**Question 15: Policies and Procedures**

*Task: Document your unit’s policies and procedures for governance, grievances, and personnel review.*

The IAFS program has a well-developed set of bylaws (amended November 2013), a document on a grievance process, and a clear set of policies related to faculty reappointment, promotion and tenure.

The IAFS bylaws (see Appendix 6: Bylaws) are organized via a Preamble; a first article on the composition, functions and operation of the International Affairs Committee; a second article on the IAFS Director; and a third article on amendments to the bylaws. Editorial changes suggest themselves in two places. First, Article I, section B charges the International Affairs Committee with nine functions, but some of these are appropriate to the committee as a whole (e.g., functions 3-8), while functions 2 ("Serve on subcommittees") and 9 ("Participate in Program honors committees and supervise honors research papers") are appropriate to Committee members. This might be clarified. Second, Article I, section E, paragraph 3 states that "IAFS Faculty Committee members of all ranks are eligible to vote on new appointments to the IAFS rostered faculty". The body should be properly identified as the IAFS Committee – there is no IAFS Faculty Committee. Also, the provision about rank should be generalized beyond new appointments. Committee members of all ranks should be explicitly empowered to vote on all matters, except as provided in paragraph 4 (viz., that "for tenure or promotion decisions eligible voters are those members with rank equal to or higher than the rank to which the candidate aspires. Only tenured faculty are eligible to vote on reappointment cases").

The program’s grievance process could use elaboration. The bylaws cover the establishment of a grievance committee, and the "Grievance Process" form provides a template for what information will be gathered, but there is no real process information. If higher rules (e.g., College of Arts and Sciences) defines these processes, this should be stated. If not, perhaps some elaboration as to what issues are subject to the grievance process, the respective rights and responsibilities of the various parties, the procedures to be followed (including eventual appeals), and other information would be helpful to program faculty. The program policies for reappointment, promotion and tenure (see Appendix 7: Reappointment, Promotion and Tenure Policies), by contrast, are well elaborated. They define "procedures and standards that [the IAFS program] will use in evaluating tenure-track personnel for reappointment, tenure, and promotion". Because the program also employs non-tenure-stream faculty, it may consider elaborating an equivalent policy for those faculty.