-Chair
Lane, Rosemary	Deans Office	Assistant Director
Lawrence, Jeffrey	English	Assoc Professor Acd Yr
Lawrence, Susan	Deans Office	Vice Dean
Leichenko, Robin	Deans Office	Area Dean-Sas
Lopez, Kathleen	Latino and Caribbean Studies	Associate Professor
Luciano, Dana	English	Professor I Cal Yr
Martin, Nancy	English Writing Program	Asst Teaching Professor Ay
Masiello, Regina	English Writing Program	Assoc Teaching Professor Ay
Masschaele, James	Deans Office	Exec Vice Dean
Matise, Tara	Genetics	Distinguished Prof Ay - Chair
Mazrui, Alamin	AMESALL	Professor
McCrossin, Edward	Philosophy	Asst Teaching Professor Ay
McGlew, James	Classics	Professor I Acd Yr
McLean, Paul	Sociology	Professor I Cy-Chair
Messina, Joann	English Writing Program	Assoc Teaching Professor Ay
Mikdashi, Maya	WGSS	Assoc Professor Acd Yr
Miyazaki, Yoshinori	Earth and Planetary Sciences	Asst Professor Acd Yr
Mojaddedi, Jawid	Religion	Professor I Cy-Chair
Monescalchi, Michael	English Writing Program	Asst Teaching Professor Ay
Mountain, Gregory	Earth and Planetary Sciences	Professor I Acd Yr
Mumford, Kareem	Deans Office	Dir. Comm. & Mkting
Navarro-Lapointe, Nela	English Writing Program	Asst Teaching Professor Ay
Nerlekar, Anjali	AMESALL	Assoc Professor Cy-Chair
Novacich, Sarah	English	Assoc Professor Acd Yr
O'Brassill-Kulfan, Kristin	History	Asst Professor Acd Yr
O'Keefe, Paul	Geography	Asst Teaching Professor Ay
Otero-Torres, Damaris	Spanish & Portuguese	Associate Professor
Pakela, Tamara	Deans Office	Personnel Manager
Pal, Zsofia	Psychology	Director
Parker, Andrew	French	Professor I Acd Yr

Phillips, Kisha	Deans Office	HR Manager
Piroux, Lorraine	French	Assoc Professor Cy-Chair
Pletka, Crystal	Earth and Planetary Sciences	Asst Teaching Professor Ay
Power, Timothy	Classics	Assoc Professor Acd Yr
Ramirez Polo, Laura	Spanish & Portuguese	Asst Teaching Professor Cy
Rendsburg, Gary	Jewish Studies	Distinguished Professor
Robolin, Stephane	English	Assoc Professor Acd Yr
Rossmann-Murphy, Lisa	Kinesiology and Health	Asst Teaching Professor Ay
Russo, Kamara	Deans Office	Division Director
Saez Fajardo, Sara	Spanish & Portuguese	Asst Teaching Professor Ay
Sagarra, Nuria	Spanish & Portuguese	Professor I Cy-Chair
Scala, Carmela	Italian	Assoc Teaching Professor Ay
Schalow, Paul	Asian Language & Cultures	Professor I Acd Yr
Scherer, Chris	Deans Office	Director Industry Engagement
Schwartz, Marcy	Spanish & Portuguese	Professor I Acd Yr
Scott, Robert	Anthropology	Associate Professor
Sendur, Elif	English Writing Program	Asst Teaching Professor Ay
Sharp, Jane	Art History	Professor I Acd Yr
Shockley, Evie	English	Distinguished Professor Cy
Sifuentes-Jauregui, Ben	American Studies	Professor I Cy-Chair
Silver, Sean	English	Assoc Professor Cal Yr
Sinkoff, Nancy	Jewish Studies	Professor I Cal Yr
Sopher, Barry	Economics	Professor I Acd Yr
Soto, Evelyn	English	Asst Professor Acd Yr
Spaeth, Andrea	Kinesiology and Health	Assoc Professor Acd Yr
Stephens, Thomas	Spanish & Portuguese	Professor I Cal Yr
Stevens, Camilla	Spanish & Portuguese	Professor I Acd Yr
Stoerger, Sharon	SC&I	Assistant Dean
Stone, Matthew	Computer Science	Professor I Acd Yr
Swartz, Wendy	Asian Language & Cultures	Professor I Cy-Chair
Swenson, James	French	Professor I Acd Yr
Syrett, Kristen	Linguistics	Professor I Ay-Chair
Torres, Monica	Undergrad Instruction, DLS	Assoc Teaching Professor Cy

Ulrich, Jeffrey	Classics	Asst Professor Acd Yr
Vettori, Alessandro	Italian	Professor I Cy-Chair
Votipka, Brendon	English Writing Program	Assoc Teaching Professor Ay
Walczak, Alexandra	Undergrad Instruction, DLS	Asst Teaching Professor Ay
Walker, Janet	Asian Language & Cultures	Professor
Wardlaw, Shelby	English Writing Program	Asst Teaching Professor Ay
Weigert, Laura	Art History	Professor I Cy-Chair
Woodward, Christopher	Mathematics	Distinguished Professor Ay
Wright, James	Earth and Planetary Sciences	Professor I Ay-Chair
Yang, Jenny	Asian Language & Cultures	Assoc Teaching Professor Ay
Yanni, Carla	Art History	Distinguished Professor Ay
Zengin, Asli	WGSS	Asst Professor Acd Yr
Zitin, Abigail	English	Assoc Professor Cal Yr

THREE PROPOSED BYLAW CHANGES

NEXT PAGES



**BYLAWS
OF THE
SCHOOL OF ARTS AND SCIENCES
RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY**

*Ratified: December 14, 2006
Amended: February 28, 2020
Amended: December 15, 2021
Amended: December 12, 2024*

ARTICLE I. PURPOSE AND ORGANIZATION

Section 1. The School of Arts and Sciences (hereinafter SAS) shall be maintained for the purposes of providing undergraduate and graduate education in the arts and sciences to the students in New Brunswick and of conducting research in the arts and sciences.

Section 2. The affairs of SAS shall be administered by the Executive Dean and governed by the voting members of SAS. The organizational structure of SAS shall consist of its various departments, programs, and other duly constituted units (such as centers and institutes). Each unit providing instruction shall develop courses in its discipline or subject area and appropriate curricular groupings (e.g., majors, options within a major, and minors), subject to the approval of the faculty of SAS (and, where appropriate, the graduate faculty). All majors, options, minors, and courses approved by SAS are open to all students of the University who meet the requirements established for these offerings.

Section 3. These bylaws are intended to govern the affairs of SAS in accordance with the provisions set forth in their several articles and with University Regulations. In the event of any conflict or inconsistency between these bylaws and University Regulations, the University Regulations shall prevail.

ARTICLE II. VOTING

Section 1. All tenured, tenure-track and research faculty who are voting members of a department in SAS, as defined by Article VII, Section 2, shall be voting members of SAS. Voting members of an SAS department who currently hold an administrative position shall continue to be voting members of SAS during the terms of their administrative appointments.

Section 2. Other faculty of the SAS may be granted voting membership in SAS upon recommendation by one of the departments or programs of SAS, or by the Executive Dean, and by approval by the Executive Committee.

Section 3. University faculty from units that offer majors or minors to SAS students may be appointed by the Executive Dean as Affiliates of SAS. The units that offer majors or minors to SAS students include the Edward J. Bloustein School of Planning and Public Policy, the Graduate School of Education, the Mason Gross School of the Arts, the Rutgers Business School, the School of Communication, Information and Library Studies, the School of Environmental and Biological Sciences, the School of Management and Labor Relations, and the School of Social Work. SAS Affiliates may serve on committees pertaining to undergraduate education as described in Article VI. When motions put forth by such committees are to be voted on by the SAS Membership, SAS Affiliates are treated as voting members. Affiliates may be nominated by the Deans of their units, by Chairs of SAS Departments, or by the Vice Dean for Undergraduate Education of SAS. All Affiliates who attend one or more meetings in the course of two years shall be automatically renewed.

Section 4. By virtue of their offices, the President, [the Chancellor of New Brunswick](#), the Executive Vice President for Academic Affairs, ~~the Vice President for Undergraduate Education~~ and the Dean of the [School of Graduate Studies](#) ~~Graduate School~~-New Brunswick shall be voting members of SAS.

Commented [JW1]: The position of Vice President for Undergraduate Education no longer exists. Recommend deleting that and adding NB Chancellor (SAS reports to that position).

Section 5. The Executive Dean may use the computer infrastructure of the University to carry out secure and anonymous voting whenever such a process is appropriate to the vote being taken. The precise methodology will change over time but will be widely announced, and will stress security, completeness, and ease of use. Examples include elections of committee members and ballot votes as described in Article IV Section 4.

Commented [CP2]: This paragraph was updated to be inclusive of the Chancellor's Office and correct the name of the graduate school.

ARTICLE III. OFFICERS

Section 1. The Executive Dean is the principal officer of SAS and is charged with supervising its administration and leading its faculty and staff in the creation and implementation of effective programs in instruction, research, and service. The responsibilities of the Executive Dean include appointing department chairs, in accordance with the provisions of Article VII, Sections 4 and 5, program committees and directors, in accordance with Article VIII, Section 2, and appointed members of committees of SAS, recommending faculty appointments, reappointments, and promotions, and recommending the budget, except as limited by these bylaws. The Executive Dean shall preside at all meetings of SAS unless the President of the University ~~or the Chancellor~~ is present and presides.

Commented [CP3]: The paragraph was updated to include the Chancellor's Office.

Section 2. The Executive Dean may appoint ~~area~~ [divisional](#), vice, associate and assistant deans and assign responsibilities to them in accordance with their functions.

Section 3. A Secretary of SAS shall be elected by the voting members for a term of three years. The Secretary shall record all actions taken by the faculty of SAS and distribute minutes of all meetings to each voting member of SAS, to the Executive Vice President for Academic Affairs, to the Secretary of the University Senate, and to the Chair of the New Brunswick Faculty Council. The Secretary shall ~~serve as a member of the Rules of Procedure Committee and~~ maintain for reference an up-to-date

Commented [CP4]: The Rules of Procedures Committee no longer exists, so we recommend deleting it from the bylaws.



compilation of the bylaws of SAS. Where the bylaws do not provide specific guidelines, the Secretary, in consultation with ~~the Executive Committee~~ ~~the Rules of Procedure Committee~~, shall have the authority to decide who may vote in faculty and departmental elections; all such decisions may be appealed to the faculty of SAS. The Secretary shall conduct elections in accordance with the provisions of these bylaws.

Commented [CP5]: In the absence of the Rules of Procedure Committee, the proposal is to add the Executive Committee to serve as a group the Secretary can consult when the bylaws do not provide specific guidance.

Section 4. A Parliamentarian shall be appointed by the Executive Dean annually.

ARTICLE IV. MEETINGS

Section 1. A meeting of the faculty of SAS shall be held at least once each semester, at the call of the Executive Dean. The Executive Dean may call additional meetings of the faculty as needed. The Executive Dean must call a meeting of the faculty upon petition signed by at least ten percent of the voting members of SAS or five members of the Executive Committee.

Section 2. A quorum shall consist of at least ten percent of the voting members of SAS, not including Affiliates of SAS. Voting shall be by simple majority except as otherwise specified in these bylaws.

Section 3. An agenda set by the Executive Dean shall be circulated at least one week prior to a called meeting. Voting members of SAS may add items to the agenda for a meeting upon petition signed by fifteen voting members, provided that the petition is received by the Executive Dean at least two weeks prior to the meeting. The agenda may be revised during a faculty meeting, or items added to the agenda, by a two-thirds majority of the voting members present. Items not on the agenda may also be introduced after the call for New Business; any motions introduced at this time shall be adopted by majority vote of the voting members present.

Section 4. At the request of one-third of the voting members present, a ballot to be submitted to all voting members of SAS shall be ordered on any question, before the final vote shall have been taken. A motion requesting a ballot shall take precedence over a call for the question. A motion to reconsider shall not be applicable to votes taken by ballot.

Section 5. Meetings of SAS shall be open. However, the faculty may at any time, by majority vote, move to close a meeting to all except voting members of SAS.

Section 6. Participation at meetings of SAS (e.g., discussion of a motion) shall normally be restricted to voting members of SAS. Others may be allowed to participate, without vote, upon motions passed by the faculty or upon invitation of the Executive Dean.

Section 7. Except as otherwise specified in these bylaws, meetings of SAS shall be conducted in accordance with the most recent edition of Robert's Rules of Order.



Section 8. Attendance shall be taken at each meeting and recorded in the minutes of the meeting.

ARTICLE V. COMMITTEE STRUCTURE

Section 1. There shall be standing committees of SAS as specified in Article VI below.

Section 2. To further the work of SAS, the faculty or the Executive Dean may establish committees ad hoc. After an ad hoc committee has been maintained for two consecutive years, it shall either be disbanded or be established as a standing committee by amendment of these bylaws in accordance with Article IX.

Section 3. Except as otherwise specified in these bylaws, each standing committee shall have a chair and a secretary who shall keep minutes of the committee's actions. The Executive Dean may designate a Chair or Secretary. Otherwise, these positions will be elected by the committee members.

Section 4. Standing or ad hoc committees may invite the Executive Dean or a designate of the Executive Dean to serve as an ex-officio, nonvoting member. This provision does not apply to the Advisory Committees on Appointments and Promotions, the Nominations and Elections Committee and the Academic Standing Committee.

Section 5. At least seventy-five percent of the voting members of each ad hoc committee shall be voting members of SAS.

Section 6. All appointed faculty members of standing committees, except for the Advisory Committees on Appointments and Promotions, shall be voting members or Affiliates of SAS. Appointed faculty members of standing committees shall be appointed annually by the Executive Dean of SAS except as otherwise directed in these bylaws. Student members of committees shall not have access to confidential faculty or student records, and shall have voting rights on the committees on which they serve except as otherwise directed in these bylaws.

Section 7. Candidates for elected faculty positions on standing committees shall be voting members of SAS. Such candidates shall be nominated by the Nominations and Elections Committee or by a petition signed by fifteen voting members of SAS. The Secretary of SAS shall receive nominations by petition and conduct the elections.

A vacancy arising in an elected faculty position on a committee shall be filled, until the next annual election, by the person with the next highest number of votes at the last election for that committee. If that person cannot serve, the Nominations and



Elections Committee shall select a faculty member eligible to serve according to the requirements of these bylaws.

Section 8. Where these bylaws specify faculty membership from each of the four divisions, these areas shall be the Humanities, the Life Sciences, the Mathematical and Physical and Mathematical Sciences, and the Social and Behavioral Sciences. A department's affiliation with one of these divisions is based on the department's choice, subject to the approval of the Executive Dean.

Commented [CP6]: The language in this paragraph was updated to reflect the division's correct name.

Section 9. The records of each standing and ad hoc committee shall be filed in the Office of the Executive Dean of SAS at the end of each academic year and shall be kept for a period of not less than three years.

Section 10. The Executive Committee, the Nominations and Elections Committee, Advisory Committees on Appointments and Promotions, and the Committee for Diversity Equity, and Inclusion are advisory to the Executive Dean and may, at their discretion, report to the faculty on policy matters. The faculty may request reports from any of these committees dealing with their policies and practices, avoiding personal and confidential details. All other committees shall report at least annually to the faculty and the Executive Dean.

Section 11. Committees assume their responsibilities annually on September 1. The Nominations and Elections Committee shall meet by the middle of February to begin the process of holding the annual election for elected positions in SAS. Voting in the annual election shall be carried out by secret ballot with provision to secure the integrity of the process. The annual election shall be completed before the end of the spring semester.

ARTICLE VI. STANDING COUNCILS AND COMMITTEES

Section 1. The councils and standing committees listed in this Article are presented in a sequence with the councils and the Executive Committee first, followed by three groupings of standing committees:

- (1) committees primarily concerned with administration,
- (2) committees primarily concerned with faculty affairs, and
- (3) committees primarily concerned with student affairs.

Section 2. The Council of Department Chairs shall be convened by the Executive Dean. It shall meet as necessary to discuss relevant information and to advise the Executive Dean. Any recommendations or administrative actions made by the Council on behalf of the faculty shall be reported to the faculty immediately.

The membership of the Council of Department Chairs shall be the Chairs of departments of SAS. The Executive Dean may add additional members, subject to the



approval of the Council, in order to include relevant points of view not otherwise represented.

Section 3. The Council of Undergraduate Directors shall be convened by the Vice Dean for Undergraduate Education. It shall meet as necessary to discuss relevant information, and to advise the Vice Dean for Undergraduate Education.

The membership of the Council of Undergraduate Directors shall be the undergraduate directors of the departments and degree programs of SAS and of departments and degree programs in other Schools of the University that offer undergraduate majors or minors to SAS students. ~~Departments or degree programs that do not have an undergraduate director will designate an appropriate representative to the Council.~~

Commented [JW7]: SAS no longer has units without a UPD.

Section 4. The Council of Student Representatives shall be convened by the Executive Dean. It shall meet as necessary to discuss relevant information, and to advise the Executive Dean on matters pertaining to undergraduate education and student interests.

The membership of the Council of Student Representatives shall be no fewer than eight students, appointed by the Executive Dean on a yearly basis. The Council should be broadly representative of the student body's elected leadership, and should also include the student members of standing SAS committees.

Section 5. The Executive Committee shall be convened by the Executive Dean. It shall meet as necessary to advise the Executive Dean on program priorities in such areas as faculty-line assignments, teaching, research, and service, in relation to the resources allocated to SAS and long-range planning in those areas. It shall also advise the Executive Dean on proposed changes to the SAS bylaws and on the resolution of any inconsistencies that departmental bylaws may have with the SAS bylaws or University regulations. The Executive Committee shall include eight members currently serving as chairs of SAS departments. All eight members will be appointed by the Executive Dean, and shall include no fewer than one from each of the divisions.

Section 6. The Nominations and Elections Committee shall nominate at least two candidates for each elective faculty position (elective faculty positions include elected members of committees of SAS, the Secretary of SAS, and the members of the University Senate elected annually by SAS). No member of the Nominations and Elections Committee shall be eligible for nomination by the committee. Nominations shall be referred to the Secretary of SAS for distribution to the faculty of SAS. The committee shall advise the Executive Dean on appointing faculty members to committees.

In the event that the office of the Executive Dean of SAS becomes or is about to become vacant, the committee shall nominate candidates for the election of a



minimum of five faculty members to a committee that shall advise the President of the University on the selection of a new Executive Dean.

An election subcommittee of the Nominations and Elections Committee shall be responsible for the conduct of an annual election. The subcommittee shall develop election procedures for preserving the integrity of the election process and for the efficient tabulation and certification of the results of the balloting.

The committee shall be composed of eight elected members, two from each of the divisions. The members shall be elected for two-year overlapping terms.

Section 7. There shall be four Advisory Committees on Appointments and Promotions.

The Advisory Committee on Appointments and Promotions to Professor II shall be composed of faculty members at the rank of Professor II or higher. It shall advise the Executive Dean on promotions to the rank of Professor II and on all new appointments to the rank of Professor II. The Advisory Committee on Appointments and Promotions to Professor I shall be composed of faculty members at the rank of Professor I or higher. It shall advise the Executive Dean on promotions to the rank of Professor I and on all new appointments to the rank of Professor I.

The Advisory Committee on Appointments and Promotions to Associate Professor with Tenure shall be composed of faculty members at the rank of Associate Professor or higher. It shall advise the Executive Dean on promotions to the rank of Associate Professor with tenure and on all new appointments to the rank of Associate Professor with tenure.

The Advisory Committee on Appointments and Promotions of Nontenured Faculty shall be composed of faculty members at the rank of Associate Professor or higher. It shall advise the Executive Dean on reappointments of nontenured faculty.

Each advisory committee on appointments and promotions shall be composed of twenty members, six from departments in the Humanities, six from departments in the Social and Behavioral Sciences and eight from departments in the Mathematical, Physical and Life Sciences, including at least three from the departments in the Life Sciences. Members of the committees shall be appointed by the Executive Dean of SAS. Where possible, no more than one member of a committee shall be from the same department. Members of the committees shall be tenured faculty members and shall normally be voting members of SAS in accordance with Article II, Section 1 of these bylaws; however, the Executive Dean of SAS shall have the option of including on the committees one or more faculty members from other units in the University. No faculty member serving as Chair can be appointed to one of these committees. Members of these committees shall serve for two-year overlapping terms. The



advisory committees on appointments and promotions shall not have chairs or secretaries.

Each candidate to be considered by one of the advisory committees on appointments and promotions shall be reviewed by a four-member subcommittee. In the Humanities and Social and Behavioral Sciences, the subcommittee will consist of committee members from departments in the same discipline area as the candidate's department. For candidates from the ~~Physical and Mathematical~~ and Physical Sciences and the Life Sciences, the subcommittee will consist of committee members from departments in these two science discipline areas. Candidates working in interdisciplinary and multidisciplinary departments may request an ad hoc multidisciplinary subcommittee, composed of committee members from more than one discipline area.

Commented [CP8]: The language in this paragraph was updated to reflect the division's correct name.

When a matter arises concerning a candidate in the same department as a committee member, that committee member shall not be a member of the subcommittee reviewing the candidate. These subcommittees shall not have chairs or secretaries. No candidate shall be reviewed by a subcommittee consisting of fewer than four members.

When a four-member subcommittee cannot otherwise be formed, subcommittee members may be drawn from one of the other three Advisory Committees on Appointments and Promotions, provided that the committee member meets the eligibility requirements for the subcommittee in question.

When a four-member subcommittee cannot be formed from the members of the four Advisory Committees on Appointments and Promotions, the Executive Dean shall appoint additional members to the extent necessary; such additional members shall meet the eligibility requirements for service on both the appointments and promotions committee and the subcommittee in question and shall serve only for the review of the candidate or candidates whose review has made their appointment necessary.

Section 8.

The Committee for Diversity, Equity, and Inclusion shall be convened by the Executive Dean or designee. It shall advise the Executive Dean on policy matters concerning the status of underrepresented groups and on policy matters relating to groups protected by state and federal equal employment opportunity laws.

The committee shall be composed of at least ten members: Executive Dean or designee, four elected members of the faculty of SAS (one from each division), four appointed members of the faculty of SAS (one from each division), and at least one student, appointed by the Executive Dean. The committee membership shall be broadly representative of racial, ethnic, and gender groups. Members shall serve for two-year overlapping terms.

Section 9. The Curriculum Committee shall have broad responsibility to advise the Executive Dean on substantive matters concerning the educational programs of SAS. The committee shall review and make appropriate recommendations to the faculty of SAS on undergraduate disciplinary and multidisciplinary course and curriculum proposals. At its discretion, the committee may form appropriate subcommittees to consider these proposals (e.g., from a single major discipline area or from the relevant disciplines for a multidisciplinary proposal).

The Curriculum Committee shall be composed of ~~twelve fifteen~~ members, and shall represent a range of academic areas and department or program sizes. Six members shall be appointed yearly by the Executive Dean from the Undergraduate Directors or other designees of departments or programs. ~~Three members, drawn from SAS departments that do not have Undergraduate Directors, shall be elected to two-year terms of service.~~ Six at-large members from departments not represented on the committee shall be elected by the SAS faculty. No department may be represented by more than one person.

Commented [JM9]: We should delete this sentence because we no longer have departments without undergrad directors

Commented [JW10R9]: Propose changing 15 to 12 (at top of paragraph to match this).

Section 10. The Core Requirements Committee shall review the effectiveness of the core requirements, monitor assessments of these requirements and recommend appropriate actions to the Executive Dean for consideration by the faculty of SAS. The committee shall recommend revisions to the approved list of courses satisfying core requirements. The committee shall be convened as needed by the Vice Dean for Undergraduate Education or their designee, but shall meet at least once each year.

The committee shall be composed of two non-voting ex-officio members, ~~the Executive Vice Dean of SAS and~~ the Vice Dean for Undergraduate Education, three non-voting student members appointed by the Executive Dean, and eighteen voting members:

Commented [CP11]: The phrase “designee” is added to this sentence to support the Vice Dean for Undergraduate Education as it pertains to who can convene the Core Requirements Committee in their absence.

Commented [CP12]: The Executive Vice Dean does not participate in this process. As a result, the proposal is to remove this phrase from the paragraph.

- a. four SAS faculty appointed by the Executive Dean and chosen to represent a broad range of curricular interests;
- b. four representatives appointed by the Executive Dean from units that offer undergraduate majors or minors to SAS students (as listed under Article II, Section 3);
- c. eight elected SAS faculty, two from each of the divisions, elected to two-year overlapping terms;
- d. two staff representatives from the Office of Academic Services, appointed by the Executive Dean.

Section 11. The Undergraduate Admissions and Scholarship Committee shall set and review policy concerning undergraduate recruitment, admissions, and transfers into SAS (both from other units in the University and from outside the University). It shall also develop and review on a yearly basis the policies and procedures under which



SAS scholarship funds are administered and awarded, and shall examine applications and recommendations for all scholarship funds administered by the SAS.

The committee shall be composed of the Vice Dean for Undergraduate Education and the Vice President for Enrollment Management (or a designee) serving as ex officio members, and four voting members:

- a. four SAS faculty appointed by the Executive Dean and chosen to represent a broad range of curricular interests;
- b. four elected SAS faculty, one from each division, elected to two-year overlapping terms;

Section 12. The Academic Standing Committee shall develop, recommend, and review policies for undergraduate academic review, dismissal, readmission, and the granting of academic amnesty. It shall recommend students to the Executive Dean of SAS to receive their degrees.

At the end of each term, the Academic Standing Committee shall review and may take action on the record of every student whose term or cumulative grade-point average is below established standards. The committee may dismiss such students from the SAS (except at the end of the first term) or place such students on probation.

~~The committee shall counsel and advise any student who has exhausted the usual administrative remedies at the departmental and SAS levels and who seeks such advice with respect to any problem affecting the student's academic relationship with any faculty member, department, or program of SAS. The committee may also on its own initiative make suggestions to administrative officers of SAS concerning matters relevant to this charge. The committee may report to the Executive Dean of SAS and shall respond to requests from the Executive Dean for advice concerning matters relevant to this charge.~~

The committee may uncover, through its case work, flaws in the academic policies and procedures governing SAS undergraduates and the Office of Academic Services and may recommend appropriate changes to the Executive Dean for consideration by the faculty of SAS.

The Committee shall be composed of at least twenty-one members. Approximately three quarters shall be faculty, and one quarter shall be staff. The Vice Dean for Undergraduate Education (or a designee) shall serve ex officio.

- a. eight SAS faculty appointed by the Executive Dean and chosen to represent a broad range of curricular interests;

Commented [CP13]: This paragraph misrepresents the breadth of the committee's responsibilities. As a result, the proposal is to delete this paragraph.



- b. four representatives appointed by the Executive Dean from units that offer undergraduate majors or minors to SAS students (as listed under Article II, Section 3);
- c. four elected SAS faculty, one from each division, elected to two-year overlapping terms;
- d. at least five staff representatives, including three from the Office of Academic Services and two from student services, appointed by the Executive Dean.

Section 13. The Honors Committee shall oversee the operations of the Honors Program, review and make recommendations for strengthening the Honors Program, seek new ways of encouraging and rewarding superior student scholarship, and recommend standards for graduation with honors from SAS.

The Dean of the Honors Program shall serve as an ex officio member and chair of the committee. The Honors Committee shall have nineteen voting members:

- a. the Administrative Director of the Honors Program;
- b. eight SAS faculty appointed by the Executive Dean and chosen to represent a broad range of curricular interests; two of these will be faculty members serving on the Curriculum Committee;
- c. four representatives appointed by the Executive Dean from units that offer undergraduate majors or minors to SAS students (as listed under Article II, Section 3);
- e. four elected SAS faculty, one from each of division, elected to three-year overlapping terms; three Honors Program student representatives, one of whom will be a non-traditional student, appointed by the Executive Dean of the SAS. The student members shall serve one-year terms.

ARTICLE VII. DEPARTMENTS

Section 1. Each department shall be responsible for, and have authority for, the undergraduate and graduate work in its discipline (e.g., major requirements, options within the major, and minor requirements). Departments shall work with SAS and the [School of Graduate Studies](#) ~~Graduate School~~ in carrying out their missions.

Section 2. The voting members of a department shall include (1) all tenured or tenure-track members of the University Faculty whose tenure home is in the department; (2) all members of a department on annual or other nontenure-track appointments who hold the rank of Instructor or higher, who occupy at least fifty-one percent of a faculty line

Commented [CP14]: This change is suggested to update the graduate school's name in the document.



in that department, and who have completed a year of service. Such faculty members shall not have a vote on personnel matters.

Faculty members on leave maintain their voting membership in the department. Faculty members whose primary assignment is as a member of the Administration (e.g., Executive Dean, Vice Dean, Dean) shall not be voting members of their departments during the terms of their administrative appointments, unless the department votes to retain such faculty members among their voting members. A department may establish in its bylaws provisions for adding appropriate voting and/or nonvoting members, whose membership shall be subject to the approval of the Executive Dean of SAS.

Section 3.

Each department shall adopt a set of bylaws in accordance with University Regulations and these bylaws. A copy of the bylaws shall be filed with the Executive Dean of SAS and, where appropriate, with the Dean of the Graduate School. All amendments shall be filed with the Executive Dean of SAS within thirty days of their adoption. Department bylaws shall include:

- a. acknowledgment of the department's responsibility to provide a full and diverse curriculum, including appropriate options within the major, and to provide such offerings at a range of times and places for all students; students, with stop points (maximum sizes) and minimum enrollment standards that are pedagogically appropriate to the subject matter;
- b. in the absence of a collective bargaining agreement on course scheduling, criteria and procedures for protecting instructors' time for professional or family obligations;
- c. criteria and procedures for recommending the addition of voting and/or nonvoting members of the department;
- d. a procedure for convening department meetings;
- e. a detailed procedure for the nomination of a chair to the Executive Dean, in accordance with Article VII, Section 4;
- f. a detailed procedure for making recommendations concerning appointments, promotions, and reappointments in accordance with Article VII, Section 6;
- g. provision for the annual gathering of student views of departmental course offerings, teaching, and other activities;
- h. a procedure for advising students;
- i. a procedure for dealing with student complaints;

- j. a procedure for departmental approval and scheduling of courses as conforming to its full and diverse curriculum responsibilities, including specifying appropriate minimum enrollment standards and stop points (maximum sizes).

Section 4.

The chair of a department shall be responsible for the administration of the department according to the provisions of the [Rutgers University Policy Library](#) ~~University Regulations~~ and these bylaws.

Only a voting member of the department who is ~~at or above the rank of a professor or~~ [at or above the rank of a professor](#) associate professor, with tenure, is eligible to serve as chair. The term of office of the chair shall be three to five years (the specific number of years to be determined by a department in its bylaws), with the possibility of renewal.

The chair shall be appointed by the Executive Dean of SAS. In the event that a chair must be appointed because of expiration of term or otherwise, (1) if a department includes fewer than three members eligible to serve as chair, the Executive Dean shall appoint a chair in consultation with the voting members of the department; or (2) if a department includes three or more members eligible to serve as chair, the eligible voting members of the department shall by ballot, in a procedure described in the department's bylaws, nominate to the Executive Dean one of its eligible members for appointment as chair.

The bylaws of each department with three or more members eligible to serve as chair shall detail the procedure for nominating a chair and shall insure that

- a. the rights of any eligible person to be nominated to serve as chair are not prejudiced;
- b. all voting is carried out by secret ballot with provision to secure the integrity of the process;
- c. provision is made for the distribution of ballots to those on leave, allowing sufficient time for the return of ballots and maintaining similar provisions for secrecy and integrity;
- d. the nomination process commences no later than four and one-half months prior to the date of an appointment (e.g., for July 1 appointments, the process should start by February 15).

A department may indicate in its bylaws that its balloting to nominate a chair shall be conducted by the Secretary of SAS. Upon a petition signed by three members of the department, a particular instance of balloting to nominate a chair shall be conducted by the Secretary of SAS.

Commented [CP15]: This edit is required to direct SAS stakeholders to the correct place to find university policies.

Commented [JW16]: Suggested edit allows for distinguished professors to participate.



If a department chair is being recruited from outside the University, the Executive Dean shall appoint the chair upon consultation with the voting members of the department and in particular with those at the rank proposed for the outside candidate and at higher ranks.

Section 5. In the case of the temporary absence of a duly appointed chair, the Executive Dean shall appoint an acting chair. If the temporary absence of the chair is not to exceed six months, the Executive Dean shall appoint, without balloting, an eligible member of the department as acting chair for the period in question, if such an appointment is not otherwise provided for in the department's bylaws. If the temporary absence of the chair is to exceed six months, the department shall nominate to the Executive Dean one of its eligible members to serve as acting chair in accordance with departmental bylaws.

Under unusual circumstances as determined by the Executive Dean in consultation with the Executive Committee of SAS, when a department is without a duly appointed chair because of expiration of term or otherwise, the Executive Dean may appoint, in consultation with the voting members of the department, any [distinguished professor](#), professor or associate professor, with tenure, of the University Faculty as the department's acting chair for a period not to exceed one year. If the unusual circumstances remain unresolved at the termination of any such appointment of an acting chair, the Executive Dean may again appoint, in consultation with the voting members of the department and with the approval of the Executive Committee, an acting chair for a period not to exceed one year.

Section 6. All tenured and tenure-track faculty members of a department shall be consulted on all new appointments to that department, regardless of rank, prior to the making of said appointments. Such consultation does not substitute for the requirement that the tenured members at or above the rank of the individual nominated for appointment formally act on the recommendation for appointment.

Similarly, each academic department shall develop a procedure involving all tenured and tenure-track members to advise the Executive Dean of SAS prior to the decision to reassign a faculty member from another academic department or unit to membership in the department.

These procedures shall be codified in the departmental bylaws.

ARTICLE VIII. PROGRAMS

Section 1. To supplement its departments, SAS shall also be empowered to establish single-disciplinary, multidisciplinary, and area-studies programs. Each program shall be responsible for, and have authority for, the undergraduate work in its subject area. Where appropriate, the curriculum of a program shall be drawn from the course offerings of one or more of the departments of SAS or of other academic units.



Section 2. A multidisciplinary or area-studies program shall be governed by a committee, appointed by the Executive Dean, of faculty with significant teaching or research interests in the subject area. In consultation with the committee, the Executive Dean shall appoint a program director from among its members. The program director shall convene the program committee, supervise the distribution of administrative responsibilities for the committee, and serve as primary liaison with departments offering courses that are included in the curriculum of the program. A single-disciplinary program shall be governed by the department offering the program. Its director shall be appointed by the Executive Dean in consultation with the department.

Section 3. Voting members of a multidisciplinary or area-studies program are determined by the committee governing that program, subject to the approval of the Executive Dean.

Section 4. Each program shall adopt a set of bylaws in accordance with University Regulations and these bylaws. A copy of the bylaws shall be filed with the Executive Dean of SAS. All amendments shall be filed with the Executive Dean of SAS within thirty days of their adoption.

ARTICLE IX. AMENDMENTS

Section 1. These bylaws may be amended at any meeting of the faculty of SAS, provided that written notice of the intent to amend and the text of the proposed amendment has been sent to all voting members at least two weeks prior to the meeting. Amendments may be initiated by the Executive Dean, ~~the Rules of Procedure Committee~~, the Executive Committee, or a petition signed by fifteen voting members of SAS. Amendments must be approved by two-thirds of the voting members present or by two-thirds of those voting if a ballot has been ordered in accordance with Article IV, Section 4.

Commented [CP17]: The Rules of Procedures Committee no longer exists, so we recommend deleting it from the bylaws.

Proposal to amend SAS Bylaws ARTICLE VI. STANDING COUNCILS AND COMMITTEES

Section 13.

The Honors Committee shall oversee the operations of the Honors Program, **including integrations of the Honors Program and curriculum with other New Brunswick units, and recommend to the full SAS faculty any major changes to the Honors Program for SAS Faculty approval;** review and make recommendations for strengthening the Honors Program, seek new ways of encouraging and rewarding superior student scholarship **in the humanities and the sciences**, and recommend standards for graduation with honors from SAS, **consistent with Academic Honors Societies.**

~~The Dean of the Honors Program shall serve as an ex officio member and chair of the committee.~~ The Honors Committee shall have nineteen voting members:

- a. the Administrative Director of the SAS Honors Program **or equivalent position;**
- b. ~~eight~~ **four** SAS faculty appointed by the Executive Dean and chosen to represent a broad range of curricular interests; two of these will be faculty members serving on the Curriculum Committee;
- c. four representatives appointed by the Executive Dean from units that offer undergraduate majors or minors to SAS students (as listed under Article II, Section 3);
- ~~e. four~~ **d. eight** elected SAS faculty, ~~one~~ **two** from each of division, **and from different departments**, elected to three-year overlapping terms; three Honors ~~College Program~~-student representatives, one of whom will be a non-traditional student, appointed by the Executive Dean of the SAS. The student members shall serve one-year terms.

Whereas, a clearly described process for appeal of executive actions and adjudication of conflicts that may arise is a hallmark of democratic process,

And, such a process is available in Policy 50.2.3.C involving the University Senate, but not clearly articulated in the SAS Bylaws,

And, the SAS Bylaws already mandate reporting of SAS actions to Executive Vice President for Academic Affairs and the Chair of New Brunswick Faculty Council,

Resolved, the following amendment shall be adopted:

ARTICLE IX. AMENDMENTS **AND APPEALS**

Section 1. These bylaws may be amended at any meeting of the faculty of SAS, provided that written notice of the intent to amend and the text of the proposed amendment has been sent to all voting members at least two weeks prior to the meeting. Amendments may be initiated by the Executive Dean, the Executive Committee, or a petition signed by fifteen voting members of SAS. Amendments must be approved by two-thirds of the voting members present or by two-thirds of those voting if a ballot has been ordered in accordance with Article IV, Section 4.

Section 2. Upon the petition of fifteen voting members of SAS or the Executive Committee of SAS, disputes arising concerning any matters of process described in these bylaws shall be reported to the Chair of the New Brunswick Faculty Council and the Executive Vice President for Academic Affairs, and advisory opinions shall be solicited from the New Brunswick Faculty Council and the Executive Vice President for Academic Affairs. Any determinations of the Executive Dean subsequent to such advisory opinions may be appealed to the University Senate pursuant to Policy 50.2.3.C. Matters of process subject to this procedure shall include but are not limited to such matters as timely elections and fair election processes, timely communication with faculty, adjudication of conflicts between departmental bylaws and actions of the Executive Dean, filing of amendments to departmental bylaws, resolutions of disputes about the voting status of faculty and other SAS members, and resolutions of other major disputes as described in the resolutions of the SAS Faculty.