

## **Operating Procedures for “PhD Leadership Meeting (PLM)”**

### **1. Purpose**

- 1.1. The PhD Leadership Meeting (PLM) is a body consisting of Deans of the Graduate School and students in leadership positions that will meet monthly to discuss matters pertaining to the PhD class and program.
- 1.2. PLM is an independent autonomous body and therefore is not under the governance of any particular organization or committee (collectively, “Bodies”).
- 1.3. PLM is intended to facilitate communication between the Graduate School Administration, the Student Leadership, and the faculty-student committees within the Graduate School. Under this purview, members of this Committee are expected to update and communicate with each other, including Dean-to-student, student-to-Dean, and student-to-student.
- 1.4. PLM will utilize these channels of communication to identify issues within the PhD program, and members will develop action plans and solutions to these issues using their positions in the Graduate School community.

### **2. Timing**

- 2.1. PLM will convene for 1 hour on a monthly basis at a time and day defined by availabilities of Members at the June meeting of the previous academic year. However, the meeting will be scheduled for 1.5 hours, with the sole intention of providing time to discuss student feedback (section 4.3) in the case that it is required and at the discretion of the Chair. Meetings will occur throughout the entire year, including the summer months. If, for whatever reason, a Meeting must be rescheduled, the Meeting will be rescheduled according to the dictates of the Members’ availability.
- 2.2. Quorum for a Meeting to be conducted is defined as: at least 2/3 of Dean Members and at least 1 Member from each Body must be in attendance. Quorum is not defined by total number of Members present at a Meeting. If it is known in advance that Quorum will not be met due to lack of attendance by either the Deans or Members of a single Body, the Meeting must be rescheduled. If lack of attendance is not known in advance, the Meeting may be conducted but votes requiring all Members will have to be postponed pending absentee votes being emailed to the Chair.
- 2.3. A call for agenda items will be sent a week prior to the meeting. PLM members must submit agenda items at least 24 hours prior to the meeting in order for items to be added. The final agenda for the meeting will be provided 24 hours in advance of the meeting, following the closure of agenda submissions.
- 2.4. Notes from the meeting will be available the following day and formal minutes will be prepared by the Friday following each Meeting.
- 2.5. A follow-up email will be sent to PLM Members a week prior to the next meeting and will contain a review of previously discussed items, serving as a reminder to pursue identified action steps.
- 2.6. PLM defines its academic year as July 1 through June 30.

### **3. Representation**

- 3.1. Faculty Members of PLM will consist of the following Deans of the Graduate School:
  - 3.1.1. Senior Associate Dean for Student Affairs and Career Development

- 3.1.2. Senior Associate Dean for Curriculum, Recruitment, and Admissions
- 3.1.3. Senior Associate Dean for Graduate School Administration
- 3.2. Student Membership of PLM will consist of PhD students holding leadership positions in a committee or organization (“Body”) of the Graduate School as detailed below. A Student Member serves as a representative for the Body on which they hold a seat, and attendance and participation in PLM is considered part of their role as a Student Leader. Each Body provides at most 2 representatives to PLM, and these student Members should hold positions within their Body such that they are able to adequately represent the Body, as exemplified below. In the event that the number of students serving in a Body exceeds 2 positions, the 2 representatives for PLM will be selected by the Body in time for the July meeting and these representatives will serve out the entire year’s term on PLM.
  - 3.2.1. The student(s) sitting on the Graduate School Steering Committee.
  - 3.2.2. The 2 students sitting on the Graduate School Curriculum Committee.
  - 3.2.3. 2 students from the Graduate School Student Affairs Committee will be selected as representatives to PLM. These Members should hold leadership positions within the Student Affairs Committee in order to properly represent the Committee, and at least 1 student must be in Year 3 or above.
  - 3.2.4. 2 PhD (Program) Representatives from Student Council (as defined in section I.7.a-b of the Student Council Bylaws) will be selected as representatives to PLM. At least 1 of these 2 Members must be a PhD Representative sitting on the Student Council Steering Committee. Additionally, at least one of the two Student Council Members must be a senior representative (as defined in section I.7.a of the Student Council Bylaws).
  - 3.2.5. 2 students from THAW (the Trainee Health and Wellness committee) will be selected as representatives to PLM. These Members should hold leadership positions within THAW in order to properly represent the Committee, and at least 1 student must be in Year 3 or above.
  - 3.2.6. 2 PhD students representing the URiSM (underrepresented in science and medicine as defined by the Student Council bylaws) community. Individuals filling these roles must self-identify as part of the URiSM community. These two positions are at large, and thus individuals filling these roles will be selected by the current Graduate school URiSM representative on the Student Council and may include themselves. Should these two individuals also belong to other committees or bodies, they do not represent those bodies at PLM.
- 3.3. The Member elected to the position of Chair is not considered a representative of a particular Body, and therefore does not count towards the number of representatives per Body as listed above.

#### 4. Structure

- 4.1. Meetings will be structured in a manner that ensures open and thorough communication between Deans, students, and the Bodies they represent. Additionally, this venue is intended to be a mechanism for issues arising from the student body to be brought to the attention of Members of PLM.
- 4.2. Meetings will have a standing order of procedure as follows:

- 4.2.1. Meetings will open by revisiting old agenda items and reviewing progress on action items from previous Meetings. These “Updates on Previous Agendas” are prioritized to ensure they are reviewed during the Meeting. However, if these specific Updates significantly overlap with the Updates from an individual Body, the item can be deferred to the latter’s section of the agenda as detailed below (Section 4.2.3).
- 4.2.2. The Deans will each have an opportunity to provide updates on general agenda items within the Graduate School administration or pertaining to their specific purviews as Senior Associate Deans.
- 4.2.3. Student Members will provide updates from their respective Bodies. These updates should be provided in advance in order to be added to the agenda and should aim to keep Student Leaders and Deans knowledgeable of efforts within the Graduate School. Any items which require extensive discussion should be discussed offline prior to the meeting. The order of updates will rotate to include Steering Committee, Curriculum Committee, Student Affairs Committee, Student Council, THAW, and URiSM.
- 4.2.4. Following Updates, agenda items either arising independently from the student body or outside of the jurisdiction of a single represented Body will be addressed (as detailed in Section 4.3).
- 4.2.5. Meetings will close by reviewing necessary action steps for matters brought up within the meeting. These action steps will remind Members of their responsibilities after the Meeting ends and will provide checkpoints to review in future Meetings.
- 4.3. Meetings will have a standing section for matters arising directly from the student body. The Members from Student Council will maintain a mechanism for general student feedback (in accordance with the Student Council Bylaws and Handbook) and present relevant matters to PLM on behalf of the student body. Official responses can be provided or gathered by Members of PLM and then disseminated back to the student body using the most appropriate mechanisms.
- 4.4. Issues rising from the student body that require institutional or committee action should be reviewed and action steps identified for the Members, and their respective Bodies, in order to pursue a solution in the best interests of the student body.
- 4.5. In the interest or as a consequence of time, agenda items may be tabled. Items may also be tabled when insufficient attendance would otherwise hinder the discussion. Tabled items should be given priority at the following Meeting or addressed virtually outside of the Meeting whenever appropriate. Any Member may make a motion to table an agenda item. Motions for Tabling require a Second from a Member of a different Body, and at least ½ of present Members must vote in favor of the motion for it to pass.
- 4.6. Meetings will be run and managed by the Chair of PLM. The Chair will determine the agenda and keep meetings on time. When necessary, the Chair will have authority to halt discussion, table items, and/or proceed with the meeting agenda as they feel appropriate in the interest of time. This decision does not require a Second or vote. Responsibilities and appointment of the Chair position is outlined in Sections 5 and 6, respectively.
  - 4.6.1. The Chair’s decision to proceed with the agenda may be contested if it is viewed as premature or detrimental to the developing discussion. Any Member may pose an Objection to the Chair’s decision. The Objection requires a Second from a Member

of a different Body to pass and does not require a vote. If the Objection passes, the agenda will not progress and discussion will continue.

- 4.6.2. Items not provided in advance and therefore not on the prepared agenda are not guaranteed time during the Meeting. At the discretion of the Chair and in response to the items on the agenda, non-agenda items may be discussed. However, these items should not be allotted more than 5 minutes to prevent limiting time available to other items on the agenda.
- 4.7. For any particular Meeting, the standing order of procedure (as defined by Sections 4.2.1-5) may be disregarded when agenda items require significant time to discuss. Any Member may request this change in Meeting structure to the Chair during the call for agenda items period. The Chair may either outright approve the request or ask Members to vote on the request; the Chair may not outright refuse this request. However, decision to forego standard order of procedure must be made prior to 48 hours to the meeting, either by the Chair or by vote of Members.

## 5. Responsibilities

- 5.1. Members sitting on PLM serve as representatives for their Body. They will provide updates and initiatives to the Members of PLM by speaking on behalf of their Body. Similarly, they are fully expected to go back to their Body and communicate what transpires in PLM as well as the other represented Bodies within the Graduate School.
  - 5.1.1. It is the responsibility of the URiSM PLM Members to update the leadership bodies on programming by/for the URiSM community, as well as on any pertinent issues the community is facing. This should be discussed with the graduate URiSM representative on the Student Council prior to PLM should they not be a member themselves. Thereafter, other relevant leaders in the URiSM community can be contacted
- 5.2. To best serve as a knowledgeable representative for their Body, Members are expected to have regular meetings with their Bodies and be able to speak for the Body as a whole. The methods for these internal communications are dictated by the individual Body.
  - 5.2.1. These rules apply to the URiSM representatives as well. However in the absence of a body, they are to report to the graduate URiSM representative and/or communicate relevant information to the graduate student URiSM community.
- 5.3. Members are expected to come to Meetings prepared to share current and pertinent information from their Body. For example, Members should have minutes or notes from their internal meetings to aid in their communication with PLM.
  - 5.3.1. If the Graduate URiSM representative is not a PLM member, the URiSM representatives on PLM must share this information with the URiSM Student Council representative and any other relevant student or faculty member, as other members would to their respective bodies.
- 5.4. Members are expected to take notes and/or minutes during PLM and to submit these notes to the Chair at the conclusion of the Meeting for consolidation into formal Meeting notes. Members are also responsible for populating their Committee's section on the monthly Newsletter or any other means of communication, by the Monday after every PLM meeting. Additionally, these notes should be used to aid Members during communication with their Body or follow-up on actionable items.

- 5.5. The Dean Members on PLM are responsible for serving as representatives for the larger Graduate School administration and should communicate about matters under their individual purview as Dean. Dean Members should not speak on behalf of a Body that is co-represented by a Student Member.
- 5.6. Student Members on PLM are responsible for speaking for their Body during the Meeting. In the event that a Dean Member of PLM also sits on the Body, it is still the Student Member's responsibility to speak on behalf of the Body.
  - 5.6.1. Student Members are also welcome to speak on behalf of the student body or as individuals for agenda items not requiring them to speak on behalf of their Body.
- 5.7. Members of PLM are expected to pursue any identified action items and follow up on matters arising within a Meeting prior to the next Meeting of PLM.
- 5.8. Members of PLM are expected to attend every Meeting, barring unavoidable conflicts or incidents, and are expected to participate in a vote for any protocol that requires it. The Chair is allowed to vote unless otherwise stated and may make Motions or serve as a Motion Second since they are not considered to represent a Body.
- 5.9. Student Members serving as Chair and Vice-Chair hold additional responsibilities.
  - 5.9.1. The Chair will moderate the Meetings of PLM and ensure proper following of these Operating Procedures. In order to do so effectively and impartially, the Chair is no longer considered a representative for the Body on which they hold a seat. The Chair should conduct and run Meetings as a neutral party. However, the Chair is still permitted to speak as an individual student during discussions.
  - 5.9.2. The Chair will call for and compile the agenda items for Meetings. Therefore, the Chair is responsible for determining rough time allotments for each agenda item and keeping the meeting on time. To this end, the Chair is the primary individual to determine when the interest of time requires halting discussion, progressing down the agenda, and/or tabling items. Additionally, the Chair decides if items arising in the Meeting, but not on the agenda, should be discussed. The Chair is expected to uphold these duties in an impartial manner and not prioritize any specific Body or interest above another.
  - 5.9.3. The Chair is responsible for compiling Meeting notes taken by Members of PLM into a single Minutes document, communicating these with the Dean of the Graduate School, and uploading them to the PLM website, as well as any other documentation including but not limited to these Operating Procedures.
  - 5.9.4. On a meeting by meeting case, the Chair may abdicate their position as Chair and instead return to their role as a representative for their Body or serve as an automatic "invited guest," whichever is deemed most appropriate. The Chair should enact Abdication whenever they will be expected to direct an agenda item, and therefore cannot be expected to operate impartially. Examples where this may be required include when the Chair must serve as a Body representative due to lack of representation of that Body, or when the student serving as Chair is uniquely qualified to lead an agenda item. In the event of Abdication, the Vice-Chair will serve as Chair for that Meeting.
  - 5.9.5. The Vice-Chair position serves as an alternate for the Chair. The Vice-Chair will assume the role of the Chair whenever the Chair is unable due to absence or Abdication. Responsibilities outside of a Meeting that normally fall to the Chair would

also fall to the Vice-Chair in situations where the Vice-Chair must serve as Chair. The Vice-Chair will also be responsible for overseeing compilation and dissemination of the monthly Newsletter, or any other means of communication that the members of PLM see fit.

- 5.9.6. The Vice-Chair remains a representative of their Body and participates within the Meeting no different than the other Members. If the Vice-Chair assumes the role of Chair for a Meeting, they are no longer considered a representative of their Body, in accordance with procedures for the Chair position. Their vacancy as representative of their Body is not filled for that Meeting.

## 6. Appointment

- 6.1. Each year, PLM will elect 1 current Student Member to serve as Chair and 1 current Student Member to serve as Vice-Chair.
- 6.2. Members serving as the Chair will not count towards the total number of representatives from a Body as outlined in Section 3.2. However, the Member serving as Vice-Chair is counted towards the total number of representatives from a Body.
- 6.3. The eligibility criteria for a Chair or Vice-Chair nomination are:
  - 6.3.1. The nominee must have served on PLM for at least the entire previous year (thereby serving on PLM at the time of nomination and election).
  - 6.3.2. The nominee must be eligible to remain on PLM for the year in which they are nominated to be Chair or Vice-Chair, meaning they must continue to hold a position of Student Leadership within one of the represented Bodies.
  - 6.3.3. In the event that the nominee has spent 2 years in a single represented Body AND been a Member of PLM for those 2 years, they are still eligible for Chair or Vice-Chair even if they will not continue in a position of Student Leadership during the year they intend to hold the position. In this way, Members from a Body with term limits of 2 years can still be nominated for these positions. A Member serving as Chair under this clause is called a "Legacy Member."
  - 6.3.4. Any Member who has missed 2 or more Meetings of PLM is not eligible for nomination.
- 6.4. Nominations for Chair will be announced at the June Meeting with self-nominations permitted. Voting will occur during the June Meeting via secret written ballot. Members who have missed 3 or more Meetings are unable to vote. Chair will be elected first, and then Vice-Chair; this permits a Chair nominee to run for Vice-Chair if they are not elected. Elected Members will assume their roles starting July 1st.
- 6.5. In the event that the newly elected Chair leaves a vacancy in the representation of a Body in PLM, the Body selects a replacement Student Leader to serve on PLM.
- 6.6. In the event that a Chair is deemed to not be serving PLM in accordance with these Operating Procedures or not in the best interests of either PLM or the student body as a whole, a Motion for Removal from Chair may be made. A Motion for Removal from Chair must be Seconded by a Member from a different Body, and requires  $\frac{3}{4}$  of all eligible Members to vote in favor, with the current Chair and Vice-Chair positions ineligible to vote. This vote will be taken by secret written ballot and collected by the Vice-Chair; absentee votes will likewise be collected as necessary. If the Motion for Removal from Chair is successful, a new Chair must be nominated and elected during the same meeting, which

may or may not be the Member currently serving as the Vice-Chair position. If the motion is successful, the removed Chair is not necessarily removed from PLM as well.

- 6.6.1. If the removed Chair still serves a Leadership position in a Body, it is the discretion of the Body to determine if the Member should continue in PLM and resume as a representative for the Body or be removed completely. These considerations should be made while upholding the guidelines in Section 3.2., including the total number of representatives per Body.
- 6.6.2. If the removed Chair is a Legacy Member (as defined in Section 6.3.3), that Member is then removed from PLM as well, since they have no option to represent a Body.
- 6.7. In the event that a Member is deemed to not be serving PLM in accordance with these Operating Procedures or not in the best interests of either PLM or the student body as a whole, a Motion for Removal from PLM may be made. A Motion for Removal from PLM must be Seconded by a Member from a different Body and requires  $\frac{3}{4}$  of all Members to vote in favor. The vote will be conducted by secret written ballot collected by the Chair; absentee votes will likewise be collected as necessary. If the motion is successful, the Member is removed from PLM and needs to be replaced by their Body by the next Meeting.
- 6.8. In the event of a Member vacancy mid-term, either due to leaving the program or their represented Body, a new student needs to be elected by their Body while still adhering to the criteria listed in Section 3.2. Similarly, a vacancy in a Chair position would require an immediate nomination and vote to fill while adhering to the criteria listed in Sections 6.2 and 6.3.

## 7. Visibility

- 7.1. PLM is intended to facilitate communication between Deans and administration, Student Leaders, and the student body as a whole. As such, transparency, dissemination, and accessibility of information within PLM is regarded as an important part of the responsibilities of the Members.
- 7.2. Unless explicitly stated otherwise, all content discussed within PLM is not considered sensitive or confidential, and therefore can and should be freely shared outside of PLM. Any content not intended for general consumption should be noted as such during the meeting and appropriately handled in any written documents as well as outside of the Meeting.
- 7.3. PLM will have a Webcommons page (or equivalent) that lists Members, Meeting dates, and Meeting minutes. The website will hold relevant documentation for PLM, including but not limited to current and old versions of these Operating Procedures. PLM will also be listed in the Student Handbook under Chapter 13: Graduate School Committees (or equivalent section within the Student Handbook).
- 7.4. PLM is a closed meeting and only open to Members of PLM. In exceptional circumstances, a non-Member of PLM may attend a Meeting as an "invited guest." This should only be used when the invited guest would be uniquely qualified to lead an agenda item. Outside of their agenda item, the Guest may express their individual opinions during discussion.
  - 7.4.1. Members wishing to invite a non-Member to a PLM meeting must identify the individual during the call for agenda items and at least 48 hours prior to the meeting.
  - 7.4.2. The Chair may either outright approve the Motion or ask Members to vote on the Motion; the Chair may not outright refuse this Motion. At least 1 Member of a different Body must Second the Motion in order for it to pass.

7.5. With the exception of “invited guests,” the only Meeting open to non-Members will be the June Meeting, which will be open to any incoming PLM members as elected by the represented Bodies. This will provide an overlap between outgoing and incoming Members for consistency. However, the incoming members will not have voting power during the June Meeting.

## 8. Review

- 8.1. These operating procedures must be reviewed, modified, and/or updated at the end of each year, at a minimum.
- 8.2. The Chair will be responsible for authoring any changes to these Operating Procedures as well as maintenance of this document.
- 8.3. The majority of the June Meeting should be reserved for discussion regarding maintenance and/or modification of this document. Ratification of the new document should occur during the June Meeting or, if significant revisions are still required, as a virtual procedure following the June Meeting such that the new Operating Procedures will be in effect starting July 1st.
- 8.4. The process for ratification is as follows:
  - 8.4.1. Any proposed changes to these Operating Procedures must be given ample time for discussion prior to any vote.
  - 8.4.2. Any Member may make a Motion to vote on proposed changes to the Operating Procedures.
  - 8.4.3. The Motion must be Seconded by a Member representing a different Body than the Member who made the Motion.
  - 8.4.4. The Motion will successfully pass if the following conditions are met: at least 1/2 of the Deans AND at least 2/3 of the Student Members vote in favor of the motion. These requirements refer to all Members, not just those in attendance. If necessary, Members not in attendance may submit their absentee vote directly to the Chair.

## 9. Dissolution

- 9.1. These Operating Procedures constitute a compact between the Deans of the Graduate School and the Student Leadership. Therefore, the continuation and longevity of PLM is protected and guaranteed equally by the Graduate School administration and the student body.
- 9.2. PLM can only be dissolved using the following protocol:
  - 9.2.1. Any Member of PLM may make a Motion for Dissolution.
  - 9.2.2. Motion for Dissolution is Seconded by a Member representing a different Body than the Member making the Motion.
  - 9.2.3. All Deans must vote in agreement for dissolution.
  - 9.2.4. At least ¾ of all student Members must vote in agreement for dissolution and be in attendance.

## 10. Documentation

- 10.1. Version 1.4
- 10.2. Written by: Jesse Gelles
- 10.3. Last Edited: 06/19/2020
- 10.4. Edits since last ratification:



- 10.4.1. Document written.
- 10.4.2. Sections 2.2, 3.1.3, 8.4.4, 9.2.3 edited based on # of Deans in attendance.
- 10.4.3. Section 3.2.4 edited based on Student Council representation requirements.
- 10.4.4. Sections 2.1, 2.2, 3.2.6, 4.2.3, 5.9.3 amended to reflect amendment based on timing, order of agenda, and inclusion of URiSM representatives and Dean position.
- 10.4.5. Sections 5.4, 5.9.5, 5.9.7 edited to reflect responsibility of Vice chair with governing communication from PLM.
- 10.4.6. Sections 5.1.1, 5.2.1, 5.3.1 added to detail responsibilities of URiSM representatives.
- 10.5. Ratified: 07/17//2018
- 10.6. Voting Members from 2017-2018 “Deans Meeting:”
  - 10.6.1. Deans: Basil Hanss, Matthew O’Connell, Eric Sobie
  - 10.6.2. Students: Josh Acklin, Jim Duehr, Jesse Gelles, Carla Golden, Allison Kann, Shikha Nayar, Chris Panebianco, Lauren Schiff, Elizabeth Slocum, Nick Upright
- 10.7. Voting Members from 2018-2019 PLM
  - 10.7.1. Deans: Basil Hanss, Matthew O’Connell
  - 10.7.2. Students: Josh Acklin, Guha Arunkumar, Jim Duehr, Jesse Gelles, Maggie Hung, Denise Jurczynszak, Allison Kann, Abigail Lubin, Shikha Nayar, Nick Upright
- 10.8. Voting Members from 2019-2020 PLM
  - 10.8.1. Deans: Basil Hanss, Matthew O’Connell
  - 10.8.2. Students: Josh Acklin, Guha Arunkumar, Sindhura Gopinath, Maggie Hung, Denise Jurczynszak, Allison Kann, Abigail Lubin, Bar Nachmani, Shikha Nayar, Chris Panebianco