



COLLEGE OF NURSING
AND ALLIED HEALTH SCIENCES

BYLAWS

HOWARD UNIVERSITY

Washington, D.C.

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Table of Contents

FOREWORD	5
ARTICLE I: MISSION AND GOALS OF THE COLLEGE	6
SECTION 1: MISSION OF THE COLLEGE	6
SECTION 2: VISION FOR THE COLLEGE	6
SECTION 3: GOALS OF THE COLLEGE	6
ARTICLE II: ORGANIZATION AND ADMINISTRATION OF THE COLLEGE	7
SECTION 1: ORGANIZATIONAL STRUCTURE	7
SECTION 2: COLLEGE ADMINISTRATION	7
SECTION 3: DEAN	7
SECTION 3.1: APPOINTMENT AND TERM OF THE DEAN	7
SECTION 3.2: DUTIES AND RESPONSIBILITIES OF THE DEAN	8
SECTION 3.3: EVALUATION OF THE DEAN	9
SECTION 4: ASSOCIATE DEANS	9
SECTION 4.1: DUTIES AND RESPONSIBILITIES OF THE ASSOCIATE DEANS	10
SECTION 4.2: EVALUATION OF THE ASSOCIATE DEANS	10
SECTION 5: DEPARTMENT CHAIRS	11
SECTION 5.1: SEARCH FOR AND APPOINTMENT OF DEPARTMENT CHAIRS	11
SECTION 5.2: DUTIES AND RESPONSIBILITIES OF THE DEPARTMENT CHAIRS	11
SECTION 5.3: REAPPOINTMENT AND EVALUATION OF THE DEPARTMENT CHAIRS	12
SECTION 5.4: REMOVAL OF THE DEPARTMENT CHAIRS	12
SECTION 6: PROGRAM DIRECTOR(S)/ COORDINATOR(S) AND OTHER ADMINISTRATORS	12
ARTICLE III: STANDING COMMITTEES OF THE COLLEGE	13
SECTION 1: COLLEGE EXECUTIVE COMMITTEE	13
SECTION 1.1: AUTHORITY OF THE COLLEGE EXECUTIVE COMMITTEE	13
SECTION 1.2: MEETINGS OF THE COLLEGE EXECUTIVE COMMITTEE	13
SECTION 2: COLLEGE APPOINTMENTS, PROMOTION AND TENURE (APT) COMMITTEE	13
SECTION 3: COLLEGE STUDENT AFFAIRS COMMITTEE	14
SECTION 4: COLLEGE ACADEMIC EXCELLENCE/CURRICULUM COMMITTEE	14
SECTION 5: COLLEGE RESEARCH COMMITTEE	14

ARTICLE IV: BOARD OF VISITORS (BOV)	15
SECTION 1: OVERVIEW.....	15
SECTION 2: MEMBERSHIP APPROVAL	15
SECTION 2.1: MEMBERSHIP CRITERIA	15
SECTION 2.2: MEMBERSHIP COMPOSITION	15
SECTION 2.3: MEMBER TERMS.....	15
SECTION 3: BOV CHAIR AND VICE CHAIR.....	15
ARTICLE V: ACADEMIC DEPARTMENT ORGANIZATION AND FUNCTIONS	16
SECTION 1: STRUCTURE AND FUNCTION	16
SECTION 2: DEPARTMENT RESPONSIBILITIES	16
SECTION 3: DEPARTMENT COMMITTEES.....	16
SECTION 3.1: DEPARTMENTAL EXECUTIVE COMMITTEE	16
SECTION 3.2: DEPARTMENTAL CURRICULUM COMMITTEE	17
SECTION 3.3: DEPARTMENTAL APPOINTMENTS, PROMOTIONS, AND TENURE COMMITTEE	17
ARTICLE VI: PARLIAMENTARY RULES.....	18
SECTION 1: PARLIAMENTARIAN	18
ARTICLE VII: COLLEGE FACULTY	19
SECTION 1: COMPOSITION OF THE COLLEGE FACULTY	19
SECTION 1.1: COLLEGE FACULTY MEETINGS.....	19
SECTION 2: FACULTY SECRETARY	19
SECTION 2.1: FACULTY SECRETARY RESPONSIBILITIES.....	19
SECTION 2.2: AGENDA	20
SECTION 3: FACULTY APPOINTMENT, REAPPOINTMENT, PROMOTION, AND TENURE	20
SECTION 3.1: TYPES OF FACULTY APPOINTMENTS	20
SECTION 3.2: APPOINTMENT, REAPPOINTMENT, AND SEARCH PROCEDURES	20
SECTION 3.3: FACULTY PROMOTION AND TENURE	21
SECTION 4: FACULTY DISCIPLINARY ACTION, SUSPENSION AND TERMINATION	21
SECTION 5: FACULTY RESPONSIBILITIES	21
SECTION 5.1: FACULTY RESEARCH AND SCHOLARLY RESPONSIBILITIES.....	22
SECTION 5.2: FACULTY TEACHING RESPONSIBILITIES	22
SECTION 5.3: FACULTY UNIVERSITY AND COMMUNITY SERVICE RESPONSIBILITIES	22

SECTION 5.4: FACULTY PROFESSIONAL ETHICS AND OBLIGATIONS	22
ARTICLE VIII. VOTING RIGHTS AND PROCEDURES	24
SECTION 1: VOTING RIGHTS AND PROCEDURES.....	24
SECTION 2: QUORUM AND MAJORITY	25
ARTICLE IX: AMENDMENT OF THE BYLAWS.....	26
SECTION 1: AMENDMENT OF THE BYLAWS	26
ARTICLE X: APPROVAL AND IMPLEMENTATION OF THE BYLAWS.....	27
SECTION 1: APPROVAL AND IMPLEMENTATION OF THE BYLAWS	27
APPENDIX I: ORGANIZATIONAL STRUCTURE OF THE COLLEGE	28

FOREWORD

This final edition of the revised Bylaws of the College of Nursing and Allied Health Sciences was approved by the faculty on May 15, 2023. Approval of the Bylaws for the college is required to ensure the efficient functioning of the college in a manner that will be consistent with the Bylaws of the Board of Trustees, the Howard University Faculty Handbook, and other governing rules and regulations of the University.

These College of Nursing and Allied Health Sciences Bylaws supersede any and all other College of Nursing and Allied Health Sciences Bylaws.

Gina S. Brown, PhD, MSA, RN, FAAN Dean

College of Nursing and Allied Health Sciences Howard University

May 15, 2023

ARTICLE I: MISSION AND GOALS OF THE COLLEGE

SECTION 1: MISSION OF THE COLLEGE

The Mission of the College of Nursing and Allied Health Sciences is to provide exemplary educational experiences within the health professions to an ethnically diverse population of students with high scholarship and leadership potential. Emphasis is placed on the University's historical commitment to provide educational opportunities to Black students and other underserved minority groups.

The college fosters the development of competent, ethical, and compassionate graduates endowed with a strong sense of the University's core values of excellence, leadership, service, and truth. As scholars and leaders, graduates are empowered to address issues of social justice and inequities in health care nationally and in the global community, inclusive of the underserved. The college is committed to recruiting and retaining a diverse cadre of qualified and competent faculty and staff dedicated to teaching, research, professional practice, and service.

SECTION 2: VISION FOR THE COLLEGE

The College of Nursing and Allied Health Sciences will be comprised of top-ranked educational programs which prepare healthcare professionals to be leaders and innovators in practice, education, research, and service. Graduates will deliver patient-centered, intra-professional care, and utilize cutting-edge technology and evidence-based practice to improve the health of all people with an emphasis on promoting health equity toward eliminating health disparities.

SECTION 3: GOALS OF THE COLLEGE

The specific goals of the College of Nursing and Allied Health Sciences are to:

1. Offer quality educational programs of study leading to baccalaureate, masters, and doctoral degrees for professional and continuing education in the Nursing and Allied Health Sciences professions.
2. Recruit, retain, and educate students representing underserved populations including but not limited to black and brown students as well as students from the diaspora, by providing educational experiences that enable them to obtain the skills and knowledge necessary for successful careers in Nursing and Allied Health Sciences professions.
3. Recruit and retain a cadre of qualified and competent faculty and staff who are dedicated to effective teaching, research, publication, student mentoring, continued professional practice, and community service.
4. Encourage and support faculty to conduct scientific research and engage in other scholarly activities that enhance the health career disciplines of the college and ultimately improve the quality of life of the local, national, and international community.
5. Facilitate among its graduates a life-long commitment to providing solutions to challenging healthcare problems that affect local, national, and international communities.
6. Increase alumni and philanthropic support for the college.

ARTICLE II: ORGANIZATION AND ADMINISTRATION OF THE COLLEGE

SECTION 1: ORGANIZATIONAL STRUCTURE

The college comprises two divisions: nursing, and allied health sciences, with a number of departments in each division. The college consists of its Dean, administrative officers, faculty, staff, and students.

The organizational structure of the college is as follows:

The departments in the Division of Nursing are:

- Undergraduate Nursing
- Graduate Nursing

The departments in the Division of Allied Health Sciences are:

- Clinical Laboratory Science
- Health Management
- Nutritional Sciences
- Occupational Therapy
- Physical Therapy
- Physician Assistant
- Radiation Therapy

This organizational structure of the college (as shown in [Appendix I](#)) is designed to promote effective teaching, research, service, and professional practice activities through collaborative decision-making across the college's academic departments.

SECTION 2: COLLEGE ADMINISTRATION

The administration of the college shall include the Dean, Associate Deans, Department Chairs, Program Directors, and other senior administrative staff as deemed appropriate.

SECTION 3: DEAN

The Dean serves as the chief administrator of the College of Nursing and Allied Health Sciences. The Dean is subject to the authority of the Board of Trustees, the President of the University, the Howard University Faculty Handbook, and the College of Nursing and Allied Health Sciences Bylaws. The Dean reports to the President, through the Provost. The Dean, in working with the faculty on matters relevant to academic programs and administration of the college, shall be guided by the principle of shared governance.

SECTION 3.1: APPOINTMENT AND TERM OF THE DEAN

The Board of Trustees appoints the Dean of the college upon nomination by the President, and recommendation of the Provost and an appointed decanal search committee. As appropriate, the Dean shall consult with other administrators and faculty in discharging his/her responsibilities. In performance of the duties of this office, the Dean represents the faculty, staff and students in the identification, presentation, and resolution of problems to the appropriate University official.

1. *Qualifications.* The qualifications of the Dean within the College of Nursing and Allied Health Sciences shall include, but are not limited to:
 - a. Earned doctorate from an accredited institution in one of the disciplines represented within the college or in Education with a graduate degree in one of the college's health profession disciplines, a proven record of teaching, research, service, and other scholarly activity that would qualify for a faculty appointment at the rank of Professor with tenure.
 - b. Proven record of significant administrative experience in higher education within a health science discipline.
 - c. Demonstrated ability in fundraising and funded research.
 - d. Commitment to building a cohesive and culturally diverse faculty, staff, and student body.
 - e. Ability to articulate a vision for the college that positions the college as one of the leading institutions within health care educational systems.
 - f. Demonstrated ability to develop inter/intra professional educational initiatives with other University disciplines and community institutions.
 - g. Outstanding interpersonal skills.
2. *Appointment Process.* When appointing a new Dean, the Provost shall name the chair of the search committee and appoint or arrange for the selection of a search committee. A majority of the search committee members shall be from the College of Nursing and Allied Health Sciences, and two members will be selected by the Faculty Senate. The Provost's recommendation, together with that of the college search committee, shall be forwarded to the President for final decision.
3. *Term of the Dean.* The Dean of the College of Nursing & Allied Health Sciences (CNAHS) does not have a definite term of office but serves at the pleasure of the President. The Dean is appointed by the Board of Trustees upon the recommendation of the President. If the Dean holds a faculty rank with indefinite tenure, he or she shall retain the right to return to a faculty position in the department of his or her discipline following the term in office.

SECTION 3.2: DUTIES AND RESPONSIBILITIES OF THE DEAN

The responsibilities of the Dean, as the chief administrative and academic officer of the college, shall include, but are not limited to:

1. Promoting and implementing the college's mission and strategic plan.
2. Developing and implementing fundraising and outreach activities for the benefit of academic programs, research infrastructure, student scholarships, endowments, and stipends.
3. Communicating University policies and procedures to the faculty and staff.
4. Communicating faculty concerns to the University administration.
5. Supervising the administration of the college.
6. Facilitating timely faculty and staff recruitment and promoting retention of faculty and staff.
7. Supervising and promoting faculty effectiveness in teaching, research, and service activities through faculty development and evaluation to achieve goals in the strategic plan.
8. Monitoring program implementation for adherence to academic standards, accreditation criteria, University policies, and budgetary control.
9. Actively engaging in developing, implementing, and measuring effectiveness of academic programs to achieve strategic goals in the University and college.
10. Monitoring progress in meeting enrollment goals for each department in accordance with recruitment plans.
11. Informing faculty of decanal priorities, goals, and objectives at the beginning of the year.

12. Providing faculty with an annual report as stipulated in the Handbook at the end of the year.
13. Preparing the college's Annual Report, and progress reports to the President, Board of Trustees, and/or designated organization authorities.
14. Providing oversight and approval for all accreditation self-study reports for presentation to the President via the Office of the Provost, Board of Trustees, and/or designated organization authorities.
15. Providing adequate facilities and resources to ensure excellence in teaching and research and to support compliance with accreditation standards.
16. Developing budget, including advocating for the budget, managing the budget, procuring, and managing the budgetary funds of the college.
17. Presiding over college faculty meetings as the chief academic officer of the college.
18. Monitoring and promoting faculty development toward desired strategic plan goals and tenure.
19. Representing the college in its official relations with the public, community agencies and organizations.
20. Planning course schedules and facilitating student advisement to ensure students can satisfy degree requirements in a timely manner.
21. Other duties that may be assigned or required by the Provost and President.

The Dean shall consult with the faculty in matters relevant to the academic programs and administration of the unit and be guided by the principle of shared governance.

SECTION 3.3: EVALUATION OF THE DEAN

The Dean shall be evaluated by the faculty of the college, in writing, at least once every two years. The evaluation shall be developed and coordinated in collaboration with the Office of the Provost and Chief Academic Officer and the Executive Committee of the College of Nursing & Allied Health Sciences (CNAHS). Evaluation rubrics will be distributed to faculty within the college to provide them the opportunity to give anonymous feedback on their decanal leadership. The evaluation rubric will consist of a series of questions in which participating faculty will assign a score and will be given an opportunity for comments. The comments allow faculty to state any reasons they have for believing that the decanal leadership has or has not helped the college make progress in meeting its mission and goals. The Executive Committee will tabulate the results of the evaluation and submit a summary report and all completed evaluation rubrics to the Office of the Provost. The rubric responses and comments will be anonymous and will not be edited. The Provost will communicate the results of the evaluation to the full-time faculty within the college within sixty (60) days of the completion of the evaluation. The results shall be used by the Provost to improve the effectiveness of the Dean and to make recommendations to the President regarding the Dean's continuation or replacement.

SECTION 4: ASSOCIATE DEANS

The following Associate Deans shall exist in the college: the Associate Dean for Academic Affairs and Administration and the Associate Dean for Research, Institutional Assessment, and Operations. The Associate Deans shall be accountable to the Dean of the college.

The Dean shall recommend, through the Provost and Chief Academic Officer, to the President the appointment of the Associate Deans from a list of qualified candidates recommended by a search committee. The Associate Deans are eligible for reappointment, and those who hold a tenured faculty position may return to that position at the end of their tenure in office. The term of office shall be (3) three years, unless a shorter term is stated in the letter of

appointment, as determined by the President in conjunction with the Dean of the college. After the initial 3-year term, the appointment shall be reviewed annually.

SECTION 4.1: DUTIES AND RESPONSIBILITIES OF THE ASSOCIATE DEANS

The Associate Deans are responsible to the Dean of the college for the execution of the rules and regulations of the University and the college. The Associate Deans shall represent the faculty, staff and students of the college to the Dean and appropriate college and University committees. As appropriate, the Associate Deans shall consult with the faculty and student representatives when discharging administrative responsibilities.

The Associate Deans assist the Dean in managing and administering processes at the college level and within the Dean's office. Their duties include, but are not limited to:

1. Promoting the mission and goals of the college.
2. Providing leadership in developing and implementing the college's strategic plan.
3. Holding regularly scheduled meetings with the Department Chairs and other administrative officers.
4. Presiding over college faculty meetings in the absence of the Dean.
5. Providing general oversight of research, teaching, and outreach activities of the college.
6. Promoting faculty recruitment and development.
7. Facilitating the process of faculty evaluation.
8. Providing leadership in program development and implementation.
9. Providing curriculum oversight.
10. Providing overall direction of the self-study accreditation process.
11. Ensuring the application and implementation of a comprehensive programmatic assessment and evaluation system.
12. Addressing academic and student affairs related issues.
13. Maintaining linkages and visibility of the college with external agencies and others.
14. Supporting compliance of departments to comply with standards of relevant licensure and accrediting bodies.
15. Performing other functions as the Dean may assign.

In the absence of the Dean, the Dean may assign one of the Associate Deans to assume the duties and responsibilities of the Dean as assigned.

SECTION 4.2: EVALUATION OF THE ASSOCIATE DEANS

The Associate Deans will be evaluated by the Dean of the college annually. The Dean shall seek input from the full-time faculty and staff of the college by such procedures as the full-time faculty and staff may establish in collaboration with the Dean.

The evaluation shall be developed and coordinated by collaboration between the Office of the Dean and the Executive Committee of the college. Evaluation rubrics will be distributed to faculty and staff throughout the college to provide them with the opportunity to give feedback on their Associate Deans' leadership.

The evaluation rubric will consist of a series of questions in which participating faculty and staff will assign a score and will be given an opportunity for discursive comments. The discursive comments allow faculty and staff to provide feedback on the Associate Deans' performance in their own words.

SECTION 5: DEPARTMENT CHAIRS

There shall be a Department Chair (or Program Director) of each established department in the college to meet the needs of the college and the accrediting bodies to which each department is responsible. The Department Chair (or Program Director) is the administrator of the department and reports to the Dean. The Department Chair (or Program Director) represents the faculty and staff of his/her department in the identification, presentation, and resolution of departmental issues and concerns to the Associate Dean for Academic Affairs and Administration.

SECTION 5.1: SEARCH FOR AND APPOINTMENT OF DEPARTMENT CHAIRS

When a new Department Chair position is created, or an existing Department Chair position is vacated, a departmental search committee shall be established. The size and composition of the search committee shall be determined by the faculty of the department. The Dean shall appoint the chair of the search committee and notify the department, in writing, of the scope of the search. The search committee shall present a recommendation to the Dean, who shall also develop a recommendation. The Dean's recommendation, along with that of the departmental search committee, shall be forwarded to the Provost. The Provost will then provide any recommendations and forward all recommendations to the President for final decision.

The President appoints Department Chairs based on recommendations from the Provost, the Dean, and the departmental faculty search committee, as defined above. The term of office for Department Chairs shall be three (3) years, unless a shorter term is stated in the letter of appointment, as determined by the President.

SECTION 5.2: DUTIES AND RESPONSIBILITIES OF THE DEPARTMENT CHAIRS

Each Department Chair is responsible for the administration of the department to which he or she is assigned. The administrative functions, titles, and status of the Department Chairs shall be distinct from their functions, titles, and status, if any, as holders of academic positions. Department Chairs who are tenured within their departments will retain their departmental seniority and rights to return to a tenured position in their department when they leave their administrative position. The Department Chair's responsibilities may include, but are not limited to, the following:

1. Providing leadership in developing the department's mission, goals, and objectives.
2. Ensuring faculty recruitment, development, and evaluation.
3. Providing leadership in program and curriculum development, review, and evaluation.
4. Overseeing student advisement.
5. Managing departmental budgeting and budget control.
6. Planning course schedules and teaching assignments.
7. Coordinating research, teaching, and outreach activities of the department.
8. Planning for the continued growth, development, and retention of students and faculty.
9. Recommending the appointment and evaluation of support personnel, after prior consultation with the department faculty.
10. Supervising the care of equipment and facilities of the department in accordance with University and accreditation safety guidelines.
11. Consulting with the faculty in matters relevant to the academic programs and administration of the department and being guided by the principle of shared governance.

12. Coordinating accreditation processes to ensure program compliance.
13. Assuming an advocacy role for his/her department at the Executive Committee meetings of the college/University forums, as appropriate.

Department Chairs without faculty status have no retreat rights. A Department Chair who has not been awarded tenure does not have the right to assume a faculty position unless the individual's credentials have been reviewed by the appropriate departmental and college committees and a recommendation for a faculty appointment has been made by both committees and approved by the President and Board of Trustees.

SECTION 5.3: REAPPOINTMENT AND EVALUATION OF THE DEPARTMENT CHAIRS

Incumbent Department Chairs shall be eligible for reappointment at the expiration of a term. Department Chairs shall be subject to performance evaluations by their respective Dean at least every two years. In addition, during the final year of a Department Chair's term, the Dean shall seek input from the full-time faculty of the department to evaluate the Department Chair's performance by such procedures as the full-time faculty may establish. On the basis of this evaluation, the full-time faculty shall recommend reappointment or replacement of the Department Chair to the Dean. The Dean's recommendation, along with that of the faculty, shall be forwarded through the Provost for a recommendation, and then on to the President for final decision.

The term of office shall be (3) three years, unless a shorter term is stated in the letter of appointment, as determined by the President.

SECTION 5.4: REMOVAL OF THE DEPARTMENT CHAIRS

A Department Chair may be removed at any time prior to the expiration of the term. The department, upon the vote of two-thirds of the full-time faculty, may initiate removal of a Department Chair. Also, the Associate Dean, the Dean, or the Provost and Chief Academic Officer may initiate removal. The Department Chair will be allowed to present his/her rebuttal to the Dean and the Provost and Chief Academic Officer prior to the final decision. Please refer to the Howard University Faculty Handbook for more information.

SECTION 6: PROGRAM DIRECTOR(S)/ COORDINATOR(S) AND OTHER ADMINISTRATORS

Directors are responsible for the administration of units that are not departments. Director(s) and Program Coordinator(s) shall be appointed to administer such programs in the college as required or stipulated by an accrediting agency or by the Dean. Procedures guiding the search for and the appointment, reappointment, term, evaluation, and removal of Directors of academic programs are the same as those for Department Chairs.

ARTICLE III: STANDING COMMITTEES OF THE COLLEGE

SECTION 1: COLLEGE EXECUTIVE COMMITTEE

The Executive Committee consists of the Dean, who shall serve as the Executive Committee Chair, the Associate Deans, Department Chairs, Program Directors, and other administrators as deemed necessary by the Dean. The committee shall meet at least once a month to discuss matters related to the daily operations of the college's instructional, scholarly, and service activities. The Department Chairs and Directors will report to the appropriate units regarding issues discussed in the meetings. Each eligible member of the committee shall have one vote, with the exception of the Dean, who shall vote only in the case of a tie.

SECTION 1.1: AUTHORITY OF THE COLLEGE EXECUTIVE COMMITTEE

The Executive Committee of the college shall be responsible for those matters delegated to it by the faculty and University administration. The specific authority and responsibilities of the Executive Committee shall be to:

1. Review and, where appropriate, act on information submitted by all duly constituted college and departmental committees.
2. Represent and act on behalf of the college faculty and other administrative personnel in the affairs of the college.
3. Serve in an advisory capacity to the Dean of the college concerning issues before the college and matters involving issues that are not resolved at the departmental level.
4. Develop a decanal evaluation subcommittee who tabulates the results of the decanal evaluation and submits a summary report and all completed evaluation rubrics to the Provost. The rubric responses and comments will be anonymous and will not be edited.
5. Propose programs, policies, and procedures on all matters regarding faculty affairs in the college, and handle matters related to faculty grievance, nominations, and elections.

SECTION 1.2: MEETINGS OF THE COLLEGE EXECUTIVE COMMITTEE

All proceedings and actions of the college Executive Committee shall be shared with the college faculty, Department Chairs and Associate Deans for feedback and input. The Dean shall convene regular committee meetings. Special meetings of the committee may be convened by the Dean or by written request of a majority of the voting members of the Executive Committee. The Executive Committee shall meet at least once monthly during the academic year. The quorum required to conduct official business shall be a majority of the members of the committee. The college Executive Committee shall be responsible for those matters delegated to it by the faculty. The Department Chair represents departmental faculty to the committee and then disseminates findings back to departmental faculty.

SECTION 2: COLLEGE APPOINTMENTS, PROMOTION AND TENURE (APT) COMMITTEE

Members of the college Appointments, Promotions and Tenure (APT) Committee shall be appointed annually from the eligible members of the tenured faculty. The Committee shall elect annually its chair from its membership. The

Appointments, Promotions and Tenure Committee shall submit recommendations for faculty appointments, reappointments, promotion and tenure to the Dean. In emergency hiring situations, the Dean shall have the right to call an expedited meeting of the college APT Committee in order to fill a vacant position.

SECTION 3: COLLEGE STUDENT AFFAIRS COMMITTEE

The college Student Affairs Committee shall handle matters referred to it from the departments that affect students on matters pertaining to student awards, student recruitment, admission, registration, retention, graduation clearance, financial aid, and alumni affairs activities. The Student Affairs Committee is comprised of the Associate Dean for Research, Assessment, and Operations, the Dean's designees, including the Directors of Student Affairs; three elected faculty representatives and two student representatives (one undergraduate and one graduate). A Dean's designee shall serve as the Student Affairs Committee Chair.

SECTION 4: COLLEGE ACADEMIC EXCELLENCE/CURRICULUM COMMITTEE

The college Committee on Academic Excellence/Curriculum shall be responsible for academic activities including, but not limited to, review and evaluation of academic programs of instruction, passage rates on licensure and certification examinations; curriculum development; evaluation of instructional facilities and degree requirements; and advancement of national and community service efforts. All changes in curriculum and implementation of new programs must be reviewed by and voted upon by the college Academic Excellence/Curriculum Committee. The Academic Excellence/Curriculum committee is comprised of the Associate Dean of Academic Affairs and Administration as well as elected representatives from each department, and other representatives as appointed by the Dean in collaboration with the faculty. The Associate Dean or the Dean's designee shall chair the committee.

SECTION 5: COLLEGE RESEARCH COMMITTEE

Members of the Research Committee shall include faculty representatives from each department of the college. The committee shall meet monthly to promote interdisciplinary scholarship among the faculty to meet the research goals of the college. The Associate Dean for Research, Institutional Assessment, and Operations shall chair the committee. Activities of the committee include but are not limited to identifying faculty research interests, and connecting potential faculty collaborators across the University, providing advisement on grant writing, and navigating institutional resources and procedures and management of online resource portals. The Associate Dean or the Dean's designee shall chair the committee.

ARTICLE IV: BOARD OF VISITORS (BOV)

SECTION 1: OVERVIEW

The College of Nursing and Allied Health Sciences should maintain a Board of Visitors (BOV) to provide academic, financial, and professional support and counsel to the college. The Board of Visitors is established by the Howard University Board of Trustees, and the BOV shall be governed in accordance with the BOV Policy, as set forth by the Board of Trustees.

The Board of Visitors shall provide the President, Provost and Chief Academic Officer, Dean, and Board of Trustees with an objective, informed perspective in the form of an annual report and shall generate external financial support for the unit.

SECTION 2: MEMBERSHIP APPROVAL

The approval of the appointment of BOV members rests with the Board of Trustees acting upon the recommendation of the President. Prior to making a recommendation, the President receives input from the Provost, the Dean of the college, and the Chair of the Board of Visitors. Nominations may come from any source (Deans, faculty, alumni, etc.).

SECTION 2.1: MEMBERSHIP CRITERIA

Distinguished persons informed about and interested in the various fields relevant to the College of Nursing & Allied Health Sciences shall be appointed to the Board of Visitors. Interest may be theoretical or practical, academic or professional, vocational or avocational.

SECTION 2.2: MEMBERSHIP COMPOSITION

The Board of Visitors shall consist of between 10 and 16 distinguished persons. Board of Visitors membership should represent a healthy blend of the pluralism that characterizes the healthcare space and the various programs within the College of Nursing and Allied Health Sciences, including qualified persons from a variety of professional backgrounds who share the College of Nursing & Allied Health Sciences mission to promote health equity. This should consist of people from all occupations with a wide array of ethnic, racial, and religious backgrounds, scholars, and practitioners. Howard University Alumni should constitute no less than 30 percent of the membership of the Board of Visitors.

SECTION 2.3: MEMBER TERMS

Board of Visitor members will serve three (3) year terms and shall serve not more than three (3) full terms.

SECTION 3: BOV CHAIR AND VICE CHAIR

The Board of Visitors Chair is appointed by the Board of Trustees acting on the advice of the President and is a Trustee. The Chair shall serve a one (1) year term, subject to annual renewal for a combined period not to exceed three (3) consecutive years. The Vice Chair is appointed in a comparable manner, with the same term limitations except the Vice Chair is not required to be a Trustee. The composition of the Board of Visitors shall reflect the disciplines that constitute the College of Nursing and Allied Health Sciences.

ARTICLE V: ACADEMIC DEPARTMENT ORGANIZATION AND FUNCTIONS

SECTION 1: STRUCTURE AND FUNCTION

The College of Nursing and Allied Health Sciences shall have individual departments. The departments shall consist of a Department Chair or Director and faculty members appointed to provide instruction in one or more established disciplines within the department. The department has the fullest measure of autonomy consistent with college and University policies.

SECTION 2: DEPARTMENT RESPONSIBILITIES

Each department, through the Department Chair, shall be responsible for:

1. The program formation, development and implementation of the teaching, research, and service in conformity with college and University guidelines.
2. Collaborating with other departments within the college and University, as deemed necessary, for the effective implementation of the program.
3. Calling meetings and creating an agenda for the meeting with input from the faculty.

The department shall meet no less than three (3) times during a regular semester to conduct departmental affairs. The Department Chair shall call and preside over all regular and ad hoc meetings. Ad hoc meetings can be called by the Dean, Associate Dean, or upon the written request of one-fourth of the faculty members. The agenda and proceedings shall provide an opportunity for the active participation of all faculty members in the affairs of the department. Voting shall be restricted to full-time faculty only.

The meeting minutes are to be promptly prepared by an elected secretary or designee. All minutes must be reviewed, voted on, and approved by faculty before distribution and storage.

SECTION 3: DEPARTMENT COMMITTEES

Each department shall have the following standing committees: an Executive Committee, a Curriculum Committee, and a Committee on Appointments, Promotions, and Tenure (APT). In addition, ad hoc committees may be established by vote from the faculty of the college, by provisions set forth in the Bylaws of CNAHS as determined by the faculty of CNAHS, or by appointment by the Department Chair.

All faculty members can propose the formation of ad hoc committees. The majority of full-time faculty must vote to approve the formation of the committee. The function, authority, and composition of each department standing committee shall be established by the department in conformity with University policies, and the college Bylaws as described in the following sections.

SECTION 3.1: DEPARTMENTAL EXECUTIVE COMMITTEE

Each department shall have an Executive Committee with members elected annually by the voting members of the department faculty. Each department will develop its mechanisms and procedures regarding its internal functions.

Members of the committee shall be full-time faculty, and the Department Chair shall be the Chair of the Executive Committee. The department Executive Committee shall be responsible for planning and decision making relative to student concerns, special projects/programs, and advising the Department Chair on other matters as delegated to it by the department faculty in accordance with college and University guidelines.

SECTION 3.2: DEPARTMENTAL CURRICULUM COMMITTEE

The departmental Curriculum Committee shall consist of members of the department faculty, and members of the committee shall elect a Curriculum Committee Chair. Each department will develop its own mechanisms and procedures regarding its internal functions. The committee shall periodically review and make curriculum recommendations regarding program course offerings. The recommendations shall be transmitted to the appropriate standing committees of the department or college. The Curriculum Committee is responsible for ensuring the department curricula meet all accreditation standards.

SECTION 3.3: DEPARTMENTAL APPOINTMENTS, PROMOTIONS, AND TENURE COMMITTEE

The departmental APT Committee shall be limited to all tenured faculty. When there is not a sufficient number of tenured faculty to constitute the departmental APT Committee, the Dean, in consultation with the faculty, shall establish an ad hoc committee. The departmental ad hoc committee shall consist of all tenured faculty from the department, and the additional member(s) shall be nominated from a pool of tenured faculty from the college. The committee membership shall be limited to tenured faculty from within the college. The committee shall be responsible for making recommendations regarding the appointment, promotion, and tenure of faculty in accordance with the University Faculty Handbook. The department APT Committee makes recommendations to the Department Chair, who makes recommendations to the college APT Committee, which makes recommendations to the Dean, who makes recommendations to the Provost for appointments, promotions, and tenure. In emergency hiring situations, the Dean shall have the right to call an expedited meeting of the departmental APT Committee in order to fill a vacant position.

ARTICLE VI: PARLIAMENTARY RULES

The rules contained in the most recent current edition of Robert's Rules of Order shall govern the college in all cases to which they are applicable and consistent with the college Bylaws or special rules of order that the college or University may adopt.

SECTION 1: PARLIAMENTARIAN

The Parliamentarian shall be appointed by the Dean to advise the Dean, other administrative officers, committee chairs, and members of the faculty during faculty meetings on matters of parliamentary procedures.

ARTICLE VII: COLLEGE FACULTY

SECTION 1: COMPOSITION OF THE COLLEGE FACULTY

The college faculty shall consist of the Dean, Associate Deans who hold faculty appointments, and individuals with faculty appointments as Professors, Associate Professors, Assistant Professors, Instructors, and Lecturers, including those with Clinical appointments, in a full-time, part-time or without compensation position. In addition, the President and the Provost of the University are members of the faculty of the College of Nursing and Allied Health Sciences.

Section 1.1: College Faculty Meetings

The College of Nursing and Allied Health Sciences shall meet at least twice each academic year as determined by the Dean. The Dean of the college shall serve as the Chair of the college faculty meetings. In the Dean's absence, he/she shall designate an Associate Dean or other designee to chair the faculty meeting. The Dean, the Provost and Chief Academic Officer, or the President of the University may call special meetings of the faculty of the college at their discretion. College faculty meetings may also be convened upon the written request of a majority of the voting members of the faculty. Approved minutes of faculty meetings shall be distributed to the faculty and maintained on file in the Office of the Dean by the Faculty Secretary.

The Dean shall prepare the faculty meeting agenda in consultation with the elected Faculty Secretary. In the case of regular faculty meetings, a fourteen-day notice of the meeting shall be provided. The Dean may convene special meetings of the faculty for matters determined to be in the best interest of the college or by written request to the Dean by a majority of full-time faculty. Notice of a special faculty meeting shall contain a statement of the purpose of the meeting and shall be provided as far in advance of the meeting date as possible. Meeting attendance and voting may be via in-person, mobile, or electronic technology using web-based video conferencing such as TEAMS, Zoom, Skype, etc.

Section 2: Faculty Secretary

The faculty shall elect a Faculty Secretary at the beginning of the academic year during the first college-wide faculty meeting. The elected Faculty Secretary shall be a member of the full-time faculty and serve in the role for one academic year. The vote and nomination for Faculty Secretary shall follow Robert's Rules of Order (current edition) and require a quorum and plurality vote. The Dean shall appoint a Faculty Secretary if no quorum or plurality is met.

Section 2.1: Faculty Secretary Responsibilities

The Faculty Secretary's responsibilities shall include, but are not limited to:

1. Preparing and distributing the meeting agenda and minutes.
2. Notifying all faculty members of regular and special meetings.
3. Providing the minutes of the faculty meetings and distributing the minutes to all members at least seven (7) days prior to regularly scheduled meetings.
4. Maintaining an official file of the meeting minutes and a record of all measures formally enacted.

5. Sending an official communication to all members of the faculty in reference to the activities of the faculty.

Section 2.2: Agenda

The agenda of all regular meetings of the college shall include, but are not limited to, the following items:

1. Reports from committees that are pertinent and of current interest to the college faculty.
2. Reports from administrative officers on particular activities and issues of concern to the college faculty.
3. Reports on the actions of the Executive Committee of the college and information from the Dean that relates to the college and faculty.
4. Faculty may provide the Faculty Secretary with topics to potentially be included during the meetings to be reviewed by the Dean for college-wide impact.

SECTION 3: FACULTY APPOINTMENT, REAPPOINTMENT, PROMOTION, AND TENURE

SECTION 3.1: TYPES OF FACULTY APPOINTMENTS

Faculty members in the College of Nursing and Allied Health Sciences hold appointments in one of three broad categories: (1) tenured and probationary tenure-track faculty; (2) faculty serving on non-tenured renewable term clinical educator track appointments; and (3) temporary faculty.

SECTION 3.2: APPOINTMENT, REAPPOINTMENT, AND SEARCH PROCEDURES

An outstanding faculty is critical to developing and maintaining academic excellence. The faculty is at the core of a University environment that demands the best from all of its participants. Additionally, a well-qualified and productive faculty helps attract other individuals, faculty members, students, staff and administrators to the University who will assist the University in achieving its mission.

The faculty has the responsibility for appropriate action on such matters as faculty appointments, reappointments, promotions, the granting of tenure, and dismissals. The faculty's primary responsibility for appointment, reappointment, and search procedures affecting the nature and quality of the academic program, faculty welfare, student welfare, and research and scholarship is based on the fact that the faculty's judgment is central to general educational policy. Furthermore, scholars in a particular field or activity are expected to have the chief competence for judging the work of their colleagues. Such competence should be exercised before either adverse or favorable judgments are made. Consideration of these matters is to be by faculty action through established procedures. These actions shall be reviewed by the Dean, the Provost and the President, and shall be submitted to the Board of Trustees for decisive action, when necessary. The governing board and president should consider faculty input and clearly communicate the basis for institutional decisions to the faculty.

When the designated decisional authority regarding initial faculty appointments (the Provost for all temporary appointments and the President for all tenured, probationary tenure-track, and non-tenured renewable term appointments) approves the appointment, the decisional authority will notify the applicant of the approval and enclose the employment contract specifying the rank and type of appointment (i.e., temporary, probationary, tenured, non-tenured renewable term), salary, full- or part-time status, term of the appointment, and academic

unit(s) to which the person is assigned, and referencing the Faculty Handbook (including instructions for accessing it electronically). As noted below, in the course of recruiting new faculty members to the University, Deans and other administrators may send offer letters to prospective faculty members that, besides the particulars noted above, make reference to such additional considerations as release from certain workload responsibilities, access to facilities and equipment, and financial support for travel or research assistance. All such offers of employment are contingent on final approval. Following final approval, the Department Chair or Dean must also inform persons newly appointed to probationary tenure-track positions of the timeline for the pre-tenure review (where applicable) and the promotion and tenure review, as well as the criteria and procedures that will be observed in evaluating him or her for reappointment, tenure, and/or promotion. Persons appointed to non-tenured renewable term appointments must similarly be informed of the timelines, procedures, and criteria that will govern recommendations for their reappointment or (where applicable) promotion.

SECTION 3.3: FACULTY PROMOTION AND TENURE

Eligible faculty in the college may apply for promotion and tenure consistent with the requirements of the Howard University Faculty Handbook and the College of Nursing and Allied Health Sciences (CNAHS) Criteria for Appointment, Promotion, and Tenure. In response to a promotion and tenure application, the Department Chair shall forward the application to the departmental APT Committee for review. The candidate, Department Chair, and Chair of the department APT Committee shall collaborate in securing external reviews of the applicant's file consistent with the requirements of the Faculty Handbook and the CNAHS Criteria for Appointment, Promotion, and Tenure.

SECTION 4: FACULTY DISCIPLINARY ACTION, SUSPENSION AND TERMINATION

The procedures for disciplinary action, suspension, and termination shall be in accordance with the Faculty Handbook.

SECTION 5: FACULTY RESPONSIBILITIES

An appointment to the faculty carries with it responsibilities for excellence in teaching, the promotion of the intellectual growth of students, sustained scholarship and research, and service to the University community and general society. Although final authority for the conduct of University affairs is vested in the Board of Trustees, the academic judgments and recommendations of the faculty are central to the development and progress of the University as an institution of higher education. The academic reputation of the college depends on the recruitment of outstanding faculty members who are willing to provide effective teaching, mentor students, make scholarly contributions through research or creative works, engage in professional development activities, and provide service to the department, college, University and the community.

The faculty responsibilities, in addition to those outlined in the Faculty Handbook, include, but are not limited to:

1. Deliberating and making recommendations regarding all policies relating to the quality of instruction within the college.
2. Establishing and maintaining standards of academic excellence for faculty and students.
3. Developing, evaluating, and revising department curricula.
4. Approving standards for admission to the departments as recommended by the professional disciplines.

5. Approving standards for advancement and matriculation of each professional discipline to meet graduation and accreditation requirements.

SECTION 5.1: FACULTY RESEARCH AND SCHOLARLY RESPONSIBILITIES

The University requires all full-time tenured and probationary tenure-track faculty members to maintain their professional development through research and publications, advanced study, participation in professional societies, and/or original creative production as appropriate to their discipline. Such professional growth derives from contributions made through effective teaching and research laboratory and/or clinical practice which leads to the discovery of new techniques or knowledge, the synthesis of ideas, and other creative activities.

SECTION 5.2: FACULTY TEACHING RESPONSIBILITIES

Faculty members are expected to pursue teaching excellence and, at a minimum, meet the following standards when carrying out their teaching and student mentoring responsibilities:

1. Meet all classes as assigned, hold regular office hours and be available for consultation with students.
2. Develop and maintain a regular evaluation of student performance adjusted to the type and organization of the course.
3. Develop an objective and fair student evaluation system that is consistent with the University's regulations and explain the system to students.
4. Maintain appropriate records of grades and meet all deadline dates.
5. Select teaching strategies that facilitate learning and help communicate subjects effectively. These responsibilities are further delineated in the Faculty Handbook.

SECTION 5.3: FACULTY UNIVERSITY AND COMMUNITY SERVICE RESPONSIBILITIES

The faculty shall engage in service to the University and community, in areas that are health or education related, and shall assume a prominent role (e.g., facilitator, evaluator, consultant), and engage in other activities that enhance the education, health and general well-being of the community. The faculty is also encouraged to seek and hold national or local offices in health-related professional organizations, and serve on health-related community task forces, committees and commissions. Additional information regarding service can be found in Chapter B of the Howard University Faculty Handbook.

SECTION 5.4: FACULTY PROFESSIONAL ETHICS AND OBLIGATIONS

Membership in the University, college, and departments brings with it special obligations to abide by University policies, rules and regulations, actively participate in the affairs of the University and contribute to its general operation. Therefore, faculty members are expected to:

1. Attend departmental, college and University Faculty Senate faculty meetings.
2. Support, encourage, and protect the academic quality of the programs of the college.
3. Strive for professional growth through membership in professional organizations.
4. Plan and engage in continuing education in the respective fields/professions.

5. Engage in research and creative activities, academic and/or professional.
6. Maintain an active interest in and contribute to college and/or University committees.
7. Secure prior approval for planned absences from the appropriate administrative officer.
8. Attend official University ceremonies, including Opening Convocation, Charter Day Convocation, and Commencement Convocation.

ARTICLE VIII. VOTING RIGHTS AND PROCEDURES

SECTION 1: VOTING RIGHTS AND PROCEDURES

The voting rights of the faculty and staff shall be dictated by the type of appointment:

1. *Voting Rights of Full-Time Faculty.* Voting rights shall be extended to all full-time faculty in residence. Each member of the faculty shall have the right to cast one vote in all matters coming before the faculty, with the presiding officer voting only in the case of a tie.
2. *Voting Rights of Faculty on Sabbatical Leave.* Faculty on sabbatical leave who attend either departmental or college-wide meetings of the faculty shall have voice and vote.
3. *Voting Rights of Faculty on Administrative or Special Leave.* Faculty on either administrative leave or leave without pay status, or those on leave in order to perform some full-time function within the college or University, shall have a voice and vote in departmental and college-wide faculty meetings. Persons on special leave to perform a full-time, non-Howard University function shall have a voice and vote in departmental and college-wide faculty meetings.
4. *Voting Rights of Part-Time Faculty.* Persons designated as part-time faculty who are not full-time staff are invited to attend meetings of the faculty at both the college-wide and departmental levels and shall have the right to voice but no vote.
5. *Voting Rights of Full-time Staff with Teaching Responsibilities.* Full-time staff with teaching responsibilities are invited to attend meetings of the faculty at both the college-wide and departmental levels and shall have the right to voice and vote.

When a vote is called, the following voting procedures shall be followed:

1. Every member of the faculty, as defined in Section 1, Article VIII of these Bylaws, shall be entitled to vote on every matter before the faculty, and such voting shall not be done by proxy.
2. Students shall not be entitled to vote on matters before the faculty.
3. On matters pertaining to the appointment, retention, tenure, or promotion of a faculty member, all votes shall be cast by secret in-person ballot.
4. Voting shall occur in-person or via secure electronic means, but not a combination of both. Voting by proxy is disallowed. When a vote is called, a seven-day review is required prior to the vote.
 - a. When voting electronically, the voting portal must be accessible for 72 hours.
 - b. When voting in-person, the vote must occur within the specified meeting time. Voting shall be done either by voice vote, a rising or showing of hands, or by secret ballot when ordered by majority vote of the assembly.
5. In urgent or emergency situations requiring an expeditious vote, the review period may be shortened.
6. The presiding officer of the meeting shall vote only in the event of a tie in the case of a majority vote.

As a matter of policy, any full-time CNAHS faculty can be nominated to be part of Faculty Senate and maintain voting rights.

SECTION 2: QUORUM AND MAJORITY

A quorum must be present for official business to be conducted at a college-wide faculty meeting, a departmental faculty meeting, and a committee meeting. A quorum at college-wide faculty meetings shall consist of a simple majority of the faculty who are eligible to vote, provided the required meeting notification agenda was distributed in conformity with the Bylaws of the college. If less than a simple majority of the faculty members eligible to vote in college-wide faculty meetings attends three (3) consecutive meetings, the college-wide Executive Committee shall convene and take action on the agenda before the faculty.

When voting, the following standards regarding quorum and majority shall be followed:

1. Fifty-one percent (51%) of the full-time faculty and staff with teaching or advising responsibilities shall constitute a quorum for a regular meeting.
2. Fifty-one percent (51%) of the full-time faculty and staff with teaching or advising responsibilities shall constitute a quorum for a special faculty meeting.
3. When a quorum is met, fifty-one percent (51%) shall represent a majority vote.

ARTICLE IX: AMENDMENT OF THE BYLAWS

SECTION 1: AMENDMENT OF THE BYLAWS

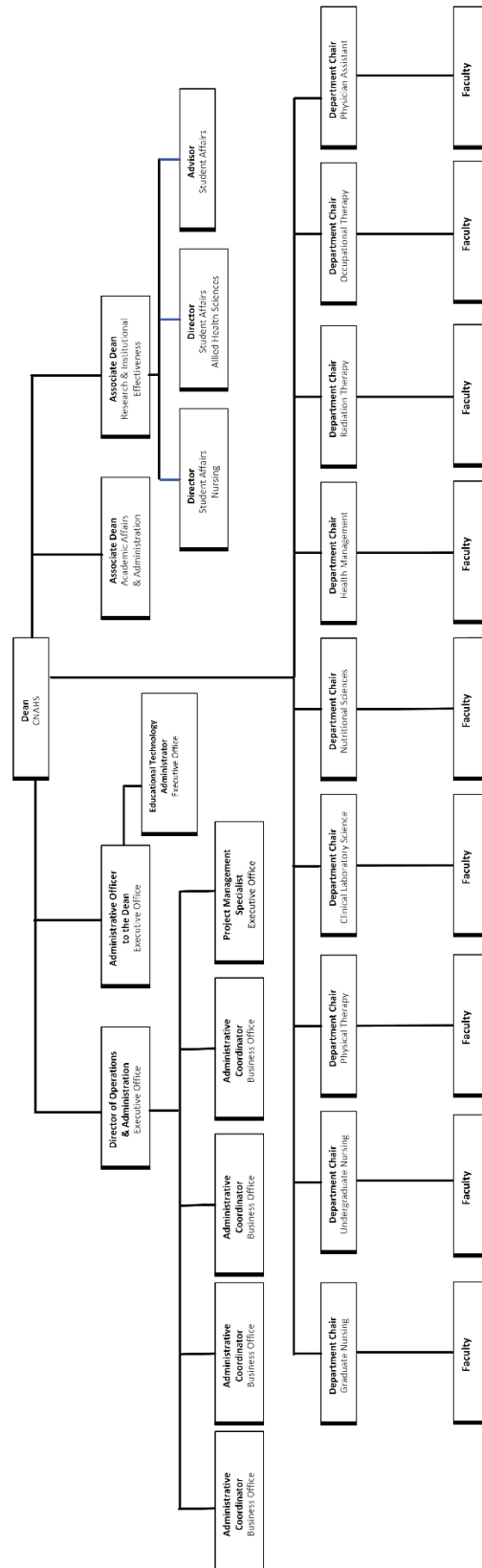
Bylaws and appointments, promotions, and tenure criteria shall be reviewed for updating at a minimum of every five years. The Bylaws of the College of Nursing and Allied Health Sciences may be amended after a written revision, or an amendment has been passed by a two-thirds vote of the faculty via secret ballot. Copies of all proposed amendments must have been distributed in official college correspondence or distributed to the faculty at least one month before voting is to occur. This distribution may be made by hard copy or electronic, but not limited to, fax and e-mail transmissions, which must ensure the timely receipt of the notice and may ensure verifiable receipt of the notice by the intended recipients. Approval of an amendment must follow the regular sequence of approvals by the Office of General Council, Office of the Provost and President, then the Board of Trustees. Only changes within the scope of those contained in the substitution can be considered. Portions of the substitution which remain in the existing version cannot be amended since they involve areas for which no change has been made.

ARTICLE X: APPROVAL AND IMPLEMENTATION OF THE BYLAWS

SECTION 1: APPROVAL AND IMPLEMENTATION OF THE BYLAWS

The Bylaws, as the governing document of the College of Nursing and Allied Health Sciences, is subject to review by the Provost and Chief Academic Officer and the President before receiving final approval by the Board of Trustees. Upon final approval by the Board of Trustees, the Bylaws shall take effect immediately.

APPENDIX I: ORGANIZATIONAL STRUCTURE OF THE COLLEGE



College of Nursing and Allied Health Sciences (CNAHS)
Overview and Summary of Proposed CNAHS Bylaws

The current college Bylaws utilized by CNAHS were developed for the former College of Pharmacy, Nursing and Allied Health Sciences. In 2011, this college split into the colleges of 1) Pharmacy and 2) Nursing and Allied Health Sciences. Thus, the faculty of CNAHS has developed new Bylaws applicable to the college's mission, goals, and organizational and administrative structure. Additionally, the Bylaws were developed in a manner consistent with the Bylaws of the Board of Trustees, the Howard University Faculty Handbook, and other governing rules and regulations of the University. The following provides a brief summary of each Article as well as a summary of the primary substantive changes between the now outdated iteration of the Bylaws and the proposed Bylaws:

Article I.

- **Summary of Content:**
 - States how the mission and vision of the College shape the goals and desired outcomes.
- **Summary of Substantive Changes:**
 - The Mission is largely unchanged; however, it has been updated, removing all references to the division of Pharmacy (which is now a free-standing college), and adding emphasis on (1) the importance of comporting oneself ethically and (2) addressing issues of social justice and inequities in health care.
 - There is now a section that provides the Vision of the college. This is a completely new section.
 - The Goals are largely unchanged; however, they have been updated, again removing all references to Pharmacy. Now incorporates emphasis on support for and encouragement of faculty in their research and other scholarly activities.

Article II.

- **Summary of Content:**
 - Outlines the two divisions in the College and their combined nine departments; refers to the updated organizational structure as shown in Appendix 1; and highlights the appointments, duties, evaluations, and removal of the College's administrators from the Dean to Coordinators.
- **Summary of Substantive Changes:**
 - **CNAHS Organizational Structure.** Describes the current CNAHS organizational structure, which no longer includes Pharmacy. There are now two, rather than three, divisions (namely, the Division of Nursing and the Division of Allied Health Sciences). Also, a list of all of the departments in the college and an organizational chart are provided. Finally, the explanation of how faculty meetings are to be conducted resides in a separate section (namely, in Section 1.1 of Article VII).
 - **The Dean of the College.** There is a completely new section that spells out the qualifications of the Dean. The decanal appointment process is now described in a separate section, and this process is consistent with the Faculty Handbook. A new separate section entitled "Term of the Dean" has been added, and this too is

consistent with the Faculty Handbook. The list of duties and responsibilities of the Dean has been updated per the Faculty Handbook and in keeping with requirements of CNAHS's various accrediting bodies. The process for evaluating the Dean includes greater detail and has been brought into conformity with the decanal evaluation process spelled out in the Faculty Handbook.

- **Associate Deans.** Rather than having an Associate Dean for each division in the college, now the substantive portfolios of the Associate Deans are spelled out. The revision clarifies that Associate Deans report and are responsible to the Dean, not the President. Duties listed have been updated to reflect the portfolio rather than divisional responsibilities (e.g., Associate Deans are no longer responsible for administering the division, presiding over and convening division meetings; but they may preside at the college faculty meeting in the absence of the dean upon the dean's request). A new process for developing and administering the evaluation of the Associate Deans is described and requirements for the actual evaluation rubric are described.
- **Assistant Deans.** There is no longer an Assistant Dean position. All sections related to Assistant Deans consequently have been removed.
- **Department Chairs.** Revision acknowledges that, in some cases, a program director may chair a department to meet the needs of the college and the accrediting bodies to which each department is responsible. Explains how chairs are to interface with the Associate Dean of Academic Affairs and Administration. Search and appointment processes are spelled out in a section entitled "Search for and Appointment of Department Chairs". Both are now consistent with the Faculty Handbook. A separate section is now included that spells out the duties and responsibilities of chairs, and these duties and responsibilities are as stipulated in the Faculty Handbook. Retreat rights are addressed. New sections that describe reappointment, evaluation, and removal of department chairs in a manner consistent with the Faculty Handbook are now included.
- **Program Directors and Coordinators.** No longer includes a requirement for consultation with the Executive Committee regarding the appointment, retention and removal of these administrators. Rather, Directors and Program Coordinators shall be appointed to administer programs in the college as required or stipulated by an accrediting agency and/or by the Dean, as well as by the Faculty Handbook.
- **Shared Governance.** Emphasis is placed on the importance of shared governance throughout the Bylaws, and specifically within this article.

Article III.

- **Summary of Content:**

- Describes the five standing committees of the College, composition of membership, how they are formed, and their meeting frequencies.

- **Summary of Substantive Changes:**

- **College-Wide Executive Committee.** The Executive Committee now consists of the Dean, Associate Deans, Chairs, Program Directors and other administrators. It no longer includes students, which is appropriate given the committee's scope of responsibility vis-à-vis faculty welfare, especially, for example, handling faculty grievances, and vis-à-vis decanal evaluations. Also, rather than having faculty

members elected at-large to serve on the Executive Committee, the faculty who serve as department chairs, program directors, etc., automatically serve on the Executive Committee. The subsections here are now written to make it clearer that the Executive Committee may not substitute its judgment for that of the faculty, nor is the faculty subsidiary to it. Rather, the committee is responsible for those matters delegated to it by the faculty and measures for ensuring transparency are described.

- **College-Wide APT Committee.** Revised to make it clearer that, in keeping with the requirements of the Faculty Handbook, only tenured faculty may serve on this committee.
- **College-Wide Student Affairs Committee.** Given that students serve on this committee, this section was revised removing student grievance and judiciary responsibilities from this committee, which is consistent with the Student Handbook's requirements around the handling of academic misconduct allegations and hearings to adjudicate them.
- **College-Wide Academic Excellence/Curriculum Committee.** Revised to underscore the committee's role vis-à-vis curricular changes within the college. A college-wide curriculum committee is required by the Faculty Handbook, and it is now explicitly stated in the revised bylaws that this committee handles curricular matters. This is now a faculty committee—a change consistent with the fact that the Faculty Handbook repeatedly underscores that curriculum, subject matter and methods of instruction are all matters where the faculty have primary responsibility.
- **College-Wide Research Committee.** This is a new section. The activities of this committee include identifying faculty research interests, connecting potential faculty collaborators across the university, providing advisement on grant writing, navigating institutional resources and procedures, and management of online resource portals. The creation of a research committee with this kind of charge is very much in keeping with the University's strategic push to reach the R1 Carnegie Classification.
- **Other Changes.**
 - There is no longer a faculty affairs committee at the college level. The responsibilities that used to be handled by a faculty affairs committee are now going to be handled by the Executive Committee.
 - This article is now silent on creation of college-wide ad-hoc committees. However, Article VI indicates business is to be conducted in accordance with *Robert's Rules of Order*. Given that *Robert's Rules* provides an abundance of guidance on establishing ad-hoc committees, the college will comport itself in accordance with this guidance henceforth.

Article IV.

- **Summary of Content:**
 - Defines the Board of Visitors (BOV), its function, makeup, membership criteria, and terms of service.
- **Summary of Substantive Changes:**

- This is a completely new section, which the CNAHS Bylaws Committee drafted in accordance with very specific instructions from the Secretary of the University following a template provided by that office.

Article V.

- **Summary of Content:**
 - Describes the structure, responsibility, and membership of the various committees (regular or ad hoc) of the individual departments within the College; how they are formed, and their meeting frequencies.
- **Summary of Substantive Changes:**
 - **Department Responsibilities, Structure and Function.** The content in these sections is largely unchanged. However, it (1) acknowledges the possibility that directors may exist in some departments; (2) removes the responsibility for developing, proposing, and managing the budget from the department and, in keeping with the Faculty Handbook, makes it clear that the department chair is actually responsible for all of these budgetary matters; (3) clarifies that voting is restricted to full-time faculty; and (4) no longer requires that a faculty secretary be elected in each department (rather, a designee is now permitted to carry out these functions, if that is the determination of the department).
 - **Departmental Executive Committee.** Largely the same, but (1) removed language concerning Executive Committee members' rank requirements and (2) spelled out the charge to the committee. This committee is responsible for planning and decision making relative to student concerns, special projects and programs, and advising the department chair on other matters delegated to it by the department faculty in accordance with college and university guidelines.
 - **Departmental Curriculum Committee.** Largely unchanged. Revised to provide greater clarity about the committee's role vis-à-vis ensuring departmental curricula meet all accreditation standards and to explain how the committee chair is to be selected. Also, removed the Executive Committee as a layer above this committee, through which all committee proposals must pass; rather, this committee is now appropriately answerable directly to the department faculty.
 - **Departmental APT Committee.** Largely unchanged. Revised to underscore the fact that this committee is limited to all tenured faculty, consistent with the Faculty Handbook. Also, now provides an explanation of how departmental ad-hoc APT committees are to be formed. Plus, now provides guidance for how emergency hiring situations are to be handled.

Article VI.

- **Summary of Content:**
 - Clarifies that Parliamentary Rules are relied upon to conduct faculty and committee meetings. Uses the latest edition of *Robert's Rules of Order* and sets forth how the Parliamentarian is appointed.
- **Summary of Substantive Changes:**
 - This is a new section, but the reliance on *Robert's Rules* is the same as before in the previous CPNAHS Bylaws. Now the role of the parliamentarian is described here, which is an organizational improvement, relative to the previous bylaws. In

the description of parliamentarian, now it is the responsibility of the dean to appoint the individual who carries out this responsibility rather than having this person elected by the faculty.

Article VII.

- **Summary of Content:**
 - Describes the composition of the faculty, committee participation, and other obligations, appointments, promotions, tenure, and disciplinary procedures.
- **Summary of Substantive Changes:**
 - **Faculty Composition.** Largely unchanged. However, now acknowledges the existence of faculty with clinical appointments and faculty who volunteer to teach without compensation. Also, now acknowledges that the President and Provost are members of the faculty, which is in keeping with the Faculty Handbook.
 - **Faculty Meetings.** Provides greater clarity regarding faculty secretary's responsibilities and provides for 2, rather than 3, weeks required advance notice for meetings. Consistent with practices that are more current (esp. post-COVID), revised to allow meeting attendance and voting to be via in-person, mobile, or electronic technology using web-based video conferencing such as Teams, Zoom, Skype, etc.
 - **Faculty Secretary.** Revised so that there is just one faculty secretary, rather than multiple (one for each division) rotating secretaries. The previous bylaws rotation was unnecessarily complicated, so this is certainly an improvement. Clarifies that voting and nomination of the secretary shall be in accordance with *Robert's Rules* and require a quorum and plurality vote. Provides for the Dean to appoint a faculty secretary in the event that neither the quorum nor the plurality requirement is met, rather than giving the Dean the authority to simply designate a faculty secretary. The responsibilities of the faculty secretary are unchanged, however.
 - **Faculty Meeting Agenda.** Revised so that now specific guidance is provided about what the agenda of all regular meetings of the college shall include.
 - **Faculty Appointments and APT Procedures.** Largely unchanged, but there are a few sections that were updated to be consistent with the Faculty Handbook (e.g., removing steps inconsistent with Faculty Handbook such as APT reviews conducted by Associate Deans). Acknowledges the existence of Clinical Educator Track faculty. Underscores areas where the faculty's judgment is central, the importance of consideration of faculty input in these and other areas, and the importance of clearly communicating the basis for institutional decisions to the faculty. Clarifies that the procedures for disciplinary action, suspension, and termination shall be in accordance with the Faculty Handbook.

Article VIII:

- **Summary of Content:**
 - Refers to the voting rights of the faculty as a function of the type of appointment (i.e., part-time vs. full-time), whether the faculty member is also a member of the staff, whether the faculty member is on leave, and the process with which the vote is to take place including a description of a quorum and majority vote.

- **Summary of Substantive Changes:**
 - **Voting Rights and Procedures.** There were several changes to this section, which are summarized here: There is no longer a subsection devoted to schools and divisions within the college. This makes sense given this information is now superfluous now that Pharmacy is no longer a part of this college. Now spells out voting rights of all faculty on leave, not just those on sabbatical leave. Also now spells out which part-time faculty have the right to vote and which have voice but no vote. Indicates that members of the full-time faculty nominated to Faculty Senate offices still maintain their voting rights irrespective of whether or not they are elected. Finally, now explains that voting shall not be done by proxy; students shall not be entitled to vote on faculty matters; and that voting shall occur in person or via secure electronic means, but not a combination of both.
 - **Quorum and Majority.** Few changes. Revision clarifies what constitutes a quorum at regular and special faculty meetings, as well as what constitutes a majority when a quorum is met. Also, includes a provision that, if there is less than a simple majority of the faculty eligible to vote in 3 consecutive college-wide meetings, the Executive Committee shall convene and take action on the agenda before the faculty.

Article IX-X:

- **Summary of Content:**
 - Refers to the amendment, approval, and implementation of the Bylaws.
- **Summary of Substantive Changes:**
 - Largely unchanged, but stipulates that, per the Faculty Handbook, bylaws and APT criteria shall be reviewed for updating at least every 5 years. Also notes voting is by secret ballot, copies of all proposed amendments must be distributed at least one month before the vote occurs, and that the distribution may be by hard copy or electronic.