

Bylaws of the Institute of Arctic and Alpine Research

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1. Mission

INSTAAR conducts interdisciplinary research on the past, present, and future of Earth systems. With deep roots in polar regions, alpine environments, and Quaternary history, today we embrace a global perspective on environmental change. INSTAAR's national and international research leadership is augmented by strength in graduate education and exposure of undergraduates to the research enterprise, as well as by outreach to the broader public. INSTAAR is committed to building an inclusive, actively antiracist institute where people of all identities are welcome, safe, and supported.

2. Governance

2.1. Directorate

The Directorate is the governing body of the Institute. The Directorate is responsible for strategic planning; designing, initiating, and carrying out the research and educational programs of the Institute; for ensuring continuity in the nature of the scientific tasks and the resources for conducting them; and for coordinating the work with the relevant external organizations. The Directorate is responsible for creating a culture that values and exercises equity, diversity, and inclusion within the institute and its surrounding contexts.

The Directorate is composed of voting and non-voting members. The voting members are *Fellows*. *Fellows* may vote on the appointment of a new Director, the reappointment of an existing Director, the appointment of new *Fellows*, the promotion of Research Scientists, and other issues that have the potential to have a major effect on INSTAAR resources and/or have large financial implications for the institute. *Fellows* also participate in evaluative discussions of INSTAAR tenured/tenure-track (TTT) *Fellows* when they are being considered for reappointment, tenure, and/or promotion in their tenure homes. All INSTAAR TTT faculty are *Fellows*. Research Scientists may also be *Fellows*, as detailed in Section 2.2.6. The procedure for application to become a *Fellow* is given in the Standing Rules. All *Fellows* are expected to contribute service to the institute during the academic year.

Non-voting members include Fellows *Emeriti*, the Finance Director, Information Technology (IT) Director, Operations Coordinator, as well as one representative each from the Graduate Students, Postdoctoral Scholars, and Professional Research Assistants.

2.2. INSTAAR Directorate Members

2.2.1. INSTAAR Director

The Director is the principal executive officer and appointing authority, responsible for the overall leadership of the Institute within the Rules of the Regents, the policies of the University, and the Bylaws of the Institute. The Director reports to the Dean of the Institutes, and is the principal spokesperson and representative of INSTAAR. The Director is responsible for the finances of the Institute and matters pertaining to the Institute's administrative, resource management, research, and teaching programs. The Director shall be a tenured *Fellow* of INSTAAR.

2.2.2. Associate Directors

The Associate Directors are *Fellows* of INSTAAR. The Director assigns the duties of the Associate Directors.

2.2.3. Director of the Mountain Research Station

The Director of the Mountain Research Station (MRS) is a *Fellow* of INSTAAR who reports to the Director of INSTAAR for all matters concerning teaching and research at the MRS, which is available as a University facility. The MRS Director shall be responsible for developing and managing the educational mission and supporting the research mission and development priorities for the MRS.

2.2.4. Director of the Spruce Gulch Wildlife and Research Reserve

So long as INSTAAR is the institute responsible for administration of the Spruce Gulch Wildlife and Research Reserve (the 'Reserve'), the Reserve Director will be appointed by, and report to, the INSTAAR Director. The Reserve Director is a *Fellow* of INSTAAR who is responsible for reviewing and overseeing proposals for research/creative work and teaching that may be conducted on the Reserve, as well as scheduling and coordinating research/creative work and teaching activities on the Reserve.

2.2.5. Tenured/Tenure-Track Fellow

A TTT *Fellow* has a tenure home in one of the Schools or Colleges of the University of Colorado Boulder, and is assigned formal teaching duties and responsibilities by that unit, as defined in the Faculty Handbook. All TTT *Fellows* report to the Director, and in most cases also to the Chair of the Department in which they are rostered.

2.2.6. Research Scientist Fellow

A Research Scientist *Fellow* has an appointment at the University of Colorado Boulder and has established professional activities that contribute to the mission of INSTAAR, including in research and education. They are recognized, or have the potential to be recognized, for excellence in their field. Appointment as a Research Scientist *Fellow* is by application through the Personnel Committee in accordance with the procedures given in the Standing Rules. Research Scientist *Fellows* report to the INSTAAR Director.

2.2.7. Research Professor

Research Professors are *Fellows* and report to the Director. Procedures for the appointment, reappointment, evaluation and promotion for Research Professor Series titles (Assistant Research Professors, Associate Research Professors, Research Professors) are detailed by the Research and Innovation Office at the University of Colorado Boulder.

2.2.8. Fellows Emeriti

Fellow Emeritus/Emerita of INSTAAR is an honorary title bestowed upon a retired *Fellow* whose current professional activities contribute to the INSTAAR mission. The procedure for application to become a *Fellow Emeritus/Emerita* is given in the Standing Rules.

2.3. Other Titles

2.3.1. Research Scientist

A Research Scientist of INSTAAR is a person whose professional activities contribute to the mission of INSTAAR, including research and education; who is recognized or has the potential to be recognized for excellence in their field; whose appointment is with the University of Colorado; and who has been appointed to INSTAAR according to the procedures given in the Standing Rules.

2.3.2. Postdoctoral Scholar

Postdoctoral Scholars of INSTAAR will have completed their doctoral studies, and their professional activities contribute to the goals and mission of INSTAAR, including research and education. Postdoctoral Scholars are considered to be in temporary, traineeship roles classified as either: Postdoctoral Associates or Postdoctoral Fellows. Postdoctoral Associates are paid through internal funds, such as through a principal investigator's grant. Postdoctoral Fellows are paid from external sponsors and have a direct reporting relationship with the sponsor. All Postdoctoral Scholars have a faculty mentor who guides their career and professional development, normally a member of the Directorate or Research Scientist (RS-II or above).

2.3.3. Affiliate

An affiliate of INSTAAR is a person who has active ongoing collaboration with INSTAAR through research, teaching, or other projects; meets the academic standards of the University of Colorado and INSTAAR; and has been appointed according to the Standing Rules of the Institute. An Affiliate is normally not an employee of, rather a person with strong collaborative ties to, INSTAAR. If an Affiliate can and will draw salary on a research grant or contract run through the Institute and is not already an employee of the University, then the Affiliate will be appointed as an employee of CU, i.e. a Research Scientist (see above). INSTAAR offers Affiliates an opportunity to further their own research interests or participate in the educational mission of the Institute. As described in the INSTAAR Standing Rules, a member of the Directorate must sponsor each Affiliate and the Director reviews and (where appropriate) approves Affiliate offers.

2.3.4. Staff: State-Classified Staff and University Staff

INSTAAR Staff assist in the management and administration of the Institute and with the research endeavors conducted by the Institute. The Department of Personnel and Administration, State Personnel Board Rules and Personnel Director's Administrative Procedures outline processes and procedures for State-Classified employees.

2.3.5. Professional Scientist

As described in the INSTAAR Standing Rules, Professional Scientists (Professional Research Assistants or PRAs) work in a collaborative role with a principal investigator and contribute substantively to research projects.

2.3.6. Graduate Student

INSTAAR graduate students are admitted to the University of Colorado Boulder through an academic department or program. They will conduct research that is consistent with the mission of INSTAAR and the University of Colorado Boulder, with a significant portion of that research through INSTAAR. Such students will have a Directorate member as their primary or co-advisor.

2.3.7. Visiting Scientists and Visiting Professors

Visitors to the Institute, given sponsorship by a *Fellow* of the Directorate, are approved by the Director, and accorded the title “Visiting Scientist” or “Visiting Scholar,” with space accommodations described in the Standing Rules.

3. Meetings and Voting

3.1. General Meetings

General Meetings of the Institute are referred to as ‘all-hands’ meetings. When called for, all INSTAAR personnel are strongly encouraged to attend.

3.2. Meetings of the Directorate

Meetings of the Directorate are called by the Director or designee and held regularly during the academic year. Normally there will be at least a one-week notice before a meeting. An agenda shall be circulated prior to each meeting. All Directorate Members in residence (i.e., not on sabbatical or leave) are expected to attend, either in person or via video conference. The meetings are facilitated by the Director. Motions must be proposed and seconded in a meeting before they are discussed and voted upon.

INSTAAR Directorate meetings are open to all INSTAAR personnel, except those meetings or portions of meetings held in Executive Session, when only voting members and appointed *ex officio* staff members may be present.

All meetings will be recorded. Directorate members may request to view recordings of past meetings that they were permitted to attend.

Directorate members have the right to bring topics for discussion to Directorate meetings, but should discuss the appropriate timing with the Director. Directorate meeting agendas are often set weeks to months in advance.

3.3. Voting

Fellows are the voting body of the Directorate. All *Fellows* in residence (i.e., not on sabbatical or

leave) are expected to attend meetings and participate in voting. *Fellows* who are on sabbatical or leave may elect to participate in meetings and/or may request electronic ballots from the Operations Coordinator prior to the ballots going live; otherwise, their attendance and participation is not expected. A quorum shall consist of two-thirds of the *Fellows* in residence plus those on sabbatical or leave who choose to attend/vote. Motions moved and seconded for consideration in any meeting are voted on and will carry by a simple majority of the *Fellows* present. When a motion calls for an anonymous electronic ballot, the electronic ballot will be open for at least one week. Anonymous electronic ballots are the preferred mechanism for all Directorate votes, and they are required for new hires, promotion, and matters of Bylaws and Standing Rules. Any Fellow may request an electronic ballot on any motion.

4. Organization

4.1. Standing Committees

4.1.1. Executive Committee

The Director chairs the Executive Committee. The Executive Committee is composed of the Director of the MRS, the Associate Directors, and two to four *Fellow* members-at-large. The Finance Director, IT Director, and the Operations Coordinator serve in an *ex officio*, non-voting capacity. At-large members of the Executive Committee should serve for no longer than two years consecutively, to ensure opportunity for all to serve. The Executive Committee shall oversee the ongoing status and annual evaluations of the *Fellows*, and advise the Director on both fiduciary obligations and financial matters involving the Institute. Meetings of the Executive Committee will be scheduled as needed during the academic year. The Operations Coordinator will keep a written record of each Executive Committee meeting.

4.1.2. Personnel Committee

The Personnel Committee is concerned with ad hoc applications for membership in the INSTAAR Directorate, for ad hoc applications for Research Professor titles, for promotions within the Research Professor titles, and for promotions within the Research Scientist and Professional Research Scientist series, following the procedures detailed in the Standing Rules. The Committee is appointed or re-appointed by the Director on an annual basis and consists of three INSTAAR *Fellows*. Additional members may be added by the Director as appropriate. Ad hoc applications to become an INSTAAR *Fellow* or Research Professor are evaluated by the Personnel Committee, based on criteria specified in the Standing Rules, and a recommendation is made to the Directorate for a vote by the *Fellows*. Those wishing to appeal a decision may do so following procedures outlined in the Standing Rules. Recommendations for promotion within the Research Scientist and Professional Research Scientist series are provided to the Director.

4.2. Search Committees

In the event that INSTAAR seeks to fill a major new or established position, the Director shall form a Search Committee composed of INSTAAR *Fellows*, with external members allowed when their expertise fills important gaps within the *Fellows*. The Search Committee is charged with developing a job description subject to approval by the Directorate, a review of all applicants for the position, and delivery of short list for consideration by the Directorate as defined in the

Standing Rules.

4.3. Ad-Hoc Committees

Such Committees may be appointed and charged, or disbanded by the Director as required. See Standing Rules.

5. Centers within INSTAAR

Centers may be formed within INSTAAR, if they are consistent with the mission of the Institute and with University policies and requirements.

6. INSTAAR Council

The INSTAAR Council consists of the Institute Director, Chairs of the departments in which Directorate members hold academic appointments, the Dean(s) of the college and school in which the departments reside, and the Dean of the Institutes in a nonvoting capacity. The Director or Dean of the Institutes may call upon the Council for advice on broad operational policies, academic programs, staffing, facilities of the Institute, and such other aspects of the Institute as are indicated elsewhere in these Bylaws. The Council meets as required to consider matters pertaining to INSTAAR.

7. Appointments, Hiring, and Evaluation

7.1. Appointments

7.1.1. The Institute Director

The appointment of an Institute Director is made by the Dean of the Institutes, following approval by the Chancellor in accordance with APS 1008. In the event of a vacancy or the need for a new Director, the Dean of the Institutes may convene a search committee to offer guidance. The search committee is appointed by the Dean of the Institutes and typically chaired by another Institute Director. It can include representatives from the Institute's faculty, affiliates, staff, students, and external members. The role of the search committee is advisory to the Dean of the Institutes. To ensure a comprehensive and inclusive process, the Dean of the Institutes will actively seek input from the Institute's broader community.

The term of appointment for an Institute Director is four years and is renewable. Renewal to a full term requires the completion of a comprehensive review of the Institute Director. The review process is overseen by the Dean of the Institutes, who will appoint a review committee to serve in an advisory capacity. Extensions of appointments for one year can be granted at the discretion of the Dean of the Institutes.

7.1.2. Acting Institute Director

In the event of an extended absence of an Institute Director, typically not exceeding 2 months, the incumbent Institute Director will recommend an Acting Director to the Dean of the Institutes. The Dean of the Institutes retains authority to either accept the recommendation provided or designate

an alternative Acting Director. The appointment of an Acting Director is temporary and will last until the Institute Director returns.

7.1.3. Interim Director

In the event of an Institute Director vacancy, the Dean of the Institutes, will designate an Interim Director. The appointment of an Interim Director is temporary and will terminate upon the appointment of a permanent Director.

7.1.4. Associate Directors

Candidates for Associate Director positions must be *Fellows* of INSTAAR. They are nominated by the Director and confirmed by a simple majority of the *Fellows*, via an anonymous electronic ballot. Associate Directors serve on a one-year renewable term.

7.1.5. Director of the Mountain Research Station

The Director of the Mountain Research Station is selected by a Search Committee appointed by the Director, and approved by an anonymous electronic vote of the *Fellows*. The MRS Director is appointed by the INSTAAR Director and approved by the Vice Chancellor for Research and Innovation / Dean of the Institutes and the Provost of the University of Colorado Boulder.

The Director of the MRS serves for a four-year renewable appointment. The Director of INSTAAR, following a vote of the *Fellows*, may recommend renewal. The academic interests of the appointee may vary according to the needs of the Institute.

7.1.6. Director of the Spruce Gulch Wildlife and Research Reserve

The Director of the Spruce Gulch Wildlife and Research Reserve (the 'Reserve') is selected by a Search Committee appointed by the Director, and approved by an anonymous electronic vote of the *Fellows*. The Reserve Director is appointed by the INSTAAR Director.

The Reserve Director serves for a four-year renewable appointment. The Director of INSTAAR, following a vote of the *Fellows*, may recommend renewal. The academic interests of the appointee may vary according to the needs of the Institute.

7.1.7. Fellows

7.1.7.1. Tenured and Tenure-Track Fellows

Position wholly within INSTAAR with a predetermined tenure home: The INSTAAR Directorate will determine the primary field of interest and an appropriate tenure home. The proposed home academic unit will be approached as a partner in the search, with a Search Committee formed with representation by INSTAAR and the academic unit. The Search Committee will develop protocols for the search following guidelines in the Standing Rules.

Position wholly within INSTAAR but open tenure home: The INSTAAR Directorate will determine the primary field of interest. The Director will meet with faculty in departments that are plausible tenure homes, with a Search Committee formed with representation from all reason-

able tenure home units. The Search Committee will develop protocols for the search following guidelines in the Standing Rules and the partner units.

Position shared between INSTAAR and an academic unit: INSTAAR and the academic unit will collectively determine the primary field of interest and constitute a Search Committee formed with representation by INSTAAR and the academic unit. The Search Committee will develop protocols for the search consistent with guidelines in both units.

Position wholly within an academic unit: The academic unit will determine the primary field of interest and discuss anticipated resources for the hire (laboratory space, startup, etc.) with the INSTAAR Director. The academic unit will constitute a Search Committee with at least one INSTAAR representative. The Search Committee will develop protocols for the search consistent with guidelines in both units.

7.1.7.2. Research Scientist Fellows

Ad hoc applications by Research Scientists to become a *Fellow* may be accepted following the Standing Rules. The Personnel Committee will evaluate the application using standards approved by the Directorate as given in the Standing Rules. *Fellows* vote on the Committee's recommendations. The vote and dossier are forwarded to the Vice Chancellor for Research and Innovation.

7.1.7.3. Research Professors

Research Scientist *Fellows* are encouraged to apply to become INSTAAR Research Professors. Ad hoc applications by Research Scientists who are not *Fellows* to become Research Professors also may be considered following the Standing Rules. The Personnel Committee will evaluate the application using standards approved by the Directorate as given in the Standing Rules. *Fellows* vote on the Committee's recommendation. The vote and dossier are forwarded to the Vice Chancellor for Research and Innovation for review.

7.1.8. Postdoctoral Scholars

Appointments are through the Office of the Director according to procedures outlined in the Standing Rules.

7.1.9. Staff

INSTAAR Staff who occupy a state-classified position are hired according to the appropriate state guidelines. Professional-Exempt Staff and Professional Scientists are hired through appropriate Boulder campus policies and procedures.

7.1.10. Affiliates

Appointments are through the Office of the Director according to procedures outlined in the Standing Rules. A *Fellow* must sponsor the Affiliate.

7.2. Annual Evaluation

The annual evaluation procedures for *Fellows*, Research Scientists, and Professional Scientists are described in the INSTAAR Standing Rules. No formal annual review is expected of *Fellows Emeriti* nor of Affiliates.

7.2.1. Director

The Director is evaluated annually by the following people/groups:

- the Dean of the Institutes, who assigns the merit score,
- the Executive Committee of the department in which the Director holds tenure, and
- the Executive Committee of INSTAAR with input from the INSTAAR Directorate (following the procedure described in the Standing Rules); this evaluation is advisory to the Director and is not accompanied by a merit score.

7.2.2. Director of the Mountain Research Station

Evaluation of the Director of the MRS will be made by the Director in consultation with the INSTAAR Executive Committee.

7.2.3. Director of the Spruce Gulch Wildlife and Research Reserve

Evaluation of the Reserve Director will be made by the Director in consultation with the INSTAAR Executive Committee.

7.2.4. Staff

Staff supervisors evaluate classified Staff Personnel, Professional Scientists, and Professional-Exempt Staff annually. Procedures for this evaluation and requirements for notifying staff of the results will follow the Rules and Regulations of the State Department of Personnel. Professional Scientists and Professional-Exempt staff evaluations will follow the policies and procedures of the Boulder campus.

7.3. Termination of Appointment

7.3.1. Retirement of TTT Fellows

When a TTT *Fellow* retires from their TTT position at the University, their position as *Fellow* is terminated. However, on retirement they may apply for continuation as *Fellow* in accordance with the procedures given in the Standing Rules.

7.3.2. Termination of Fellows

The designation of "*Fellow*" may be terminated following three years of Annual Evaluation that are "2: Below Expectations" or "1: Fails to Meet Expectations" by the INSTAAR Director with the consent of the Executive Committee. Employees "at will" may be terminated by their supervisor without cause.

Termination of *Fellows*, including Directors and Associate Directors, follow the Laws of the Re-

gents that establish a provision for the dismissal of faculty members on the grounds of demonstrable profession incompetence, neglect of duty, insubordination, conviction of a felony, or any offense involving moral turpitude upon a plea or a verdict of guilty or following a plea of *nolo contendere*, or sexual harassment, or other conduct which falls below minimum standards of professional integrity. The Laws of the Regents include provisions for notification to the faculty member and referral to the Committee on Privilege and Tenure.

7.3.3. Termination of the Director

The Vice Chancellor for Research and Innovation may terminate the INSTAAR Director for reasons such as failure to perform administrative duties, violating university policies, breaching professional ethics, or failing to maintain effective leadership. The Vice Chancellor for Research and Innovation maintains an open communication channel with INSTAAR personnel for discussion of any/all matters that may result in INSTAAR Director termination.

7.3.4. Termination of Associate Directors

The INSTAAR Director may terminate any of the Associate Directors for reasons such as failure to perform administrative duties, violating university policies, or breaching professional ethics.

7.3.5. Termination of the Director of the Mountain Research Station

The INSTAAR Director may terminate the Director of the Mountain Research Station for reasons such as failure to perform administrative duties, violating university policies, or breaching professional ethics.

7.3.6. Termination of the Director of the Spruce Gulch Wildlife and Research Reserve

The INSTAAR Director may terminate the Reserve Director for reasons such as failure to perform administrative duties, violating university policies, or breaching professional ethics.

8. Finances

The Director is responsible to the Vice Chancellor for Research and Innovation for all expenditures within Institute accounts. The Director or their designee, in a timely fashion and in consultation with the Executive Committee, shall prepare an annual budget for INSTAAR.

The Executive Committee and the Directorate shall approve major changes to the budget. Any member of the institute may bring a budget matter to the attention of the Director via the Executive Committee.

9. Research Organization

The Institute Director is administratively responsible for approved research proposals and related budgetary matters, including salaries proposed for Consultants, Research Scientists, other assistants, and Staff. INSTAAR's Finance Director evaluates research proposals, including budget information, for technical compliance and to ensure essential support for the Institute. Any proposal

requiring specialized and/or large increases of office or laboratory space to meet proposal goals will be assessed by the Director or their designee prior to submission to the Office of Contracts and Grants (see Standing Rules). Principal Investigators are responsible for Staff and Graduate (and undergraduate) Research Assistant appointments and for the budgets of their grants and contracts.

10. Publications

10.1. Arctic, Antarctic, and Alpine Research

Arctic, Antarctic, and Alpine Research is an open-access, international refereed journal affiliated with INSTAAR. Operation of the Journal is governed by its own bylaws.

10.2. Occasional Papers

Occasional Papers is a series published by INSTAAR on work performed by INSTAAR personnel and colleagues. Proposals for Occasional Papers and the sources of funding are approved by the Directorate in accordance with guidelines set out in the Policy Statement for Occasional Papers.

11. Statements

INSTAAR does not issue public statements.

12. Changes to the Bylaws

Changes to the Bylaws require written notice of motion to be submitted and circulated to all Directorate members at least two weeks prior to the meeting at which they are to be discussed. Changes to the Bylaws require a two-thirds majority favorable vote of the *Fellows*, and will not take effect until approved by the Dean of the Institutes.

13. Changes to the Standing Rules

Changes to the Standing Rules require written notice of motion to be submitted and circulated to all Directorate members at least two weeks prior to the meeting at which they are to be discussed, and require a two-thirds majority favorable vote of the *Fellows*.