

The School of Management and Labor Relations  
By Laws

RUTGERS UNIVERSITY  
SCHOOL OF MANAGEMENT AND LABOR RELATIONS  
BYLAWS

(REVISED 7-29-03)

PREAMBLE

These bylaws, prepared and adopted by the Faculty of the School of Management and Labor Relations (SMLR), are intended to govern the affairs of the School. These provisions shall not be suspended or modified except after use of the amending procedures specified in Article IX. The bylaws, and any subsequent amendments, shall be consistent with all applicable sections of University Regulations. In the event of any conflict or inconsistency, the University Regulations shall prevail.

MISSION

The mission of the School is to create and disseminate knowledge that fosters a better understanding of the nature of employment and work in modern society; that promotes harmony and cooperation between management and labor; and that helps to improve employment systems and relationships.

In pursuit of this mission, the SMLR faculty:

Conducts research on specific employment practices in the workplace, as well as on the broader economic, sociocultural, and political environment in which those systems and relationships exist;

organizes credit and non-credit programs for students, managers, trade unionists, and the general public, designed to improve their understanding of constructive collective bargaining and good human resource management; and

provide technical assistance in pursuit of these aims to management, labor, and the public, as well as to the organizations that serve their interests.

In all its activities, the SMLR faculty seeks to identify institutions, practices, and relations that:

- (1) promote democratic values and a balanced system of power in the workplace and society;
- (2) meet the personal development and material needs of workers;
- (3) minimize dysfunctional conflict among employers, unions, and employees;
- (4) foster cooperative labor-management relationships;

- (5) improve organizational efficiency and global competitiveness; and,
- (6) encourage understanding among diverse groups.

## **Article I. Membership in the Faculty**

The voting membership of the SMLR faculty shall be as defined in University regulation 2.1.1, which states “The legislative body of each college or school...shall consist of the President of the University, the Provost, and the following officers of that college or school: the Dean, the professors, the associate professors, the assistant professors, the instructors who have served at least one year; members of the research and extension staff of the college or school of the equivalent rank and service; and such other officers of the University as the legislative body may designate. Other officers may be invited by any legislative body to its meetings and may take part in the discussion but shall not vote.”

In accordance with University regulation 2.1.1, the SMLR Faculty will include individuals in the following titles:

- a. Professor, Research Professor, Extension Specialist, Librarian I.
- b. Associate Professor, Associate Research Professor, Associate Extension Specialist, Librarian II
- c. Assistant Professor, Assistant Research Professor, Assistant Extension Specialist, Librarian III
- d. Instructor, Research Associate, Extension Associate, and Librarian IV, who have served as least one year.

The SMLR Faculty will not include individuals appointed as Lecturers or Part Time Lecturers (PTL’s).

As permitted by University regulation 2.1.1, faculty from other University units may, after a two-thirds affirmative vote of the SMLR faculty, be invited on an annual basis to membership in the SMLR faculty. Such members shall be known as “associate members” and shall have all participative rights consistent with University regulations and these bylaws. Associate members may not, however, represent the School on University bodies.

## **Article II. Duties and Powers of the SMLR Faculty**

The SMLR Faculty has ultimate authority over issues that are not the authority of the Dean, consistent with University regulations and state legislation. In accordance with University Regulations and as mandated by New Jersey state legislation (Chapter 307, Laws of 1947 and subsequent legislation) the Faculty, under the University President, shall have jurisdiction within the School of Management and Labor Relations over academic matters, subject to review by the University Senate, to such extent as is consistent with state legislation. The Faculty shall establish representative bodies to carry out its activities, including the committees described in Article VI and other committees as necessary.

### Article III. Officers

- A. ***Dean.*** The Dean is the principal officer of the School of Management and Labor Relations. As provided in the University Regulation 1.2.3: “The Dean of each graduate and professional school ... shall be charged with the supervision of the administration ... to ensure that such administration is being carried out in accordance with the policies of the University ... shall provide overall direction for the several department chairpersons and directors of degree programs in that unit and shall lead the faculty and staff in the creation and implementation of effective programs of instruction, research, service, and student life... In the execution of these responsibilities, the Dean... shall review the academic programs of the several departments and degree programs of the unit, as well as the student life program of the unit as a whole, and shall develop with advice of the department chairpersons or other appropriate officers the overall asking and working budgets for the unit. The Dean...shall be responsible for the maintenance of such personnel and fiscal records as are necessary for the proper exercise of these responsibilities. In those units organized departmentally, the Dean ... shall be assisted by the several department chairpersons and directors of degree programs within that unit...” From time to time, the Dean may create ad hoc committees, appoint their members, and define their tasks. The Dean shall make regular financial reports to the School’s members.
- B. ***Director of the Institute of Management and Labor Relations.*** The Dean of the School shall also serve as Director of the Institute of Management and Labor Relations, or may at his or her discretion recommend to the President of the University another individual to serve as director of the IMLR. The Director of the Institute of Management and Labor Relations shall be responsible for assuring that the institute carries out the mission assigned to it by Chapter 37 of the New Jersey Laws of 1947.
- C. ***Associate and Assistant Deans.*** The appointment of associate and assistant deans may be recommended to the University Vice President for Academic Affairs by the Dean with such responsibilities as the Dean assigns. The Administrative Committee of the school shall be consulted regarding such appointments, but the Dean has the final authority to make such appointments.
- D. ***Chairs of Departments and Director of the SMLR Library.*** As provided for in University Regulation 1.2.4, “In academic units which are organized departmentally, a department chairperson shall be appointed by the appropriate Dean..., with the approval of the University Vice President for Academic Affairs, for a term of no more than five years. When a vacancy shall occur through expiration of term or otherwise in a department which includes three or more members at the rank of associate professor or professor, members of the department at the rank of assistant professor or higher who are in their second or subsequent semester of service in the department and instructors with at least one full year of service in the department shall by ballot nominate to the Dean one of the professors or associate professors for appointment as department chairperson.”

Under the Dean, it shall be the duty of chairs of the HRM and LSER departments, to make teaching assignments in consultation with the directors of academic programs. It shall be the duty of the department chairs and the director of the SMLR library to evaluate the instructional, research, and administrative processes of their units and to make appropriate recommendations to the Dean; to evaluate periodically the members of the unit, and to report these evaluations as required; in consultation with the tenured members of the unit to recommend appointments, reappointments, and promotions; to see that adequate supervision, advice, and training are afforded new members of the unit and other members who might profit thereby; and generally to promote the effectiveness of the unit.

- E. ***Secretary of the Faculty.*** As required by University Regulation 2.1.2, a secretary shall be selected by the legislative body of each School. The Secretary shall be responsible for the preparation of the minutes of the SMLR faculty meetings and of the meetings of the Administrative Committee.

#### **Article IV. Academic Programs of the School**

The credit programs of the SMLR are: the professional master's degree programs in Labor and Employment Relations (MLER) and in Human Resource Management (MHRM), and the B.A. in Labor Studies and Employment Relations. The Ph. D. program in Industrial Relations and Human Resources is administered by SMLR, though the degree is awarded by the Graduate School – New Brunswick.

- A. ***Directors of the Academic Programs.*** After receiving recommendations from the faculties of the HRM and LSER programs, the SMLR Dean shall appoint directors of these programs for terms of no more than five years. The IRHR Graduate Faculty shall recommend a director of the Ph.D. program to the Dean of the Graduate School – New Brunswick.

- B. ***Academic Program Faculties.***

- 1. Membership.

Ph.D. in IRHR: The membership of the IRHR Ph.D. Program faculty will be determined in accordance with the rules and procedures of the Graduate School – New Brunswick.

MLER: The faculty of the MLER program shall include the tenure track members of the LSER Department. Tenure – track faculty from other units of the University who hold a doctorate of other appropriate terminal degree, and are willing to participate actively in the administration and teaching of the MLER program may, by a 2/3rds vote of the MLER graduate faculty, be invited to join that faculty. SMLR Faculty or faculty from other units of the University who do not meet this requirement may, by a 2/3rds vote of the MLER graduate faculty, be invited to join that faculty. The Director of the MLER program will report to the LSER Department Chair.

MHRM: The faculty of the MHRM program shall include the tenure track members of the HRM Department. Tenure-track faculty from other units of the university who hold a doctorate or other appropriate terminal degree, and are willing to participate actively in the administration and teaching of the MHRM program may, by a 2/3rds vote of the MHRM graduate faculty, be invited to join that faculty. The Director of the MHRM program will report to the HRM Department Chair.

Labor Studies and Employment Relations Major: The faculty of the Labor Studies and Employment Relations Major shall include the tenure track members of the LSER Department. Tenure-track faculty from other units of the University who are willing to participate actively in the administration and teaching of the LSER Major may, by a 2/3rds vote of the Labor Studies and Employment Relations department, be invited to join that faculty. The Director of the Labor Studies Major will report to LSER Department Chair.

2. Responsibilities. For all academic programs within the School, the ultimate responsibility for curriculum and academic policy shall belong to the SMLR Faculty as a whole. The Curriculum Committee of the SMLR Faculty shall review the content and policies of the SMLR Masters' and Undergraduate programs. To the extent permitted by the guidelines of the Graduate School- New Brunswick, the SMLR Curriculum Committee shall also advise on the curriculum and policies of the IRHR Ph.D. program. Each of the four faculties for the SMLR credit programs shall regularly review the content and policies of the programs and propose appropriate changes, which shall be reviewed by the curriculum committee and voted on by the SMLR faculty, (except for changes in the Ph.D. program which must be approved by the faculty of the Graduate School – New Brunswick).

## **Article V. Meetings of the Faculty**

### **A. Meetings**

1. Regular Meetings. Regular meetings shall be held at least once each semester, according to a schedule announced at the beginning of the academic year by the Dean. The agenda for each meeting shall be distributed to each member of the Faculty no later than one week before the scheduled meeting.
2. Special Meetings. Special meetings may be called by the President, the Dean, or upon written request of at least twenty percent of the voting members of the Faculty. Such meetings shall be announced at least one week in advance. A call to a special meeting shall include a statement of

the purpose for which the meeting is to be held. Business transacted at a special meeting shall be limited to the matters noted in the call.

3. Quorum. A quorum shall consist of twenty-five percent of the voting membership.

B. *Conduct of Meetings*

1. Presiding Officer. The Dean, or someone designated by the Dean, shall preside at all Faculty meetings, unless the President is present and presides.
2. Rules of Order. The procedures of Robert's Rules of Order, latest edition, shall govern the Faculty Meeting. A parliamentarian shall be appointed by the Dean annually.

**Article VI. Nominations and Elections**

1. Elections of elective officers shall be held at the last regular meeting of the Faculty in the spring semester.
2. Nominations for elective office shall be made by the Rules, Nominations, and Review Committee.
3. Whenever possible, at least two candidates shall be nominated for each elective office.
4. The names of nominees shall be sent to all eligible voting members at least three weeks before the election date. The Rules, Nominations, and Review Committee shall invite additional nominations by written petition of at least five voting members of the Faculty. Names of nominees by petition shall be sent to all eligible voting members at least one week before the election.
5. The elections shall be conducted by the Rules, Nominations, and Review Committee.
6. Voting shall be by secret ballot.
7. A majority vote of the members eligible to vote and voting shall be required to elect officers. In the case of a tie, the Chairperson of the meeting shall vote.

**Article VII. Committees of the Faculty**

*A. Structure*

1. Standing Committees. There shall be standing committees of the Faculty as specified in Section B below.

2. Select Committees.
  - a. To further the work of the School, the Faculty or the Dean may establish ad hoc committees. Each ad hoc committee will be given a specific date for the completion of its task, after which it shall be disbanded.
  - b. After an ad hoc committee has been in existence for two consecutive years, it shall either be established as a standing committee or disbanded.
3. Membership
  - a. Faculty members of committees may be voting or non-voting members of the Faculty.
  - b. Elected members shall be those chosen by vote of the Faculty. Appointed members shall be those appointed by the Dean.
4. Term of Office
  - a. To insure continuity of membership of a committee, whenever possible, not more than one half of the members shall be replaced each year.
  - b. Vacancies in the elected membership of a committee, either temporary or permanent, shall be filled until the incumbent is able to resume his/her duties, or until the next regular election for that committee if the incumbent cannot return before his/her term expires. Such vacancies shall be filled by the Rules, Nominations, and Review Committee.
5. Convener
  - a. The Dean shall select a convener for the first meeting of each committee.
6. Quorum
  - a. A quorum shall consist of a majority of the members eligible to vote on a committee unless that committee shall establish a different quorum.
7. Reporting
  - a. All committees shall report to the Faculty and the Dean when they deem necessary, or when requested to by the Dean or the Faculty.
  - b. All committees shall forward to the Rules, Nominations, and Review Committee any recommendations for changes in the bylaws.

B. *Standing Committees*

1. Advisory Committee on Appointments and Promotions

- a. Membership. As required by University regulation 50.13 section 4.24 the Committee shall be composed of four to six tenured faculty members appointed by the Dean, and the Dean shall have the option of including on the Committee one or more faculty members from other units of the University. When seeking advice on initial appointments to faculty rank, the Dean shall, to the extent feasible, designate as A&P members individuals who also serve on the Faculty Development Committee.

A member of an Appointments or Promotion Committee shall not participate in an evaluation of an appointment, reappointment, or promotion to a rank higher than her or his own. Members shall participate in the review of candidates in their own department at the departmental level and shall not participate in any manner in the consideration of those candidates by the Advisory Committee on Appointment and Promotions.

- b. Term of Office. The Dean may appoint different committee members for each candidate being considered or may utilize the same committee to evaluate multiple candidates.
- c. Responsibilities. The Advisory Committee on Appointments and Promotions shall meet with the Dean to provide its advice as to appointments, reappointments, promotions, or personnel procedures generally. The committee shall incorporate that advice in a detailed written report, in the form of a memorandum to the Dean, explaining its recommendations. Its responsibility is to conduct a substantive and independent evaluation of the candidacy as presented in the packet prepared by the department, including the supplementary materials. In the course of its review, the Advisory Committee on Appointments and Promotions shall invite the department chair to meet with the committee to amplify the department's report.

## 2. Administrative Committee

- a. Membership. This committee shall be composed of the Dean, who shall serve as chairperson, the chair of the Labor Studies and Employment Relations Department (LSER), the chair of the Human Resource Management (HRM) Department, the director of the SMLR Library, the director of the Center for Management Development, the director of the Labor Extension Program, the directors of all degree programs and undergraduate majors offered by or administered by the School, and the Associate and Assistant Dean(s). The LSER and HRM Departments shall also each elect a faculty member annually to serve on the Administrative Committee.
- b. Responsibilities. This committee may act on behalf of the faculty, only when time or other constraints prevent the convening of the full faculty. When the Committee acts in this capacity, it will provide a written report of all actions to the faculty for its review.

The Administrative Committee shall also act as the Planning Committee of the Faculty. In this capacity, its responsibilities shall be:

- 1) to advise the Dean and the faculty on program priorities in the area of faculty line assignments, teaching, research, and service in relation to resources allocated to the School, i.e., the setting of budgetary priorities;
- 2) to advise the dean and the faculty on long-range planning (3 to 5 years);
- 3) to review the expenditure of the School on an on-going basis to assure consistency with the mission of the SMLR;
- 4) to set up ad hoc committees, to coordinate the activities of committees, and to report on all committee activities to the faculty for its review.

The Administrative Committee shall also establish sub-committees as needed to serve as the Curriculum Committee, the Committee on Continuing Professional Education, and the Library Committee. These sub-committees may invite SMLR faculty who are not members of the Administrative Committee and/or SMLR students to join these sub-committees.

In its role as the Committee on Continuing Professional Education, this committee shall advise the Dean and the faculty on goals and operation of all Continuing Professional Education activities of the School and shall assure that the statewide mandate governing the IMLR is fulfilled.

In its role as the Library Committee, this committee shall advise on the library services needs of faculty, students and other library clientele. It shall make recommendations concerning the goals and operation of Library and shall work with the Director of the Library in developing the necessary resources to accomplish the unit's mission.

In its role as the Curriculum Committee, this committee shall advise the Dean and faculty regarding all credit programs offered by or administered by the School.

### 3. Rules, Nominations, and Review Committee

- a. Membership. This committee shall be composed of four tenured members, two of whom shall be elected by the Faculty and two of whom shall be appointed by the Dean.
- b. Term of Office. Members shall be elected for two year terms, with one half of the membership having terms which expire annually.
- c. Responsibilities. In its role as Nominating Committee, this committee shall have those responsibilities specified in Article VI. In its role as Committee of Review, in accordance with University Regulations, this committee shall counsel and advise any faculty member who seeks such advice with respect to any problem affecting his or her status as a member of the faculty. The committee may also on its own initiative make suggestions as to personnel

matters to the School officers. In its role as the Rules and Procedures Committee, this committee shall annually review the bylaws and advise the Faculty on proposed changes. It shall periodically distribute to the Faculty a current edition of the bylaws.

4. Faculty Development Committee.

- a. Membership. The committee shall be composed of the two department chairpersons, the Director of the SMLR Library, and one additional member from each department appointed by the Dean from among the tenured faculty.
- b. Responsibilities. To the extent permitted by University regulations, the committee shall advise the Dean and the Faculty on the establishment and interpretation of promotion criteria, and on faculty development policies in general. The committee shall choose a Career Development Committee for each non-tenured faculty member after consultation with that faculty member; shall choose a Career Development Committee for each tenured faculty member after consultation with, and consent of, that faculty member; and ensure that such committees are functioning as expected.

5. Career Development Committees.

- a. Membership. Each Career Development Committee shall be composed of at least two faculty members.
- b. Responsibilities. This committee should meet with an untenured faculty member at least once a year. For tenured faculty members, these meetings should occur every three years. The committee shall agree on a development plan with the faculty member which should include contribution to research, teaching, and service. For each non-tenured faculty member, the committee shall review and evaluate progress against the last plan (if any), and provide general advice and counsel on the future development of the faculty member.

For each tenured faculty member, the committee shall assist the department chair in a non-evaluative review of the faculty member's recent academic interests and accomplishments. The purpose of this review shall be to explore ways in which the best match can be found between the current interests of the faculty member and the research, teaching, and service needs of the Department and School. In the case of both tenured and untenured faculty members, career development committee reports shall not be used for promotion or disciplinary purposes, but shall be made available to the Department chair.

6. Health and Safety Committee.

The Health and Safety Committee of the School of Management and Labor Relations shall be established and shall function in accordance with the

requirements of the contract between the University and the Rutgers chapter of the AAUP.

### **Article VIII. Organizational Structure**

The following organizational units of the School of Management and Labor Relations shall organize themselves and function, consistent with these bylaws and University Regulations:

- Center for Management Development (jointly with the Rutgers Business School)
- Department of Human Resource Management
- Department of Labor Studies and Employment Relations
- SMLR Library and Information Services
- Institute of Management and Labor Relations
- Labor Extension Program
- Master's Program in Labor and Employment Relations
- Master's Program in Human Resource Management
- Ph.D. Program in Industrial Relations and Human Resources
- Labor Studies and Employment Relations undergraduate major

A State Advisory Council to the School of Management and Labor Relations shall be established and shall function in accordance with the requirements of Chapter 307, paragraph 5 of the State of New Jersey Laws of 1947. This council, consisting of representatives of labor, management and the public, in equal numbers, shall advise the State University as to the manner of carrying out the purposes of Chapter 307 of the New Jersey Laws of 1947.

The members of the State Advisory Council of the School plus the members of the SMLR Trustees Advisory Committee shall constitute the School Advisory Council. This Council shall advise the Dean and the faculty as to the manner of carrying out the SMLR mission as specified in these bylaws.

### **Article IX. Amendments**

These bylaws may be amended at any meeting of the Faculty. Amendments may be initiated by the Rules of Procedure Committee or by any voting member of the Faculty who submits a proposed amendment in writing to the committee. Proposed amendments must be distributed to the Faculty at least two weeks prior to the Faculty meeting at which they are to be considered. Other proposed amendments may be made at the Faculty meeting only by unanimous consent of the faculty present. Amendments to these bylaws shall be adopted upon a two-thirds favorable vote of those present and eligible to vote.