

Governance and Operating Procedures (Bylaws)
Department of Counseling and Human Development Services
College of Education
The University of Georgia

These governance and operating procedures are expressly subject to the Policies of the Board of Regents, The University of Georgia, and the College of Education. In case of any divergence from or conflict with any of the Policies, such Policies shall prevail.

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Governance Principles

The Department should operate in a way that: fosters faculty participation in departmental governance; promotes inclusion of all faculty, staff and students in decision-making wherever policy allows; reduces hierarchy; and promotes social justice.

Section A. Departmental Programs

1. The Department's programs are Community Counseling, School Counseling, College Student Affairs Administration, Counseling Psychology, Recreation and Leisure Studies.
2. Each program will have a Program Coordinator(s) who will provide leadership at the program level.
3. The Program Coordinator has the responsibility to promote the governance principles of the department as set forth in the opening statement of this document.

Section B. The Faculty Corps

1. Membership of the Department faculty consists of full-time professors, associate professors, assistant professors, lecturers, instructors, academic professionals, and teaching personnel with such other titles as may be approved by the Board of Regents. Each faculty member must have a formal connection with a pedagogical unit (e.g., Program) within the Department. Typically this will involve an affiliation with one doctoral program (College Student Affairs, Counseling Psychology, or Recreation and Leisure) and one master's program (College Student Affairs, Community Counseling, Recreation and Leisure, or School Counseling). Department faculty also may have teaching or administrative responsibilities with undergraduate program offerings within the Department.
2. Procedures for Entry into the Department by Current University of Georgia Faculty.
 - a. A current University of Georgia tenure track, academic professional, or public service faculty member will forward a letter of application to the Dean that includes the rationale for joining the Department and program area, together with a current vita. If the Dean considers the nature of the request appropriate and fitting with the Department's academic mission, applications will be forwarded to the department for further consideration.
 - b. Criteria for admittance to department will include: fit with the Department mission; scholarly productivity; teaching effectiveness; collegiality; service; provisional or graduate faculty status.
 - c. The Department Head will appoint a sub-committee of 5 members (at least one from each of the College Student Affairs, Counseling Psychology, and Recreation and Leisure Programs and two from the Program area nominated in the application) that will review each application. The sub-committee will determine the need for other documentation and additional evidence. This

could include documentation and/or evidence of teaching effectiveness; impact of scholarly activities; research presentations; letters of reference; and evidence of collegiality.

- d. The sub-committee will make a recommendation concerning the application to members of the program area. Members of the program area will vote by secret ballot, and formulate a recommendation of the application.
- e. Both the sub-committee recommendation and program area recommendation will be brought to the department for consideration. All members of the department will vote on the application by secret ballot.
- f. If a negative vote is taken, the applicant may make a request for reconsideration within 10 days. If a second negative vote is taken, an appeal may be made to the Dean.
- g. Recommendations will be made to the Dean.

3. Procedures for appointing and evaluating adjunct faculty will follow the University of Georgia Academic Affairs policy on adjunct faculty.

(<http://www.uga.edu/provost/polproc/aapm/faculty/fac104.htm>). Adjunct appointments are intended to foster associations and partnerships, complement departmental and programmatic instructional needs, and contribute to scholarly endeavors as appropriate.

Responsibilities of adjunct faculty will vary based on department and program needs. However, all adjunct faculty will be expected to make contributions that are outlined and agreed upon in writing. Contributions may include:

- Providing instruction as needed
- Participating on grant initiatives and providing access to extramural funding opportunities
- Providing opportunities related to current and potential research projects
- Serving on dissertation committees
 - as a non-graduate faculty committee member
 - as a graduate faculty committee member as appropriate

Only one adjunct graduate faculty member may serve as an official member of a dissertation committee, and adjunct faculty may not serve as dissertation committee chairpersons.

The following process will be used to make appointments at the departmental level:

- a. Applications for adjunct appointments can be initiated by the department, a program, a CHDS faculty member, or the applicant.

- b. The applicant will submit an application to the appropriate Program Coordinator or to the Department Head. The application will include a cover letter from the applicant outlining his/her qualifications, interest in the position, and the contributions to be made to the program or department; a current curriculum vitae; 3 letters of recommendation (from individuals outside of the department); and an official transcript with raised seal.
- c. The appropriate program faculty will review and discuss the application; and if they wish, make a recommendation to the full faculty on the suitability of the candidate for an adjunct appointment in the department. The program faculty should provide a letter indicating their recommendation and the specific activities in which the individual will be involved.
- d. The application (including the program faculty letter) will be distributed to all eligible faculty. The faculty will discuss and vote on the adjunct appointment.
- e. The faculty's recommendation will be forwarded to the COE Dean's Office and through the UGA faculty appointment process.
- f. Adjunct faculty are subject to 3-year reviews with renewable appointments. Reviews will start at the program level, with a recommendation to the department faculty. Renewals will be voted on by the department faculty.

4. Decisions regarding Post Tenure review will follow appropriate UGA and COE guidelines. (<http://provost.uga.edu/index.php/policies-procedures/academic/academic-affairs/1-faculty/106-evaluation/106-4-post-tenure-review/>).

5. Decisions regarding Graduate Faculty appointment and re-appointment will follow appropriate UGA guidelines. (<http://www.grad.uga.edu/faculty/procedures.html>).

6. Faculty members on 9-month appointments are not required to fulfill any academic responsibilities while off-contract, unless they are being funded for instruction during the summer.

Section C. Appointments

1. Department Search Committees

For Tenure track appointments:

- a. The Department Head, in consultation with the program coordinators, will appoint the department search committees on an ad hoc basis. The committee will consist

of three faculty members from the program area in which the person will be housed and one member from each of the other program areas.

- b. The procedures followed by the Search Committee will be consistent with Affirmative Action Guidelines, the policy and guidelines of the College and University, and discipline specific criteria. The program faculty in consultation with the full faculty will develop a job description and in consultation with the Search Committee will identify the means of advertisement for the position.
- c. The Search Committee will notify the Department Head and faculty of its recommendation of at least three finalists and take responsibility for planning the on-campus interviews.

For Career-track appointments:

- a. When a position is made available to the department because of allocation or vacancy, the same procedure that is in place for the tenure track appointments will apply to career-track appointments.
- b. If an individual is identified who is a candidate for a career-track position and the department is granted a position for the individual, the faculty will interview the individual. The faculty has the option, as part of the interview, to request a presentation related to the area of expertise of the candidate.

2. Voting Eligibility:

Eligibility to vote will depend on the category of appointment in which the search takes place.

- a. Hiring of professors (all ranks). All full time tenured, tenure-track faculty, and academic professionals have voting rights.
- b. Hiring of academic professionals (all ranks). All tenured and tenured-track faculty and academic professionals have voting rights.
- c. Hiring of full-time (non-temporary) Instructors and Lecturers whose appointments are to be recommended by the Faculty. All tenure-track faculty, academic professionals, instructors, and lecturers are eligible to vote.

3. Quorum: Two-thirds of the eligible faculty in residence, inclusive of absentee ballots submitted prior to the formal vote, shall constitute a quorum.

4. The Search Committee shall report to the Faculty. The report shall include: 1) the rank ordering of the committee's recommended candidates, 2) the rank ordering of the recommendations of the program area faculty to which the candidate will be assigned, and 3) a rationale for those candidates being recommended to the faculty.

5. Candidate Interviews:

- a. The highest recommended candidates (up to three) will be invited to campus. The candidates will engage in the conventional procedures of meeting faculty, students, program faculty, Department Head, Dean, and any other administrators appropriate to the position.
- b. The candidates will be expected to engage in a presentation to the faculty on a research area pertinent to the position for which they are applying. The candidates will field questions and be open to discussion with the faculty on their area of expertise for teaching and for research. The candidates will also be available to present to students in addition to the above mentioned Q&A.

6. Faculty Voting Process:

After discussion has concluded, voting on the finalists shall proceed as follows provided that there is a quorum of eligible faculty present at the meeting (the official count for each round of voting must be recorded):

- a. On a pre-printed ballot listing the Search Committee's recommended candidates alphabetically, each voting faculty member shall indicate whether each candidate is acceptable or unacceptable for appointment and a ranking of acceptable candidates. Absentee ballots must be received by the Department Head prior to the faculty meeting in order to be included in the process.
- b. Candidates failing to receive a majority of "acceptable" votes shall be removed from consideration. A candidate shall be deemed the first choice if that candidate is listed as the first choice on the majority of votes cast. If no candidate receives a majority on a given round of balloting, there will be a run-off among the candidates who have received the most votes by collectively garnering a majority of the votes. Run-offs must continue until one candidate has received a majority.
- c. The Faculty shall next decide its second choice among the remaining acceptable candidates, by the same procedure delineated above. The process shall continue until all the acceptable candidates have been ranked in order of preference.
- d. If no candidate receives 51% of the full faculty vote, then the search will be reactivated as soon as possible. The faculty will vote whether a) to reconsider the existing pool or b) open a new search.

7. Department Head's report to the Faculty:

- a. When the Department Head has made a recommendation to the Dean, the Department Head shall promptly circulate a statement of that recommendation, and if the recommendation differs from the expressed preference of the Faculty, an explanation shall be provided.

- b. The Dean's decision shall be circulated as soon as it has been made known to the Department Head.

8. The Department Head shall extend the offer immediately following the Dean's agreement, and the candidate shall normally have two weeks in which to accept the offer. As soon as the offer is accepted or rejected, the Department Head shall circulate an announcement. If the candidate does not accept the offer, the Department Head shall initiate the process of extending the offer to the Faculty's second choice of Acceptable candidates, and so on.

Section D. Promotion and Tenure

1. Mentoring new faculty:

During the first year of a new faculty member's appointment, in consultation with the new faculty member, the Department Head will appoint a mentoring committee comprised of at least three faculty members. At least one of these committee members should be from outside the new faculty member's program. The committee is charged to advise the new faculty member about requirements for promotion and tenure as well as other appropriate information. The full committee must meet at least once each Fall semester with the faculty member until the final tenure decision is made. The faculty member may request additional meetings with the committee and/or individual committee members as he/she sees fit. If the faculty member sees the need to change the composition of the committee, he/she may request to do so via the Department Head. The new faculty member may also elect not to have a mentoring committee.

2. Third-year review

Third-year review of assistant professors will follow the current UGA Guidelines for Appointment, Promotion and Tenure with the following additional procedures indicated below. The third-year review, a formative process, occurs at the end of the third year of appointment for assistant professors. These faculty members will prepare their dossiers detailing their achievements and performance in their assigned area(s) of responsibility, preferably by February 1st of the year in which the review will occur, with feedback given to the faculty member by April 1st. This dossier should take the form of Sections 4 and 5 of the promotion and tenure dossier. The Head will appoint a sub-committee of the Department, in consultation with the Program Coordinators, that will consist of at least 3 faculty members at the rank of associate professor and/or professor, 2 of whom will be members of the candidate's program area. The sub-committee may, but is not required to, include faculty from the candidate's mentoring committee. The candidate may recommend a list of up to 5 faculty members, from which the Head must choose one to form the sub-committee. The review will be substantive and will provide the faculty member with critical feedback about his/her progress toward promotion and/or tenure at the University of Georgia. The third-year review sub-committee will report its findings to the Department, and the eligible faculty will discuss the sub-committee's findings and

then vote to recommend whether progress toward promotion and tenure is sufficient. The committee will then report its recommendations, along with the vote, to the Head. The Head will provide the faculty member under review with a written report regarding his/her progress toward promotion and/or tenure. The candidate may reply in writing to the report and any reply becomes part of the report. The Head's letter, and any response by the candidate, will be included in the promotion and/or tenure dossier when it is developed.

3. Procedures and Timeline for Promotion and Tenure

The department will follow the college and university procedures for this process.

<http://www.coe.uga.edu/faculty-staff-services/promotion-and-evaluation/>

Section E. Departmental Faculty Meetings

1. Meetings of the full Departmental faculty are scheduled at least once per semester, or more frequently if needed to conduct Departmental business (e.g., votes on faculty searches). If necessary, additional meetings may be called by the Department Head or by petition of one-half of the voting faculty. Any of the regularly scheduled meetings may be canceled, so long as the minimum number of meetings is held in keeping with the University Statutes.

2. The Department Head will annually appoint a secretary who will record and distribute the decisions of the faculty to the faculty prior to the next scheduled faculty meeting.

3. Except as specified in other sections of these Bylaws, all decisions by the faculty will be made by a majority vote of the faculty attending a given meeting when a quorum is present. A quorum is defined as two-thirds of the faculty in residence, inclusive of absentee ballots submitted prior to any formal vote.

4. Major personnel decisions (such as appointments, promotion, tenure, graduate faculty appointments) shall be decided by secret ballot. Consistent with the guidelines for appointment, promotion and tenure, "other faculty unable to attend may vote by written absentee ballot if the ballot is received by the department head before the vote, and counted at the same time as all other votes of the faculty. All faculty members are expected to participate in these decisions, except those that are required to abstain." The Department Head will make the outcome of the voting known to the faculty but not the specific tally of votes in a timely manner.

5. An agenda will be distributed at least two business days prior to each meeting. The faculty will make decisions only on the subjects included on the agenda. The faculty may discuss other matters. Late items may be added at the discretion of the Department Head.

6. The Department Office Manager (or his/her designee) will attend full Departmental meetings.

7. Other University personnel who wish to address the meeting of the faculty will make arrangements with the Department Head, who will notify the faculty prior to the meeting.

8. *Ad hoc* committees may be created by the Department Head or by a vote of the majority of the faculty in attendance.

Section F. The Department Head

1. Eligibility: Nominees must have tenure (Associate or Full Professor rank eligible, Full Professor as the preference).

2. Term: Three years, with no term limits. The position is tied to the academic schedule, with summer administrative units available. Faculty will vote on the chair every three years during the Spring semester, including renewals.

3. Nomination Process

- Program coordinators will initiate the selection process by appointing a committee consisting of one representative from each program.
- The committee will solicit nominations and follow-up with nominees to assess willingness to be considered and develop a slate.

4. Voting Procedure

- Candidates make a formal statement about their vision for the department.
- Two-week notification prior to vote.
- Staff can communicate their preferences to the nomination committee, who will summarize their preferences to the full faculty prior to the vote.
- A secret ballot will be conducted at a full faculty meeting and by absentee when necessary.
- The Department Head (or designee) will tally the votes at the meeting and will make the outcome known to the faculty in a timely fashion, excluding the specific tally of votes.
- Acceptable candidates will be rank ordered prior to submission to the Dean.

5. Review of the Department Head will be in keeping with the University cycle of administrative review as administered by the Vice President for Instruction.

6. The duties of the Department Head will be consistent with the policy and guidelines of the College and University. According to University and College policy, the Department Head is responsible for:

- Overall work of the Department

- Departmental policies and procedures
 - Quality of instruction, research and service
 - Teaching, research, and service assignments
 - Faculty and other personnel appointments, promotions, and dismissals after consultation with the faculty
 - Promotion of faculty professional development and recognition
 - Assessment of faculty performance through processes approved by Department faculty
 - Preparation of the annual budget
 - Management of Departmental funds and care of property
 - Hire, supervise, and support staff
 - Annual Report to the Dean on Department instruction, research and service
 - Representing the Department to internal and external stakeholders
 - Developing leadership roles of mentees through training in various Department Head roles
 - Implementing a system of mentorship for all faculty
7. The Department Head has the responsibility to promote the governance principles of the Department as set forth in the opening statement of this document.
8. The Department Head should strive to make the bases for resource allocation, faculty workload, and teaching assignments as transparent as possible to faculty members.

Section G. Associate Department Head

The Associate Department Head (ADH) is an appointed position. The responsibilities of the ADH position are to provide support for the management of the Department and assistance to the Department Head.

Eligibility: Any faculty member in the department, excluding tenure-track assistant professors.

Term: To coincide with the Department Head

Selection Process:

1. Department Head will conduct an analysis of the administrative and organizational needs of the department and its programs to determine the area(s) where additional support is desired, and will announce the results to the faculty.
2. Department Head will solicit interest for the position among the faculty.
3. Interested faculty will apply for the position.

4. Candidates for the position will be announced to the faculty and Department Head shall invite confidential comments and feedback from the faculty and staff for a period of two weeks.
5. Department Head will make appointment and announce choice to the faculty and staff of the department.

In selecting the Associate Department Head, the Department Head should strive to take into account (in consultation with program coordinators and graduate coordinator) the unique features of the department configuration (i.e. multiple buildings, multiple programs, graduate/undergraduate, etc.) when considering analysis and proposing job descriptions.

Specific responsibilities may include:

1. Course scheduling and coordinating schedules across all department programs
2. CAPA system, syllabi, and catalog copy
3. Coordinate graduate assistant selection, assignment, and evaluation
4. Assist the Department Head with departmental reports
5. Other responsibilities as assigned

Section H. Graduate Coordinator

The graduate coordinator is an appointed member of the Graduate Faculty and serves as the liaison between the Department and the Graduate School with delegated authority of the Department Head. This position is a three-year term that is renewable. It is the responsibility of the graduate coordinator to implement all policies and procedures of the Graduate Council pertaining to graduate education. Furthermore, the graduate coordinator works in conjunction with the graduate faculty of the department to ensure that policies and procedures unique to the department are followed. The graduate coordinator's responsibilities to students include the following tasks:

- Coordinate recruitment, review, and recommendations of prospective students
- Manage student issues and appeals
- Make recommendations for university-wide assistantships, dissertation-completion assistantships, scholarships, and assists in rating other applicants for financial need
- Keep graduate students and faculty informed of deadline dates and policies of the Graduate School
- Notify the Graduate School of the date, time and place of Oral Preliminary Exams and Final Defenses of Dissertations
- Make recommendations on all petitions submitted to Graduate Council's Administrative Committee and Retention Committee
- Countersign with major professor on all requests for Degree Objective Changes, Programs of Study, Recommended Changes in Programs of Study, Requests for Transfer Credit, and Applications for Admissions to Candidacy.

At the Departmental level, the graduate coordinator will:

- Serve on Departmental leadership team
- Make all recommendations for admission to graduate school based upon program feedback
- Be responsible for scheduling graduate courses and coordinating schedules across all eight programs
- Be responsible for writing letters of petition for grade changes, late graduation, and disciplinary issues
- Serve as chair of the Department Graduate Faculty (includes leadership for appointment and re-appointment to the Graduate Faculty)
- Coordinate Graduate Assistant applications, assignments, and evaluation.

Section I. Program Coordinators

The coordinator for each program will be appointed by the Departmental Head based on recommendations made by each program area faculty. Program coordinators are selected for three year renewable terms.

Coordinators' responsibilities include the following:

- 1) Provide direction and leadership for the program
- 2) Review and update as appropriate all published program materials (including online materials)
- 3) Develop annual class schedule, including summer school
- 4) Insure that all classes have instructors
- 5) Inform, support and supervise adjunct faculty
- 6) Insure that all students develop approved degree programs
- 7) Serve as program representative for new course proposals and changes
- 8) Prepare program level reports as required
- 9) Coordinate regular program faculty meetings
- 10) Oversee program recruitment, admission, orientation and assistantship processes

Section J. Standing Committees

1. The Department Head will appoint the membership of the various standing committees in consultation with the Program Coordinators, and designate a chair.
2. Each standing committee will include representation from each of the program areas.
3. Membership on standing committees shall be for renewable terms of two years.
4. The following standing committees will operate at a departmental level in an advisory capacity and are expected to meet a minimum of twice a semester and provide a report at the faculty meeting:
 - a. Awards and Scholarship Committee: The Awards and Scholarship Committee will coordinate nominations for College and University awards for staff, faculty, students and alumni.
 - b. Social Climate Committee: The Social Climate Committee will coordinate notices of special events and circumstances relating to faculty and staff members (eg, birth, accident, sickness, death) and work to schedule, plan and implement morale boosting ideas.
 - c. Fiscal Advisory Committee: The Fiscal Advisory Committee will support the department head in funds development and budgetary issues. This committee is not intended to slow down the decision-making process, nor as an oversight group. The goal is to build an understanding within the faculty of the college and UGA budget.
 - d. Research Committee: The Research Committee will provide coordination of research-related activities in the department, implement activities that will enhance the visibility of research activities in the department, and strengthen the department's research infrastructure. The committee will identify and coordinate opportunities to promote, enhance, and highlight research activities in the department.
 - e. Teaching Committee: The Teaching Committee will coordinate and promote activities and professional development related to teaching in the department.
 - f. Bylaws Committee: The Bylaws Committee will develop amendments as appropriate and will insure that departmental processes are followed and decisions are made in accordance with these Bylaws and College and University policies.
 - g. Department Curriculum Committee: The Department Curriculum Committee will review items related to curriculum and make recommendations as

appropriate. This committee will also work on departmental curriculum initiatives.

5. The following committees will operate at a program level:
 - a. Admissions Committee: Each Admissions Committee will coordinate admissions for respective program areas.
 - b. Curriculum Committee: Each Curriculum Committee will coordinate curriculum issues for respective program areas.
6. An annual committee will be voted on each year by the faculty to serve as an evaluation committee. This committee will make recommendations to the Department Head regarding annual evaluations and merit recommendations.
7. The department head may appoint an ad hoc Dispute Resolution Committee to be used as a first step for issues that cannot be resolved at the program level before accessing other College and University procedures.
8. Other committees may be formed at the Department and program level as needed (bylaws revision, etc.)

Section K. Amendment Procedures

1. Amendments may be proposed to alter these procedures. Individual members of the voting faculty will submit proposed changes to the Department Head who will place the proposed amendment on the agenda of a regular meeting of the faculty for reading and discussion. At a subsequent regular meeting of the faculty, the faculty may vote on the amendment. A two-thirds majority of those voting members present will be required for the adoption of an amendment.
2. In extenuating circumstances, these Bylaws may be suspended upon previous notice and a two-thirds vote of the faculty present during a regular or called meeting at which a quorum exists.

APPROVED 10/24/06
AMENDED 3/24/09
AMENDED 12/7/2011