

## Institute for Quantitative Health Science & Engineering Leadership (IQ)

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#### **Preface:**

The Institute for Quantitative Health Science and Engineering (herein referred to as “IQ” or “the Institute”) was established at Michigan State University as an interdisciplinary research enterprise for the purpose of advancing biomedical research and enhancing translation of biomedical innovations into the clinic. The Institute has not been designated as an academic unit; therefore, Institute faculty members will have primary appointments in academic departments. In support of its research mission, the Institute has established thematic areas of investigation that build on strengths of Michigan State University, and these are designed to form intellectual focus areas within the Institute that connect broadly to the University with the purpose of building bridges to departments, colleges and programs across campus. The fundamental principle of the Institute is to advance the biomedical research mission of the University through academic excellence, broad interaction, effective collaboration, and in-depth integration into university-wide programs and initiatives. A culture embracing diversity, equity and inclusion is fundamental to achieving the breadth and depth of the Institute's Mission. These bylaws seek to define the professoriate and staff within the Institute, lay a foundation that supports interactions with faculty's academic departments and colleges, and describe the operations of the institute. Each IQ member will sign a Memorandum of Understanding (MOU) that describes the expectations and criteria for faculty whose affiliations, laboratories, research space and/or offices are within the Institute. MOUs will be reviewed and approved by the participating colleges.

### SECTION ONE: THE INSTITUTE

#### **1. Institute**

##### **1.1. Definition of the Institute**

- 1.1.1.** The Institute was founded by, and is primarily supported by, the three colleges of Human Medicine, Engineering, and Natural Sciences, but it aims to facilitate biomedical research across the entire University.
- 1.1.2.** The founding colleges have representation on the IQ Executive Committee to provide guidance and oversight.
- 1.1.3.** There are no quotas regarding faculty membership relative to their academic department or college, but it is anticipated that the founding colleges will constitute the majority of the membership in the institute.

- 1.2. An institute at MSU is an independent unit comprised of faculty and staff with shared goals and objectives. Institutes, as independent units, exist within and between colleges and departments with a reporting structure that includes the supporting college leadership (Deans) and the University (vice president of research).
- 1.3. The Bioengineering Building, located at 775 Woodlot Drive on the East Lansing campus, is the operational center of the Institute. A majority of the faculty members of IQ have laboratories, offices, and research space in this building, but the Institute is not defined by the walls of 775 Woodlot Drive. The institute is defined by the concepts of advancing biomedical research and enhancing translation of biomedical innovations into the clinic, and by the terms in this set of bylaws that govern the activities of the members.
- 1.4. The IQ mission defines the Institute and extends beyond the walls of 775 Woodlot Drive. Members of the MSU faculty whose major research activities align with the IQ mission, but whose research space is not located at 775 Woodlot Drive may be considered for membership in the Institute if they agree to the terms of membership, have a signed MOU, and participate in the activities of the Institute.

## SECTION TWO: THE MEMBERS

### 2. Definitions of IQ Membership

#### 2.1. Full Members

- 2.1.1. Full membership may be granted to individuals employed by MSU who agree to the terms of membership as outlined in a Memorandum of Understanding (MOU). Signature indicates agreement.
- 2.1.2. Full membership requires approval by the Director and confirmation through a vote by full members of the IQ faculty (majority approval).
- 2.1.3. Full members may have assigned office, research, and/or laboratory space in 775 Woodlot Drive or in other space designated as Institute space. The Director has primary responsibility for allocating space to IQ members and will inform the IQ Advisory committee about such decisions. The minimum space allocation is one faculty office, two student carrels, and half a bay of laboratory space (1 linear bench with 3 kneeholes), if required.
- 2.1.4. Full members may cast votes on IQ membership, and other decisions that require voting, and participate in discussion pertaining to membership and operations.

#### 2.2. Affiliate Faculty Members

- 2.2.1. Affiliate membership is available to MSU researchers who are engaged in research that supports the mission of IQ as defined by the divisions and strategic plan. Affiliate members must be associated with a specific IQ division.
- 2.2.2. Affiliate members may receive access to resources of the Institute at the discretion of the responsible Division Chief and Director (or Associate Director).

- 2.2.3.** Affiliate membership is approved by the Director and confirmed by the IQ Advisory Committee (simple majority) and is effective for 3 years.
- 2.2.4.** After 3 years, affiliate IQ membership will be reviewed and is either renewed by the procedure outlined in 2.2.3 or expires.
- 2.2.5.** Affiliate members are not voting members but are expected to participate in discussions pertaining to operations of the Institute including research aims, symposia, seminars, promote IQ in scientific instances (such as publications, conferences, etc), and participate in the educational mission as appropriate.
- 2.2.6.** Affiliate members are expected to list the Institute as one of their affiliations on publications.

### **2.3. Resident Researchers**

- 2.3.1.** Visiting researchers, including scientists, engineers, and clinical scientists, can be given temporary space in IQ at the discretion of the Director. Visiting spaces are approved for 12 months. All extensions to this policy need to be approved by the IQ Advisory Committee after divisional approval.
- 2.3.2.** Resident researchers may be either existing MSU faculty or researchers from another institution, corporation, or university.
- 2.3.3.** Resident researchers are expected to acknowledge the Institute on publications.

### **2.4. Record of the Institute Membership**

- 2.4.1.** The IQ Director or his/her designee will keep a record of the membership of the Institute that shows the following for each member: academic rank, departmental affiliation(s), record of an executed MOU, data pertaining to the terms of the MOU including salary savings, square footage of research space, students graduated, papers published and other information that designates a member "in good standing".

## **SECTION THREE: COMMITTEES**

### **3. Committee Functions and Responsibilities**

#### **3.1. General Functions and Responsibilities.**

- 3.1.1.** These bylaws establish two standing committees for defined and recurring activities: The IQ Advisory Committee and the Executive Committee.
- 3.1.2.** As needed, special (*ad hoc*) committees may be established to investigate, discuss, and/or make recommendations on any matter relevant to the Institute.
- 3.1.3.** Standing and special committees shall present their reports and/or recommendations to the Director and associate Director, who may communicate those reports and/or recommendations to the IQ faculty at the next scheduled Institute faculty meeting or via email, unless the reports and/or recommendations are of a confidential nature.
- 3.1.4.** All committees, including both standing and special committees, will take and keep minutes of their meetings. Draft meeting minutes shall be approved by the committee's members and then forwarded to the institute Director (or designee) to be permanently saved in the Institute's records.

- 3.1.5. Committee reports and/or recommendations and a summary of faculty discussion, approval, or disapproval of the reports and/or recommendations by the IQ faculty shall be saved in a permanent Institute record and made available to IQ faculty members upon request.

### **3.2. IQ Advisory Committee**

- 3.2.1. The IQ Advisory Committee serves as an advisory board with some decision-making responsibilities for Institute business as described below.
- 3.2.2. Membership. The committee shall consist of each of the Division Chiefs, two additional full IQ members, selected by IQ faculty vote, and one staff member, selected by staff vote. One of the additional full IQ members will be a tenured faculty and one individual will be an early career, non-tenured member. Any full member of the IQ may nominate an individual for the additional IQ full member positions. Individuals may also self-nominate. Elected members shall serve a term of 2 years. Individuals may serve consecutive terms. The Director, Chief of Staff, Associate Director and Assistant Director may attend meetings of the IQ Advisory Committee, but will not have voting privileges. The committee members will vote on a committee Chair.
- 3.2.3. Responsibilities: The IQ Advisory Committee advises the Director on all matters of importance to the Institute including, but not limited to: Scientific Direction, Administrative and Budgetary Policy, Space, Equipment, Recruitment, Educational Programs, and Outreach. In addition, the committee
  - 3.2.3.1. Attempts to resolve conflicts over space.
  - 3.2.3.2. Approves requests for visiting researcher space beyond 12 months.
  - 3.2.3.3. Approves proposed changes in the thematic focus, or name, of a division.
  - 3.2.3.4. Confirms affiliate members.
  - 3.2.3.5. Votes on proposals to modify or eliminate divisions.
  - 3.2.3.6. Works with VPRI and the Dean(s) to appoint an Acting Director, if needed, and initiate a national search for a new director.
  - 3.2.3.7. Advises on the appointment of Division Chiefs.
  - 3.2.3.8. Attempts to resolve grievances.

### **3.3. Executive Committee**

- 3.3.1. This committee serves as an advisory body for the Institute and acts as a conduit of communication to our partnering colleges and the University.
- 3.3.2. This committee consists of the Senior Associate Dean for Research in the College of Human Medicine, the Senior Associate Dean for Research in the College of Engineering, the Associate Dean for Faculty Affairs and Development in College of Natural Science, a representative of the Office of Research & Innovation, and the Assistant Provost, Institutional Space Planning & Management, or an appropriate delegate of these positions.

### **3.4. Special Committees**

- 3.4.1. Special committees may be appointed by the Director, the Director's Cabinet, or, with the approval of the Director, the IQ Advisory Committee for special, non-recurring projects.
- 3.4.2. Special committees shall remain active for periods no longer than one year.
- 3.4.3. If a special committee should be required for more than one year, the Director may extend the term for one additional year.

- 3.4.4.** Special committees may invite to their meetings, at their discretion and without restriction, any persons in an advisory or observational capacity and without a vote, subject only to the approval of the majority of the committee present.

## SECTION FOUR: ORGANIZATION AND LEADERSHIP

### **4. Organization and Leadership of the Institute**

#### **4.1. Divisions**

- 4.1.1.** The IQ has several divisions, each aligned with a research focus area consistent with the mission of IQ and with connections to programs and departments at MSU.
- 4.1.2.** The divisions' focus areas are intended to be fluid and adaptable to the changing landscape of biomedical research. A change in the thematic focus, or name, of a division can be proposed to the IQ Advisory Committee by the Division Chief with endorsement of the division members. Ratification of the proposed change(s) requires approval by the Director and the IQ Advisory Committee.
- 4.1.3.** Each division has a Division Chief; obligations and responsibilities of the Division Chief are summarized in section 4.6.
- 4.1.4.** Divisions may be reorganized, eliminated, or modified at the discretion of the Director and subject to a vote by the IQ Advisory Committee (Simple Majority of the Committee must approve). Elimination of a Division does not mean members of that Division are no longer members of the IQ. The expectation is that members of an eliminated division will be reassigned to other, appropriate divisions, if desired by those members.

- 4.2. Director** – The institute Director has authority and responsibility for administrative decisions and management of the Institute. The Director's primary responsibilities include financial oversight, defining research directions, operations, personnel management, and fundraising. In addition to the managerial responsibilities of the Director, the Director has an outward facing position with a role in managing relationships between the Institute and its Executive Committee, MSU colleges whose faculty are IQ members, the University and other colleges, other Universities, the community, region, state, nation, and international organizations. The Director will work with the associate and assistant Directors to ensure that operations of the Institute are consistent with the expectations of the university and other stakeholders. The Director will delineate the mission and strategic plan of the Institute, in advisement with the leadership, and be responsible for formulating, and executing, an overall mission statement and strategic plan for the Institute. The Director will promote diversity, equity, and inclusion in the work environment. In addition, the Director will oversee the division-specific mission plans, ensuring that they support the overall mission of the Institute and are at the cutting edge of biomedical science and engineering. The Director reports directly to the Office for Research and Innovation at MSU, and her/his appointment is at the discretion of the Office for Research and Innovation at MSU.

- 4.2.1.** Policy decisions will be formulated in compliance—with existing university and college policies and procedures.

**4.2.2.** In the event that the Director is no longer available or able to perform the duties and responsibilities of Director, the MSU Office for Research and Innovation, in consultation with the Dean(s) and the IQ Advisory Committee, shall appoint an Acting Director, and initiate a national search for a new Director.

**4.2.3.** Reappointment in the role of Director is renewable on a rolling 5-year basis. Revocation of this role can only be authorized by the Vice President for Research and Innovation at MSU.

**4.2.4.** The Office for Research and Innovation at MSU conducts annual reviews of the Director.

**4.3. Associate Director—** The primary responsibilities of the associate Director are largely inward facing, focusing on the scientific mission and direction of the Institute. These responsibilities include working with the Director on five- and ten-year strategic plans for IQ growth and development, ensuring that all program initiatives align with the Institute's mission, core values and culture, providing leadership guidance to Division Chiefs, and standing-in for the Director when he/she is off premises. The associate Director will promote diversity, equity, and inclusion throughout our research.

**4.3.1.** The Associate Director is nominated by the Director from the pool of full IQ members. Full IQ members vote to confirm via the electronic voting procedure (simple majority of those choosing to vote).

**4.3.2.** The associate Director serves for a period of three years. The Director may nominate the same individual for consecutive terms. Revocation of the appointment is at the discretion of the Director with approval by the Executive Committee

**4.3.3.** Reviews of the Associate Director will be conducted annually by the Director as part of the normal annual review process.

**4.4. Assistant Director—**The assistant Director will be responsible for operational aspects of the Institute's physical resources and core facilities and managing training programs for postdoctoral fellows and students.

**4.4.1.** The Assistant Director is nominated by the Director from the pool of full IQ members. Full IQ members vote to confirm via the electronic voting procedure (simple majority of those choosing to vote).

**4.4.2.** The Assistant Director serves for a period of three years. The Director may nominate the same individual for consecutive terms. Revocation of the appointment is at the discretion of the Director with approval by the Executive Committee.

**4.4.3.** Reviews of the Assistant Director will be conducted annually by the Director and Associate Director.

**4.4.4. Chief of Staff:** The primary responsibilities of the Chief of Staff relate to the Institute's business operations and include oversight of content and supervising staff in finance, human resources, communications, event planning, research administration, information technology, education, and equipment, collaborating with the director, associate director, and assistant director to develop and implement policies, providing financial forecasts and making spending recommendations, authorizing financial commitments for the director, contributing to budgeting and resource allocation, and serving as a voting member of the IQ Executive and Cabinet committees, where they advocate for IQ administrative staff. The chief of staff

position reports directly to the director and works with the director, associate director and assistant director to advance the mission, vision, goals and objectives of the Institute. Annual reviews of the chief of staff will be conducted by the Director and follow the procedures set forth by MSU HR.

#### **4.5. Director's Cabinet.**

**4.5.1.** The Director's Cabinet consists of the Director, Associate Director, Assistant Director, and Chief of Staff. The Cabinet focuses on advising and assisting the Director on the overall operational decisions for the institute.

**4.6. Division Chiefs** – Each research division in the Institute has a Chief. The Division Chief is responsible for setting the division's goals for research, education, and outreach, as detailed in a Strategic Plan. They are expected to foster innovative research programs and create a diverse and inclusive environment for faculty, staff, and students to succeed in their careers. Division Chiefs report directly to the Institute Director and are voting members of the IQ Advisory Committee. Division Chiefs are appointed by the Director, with the IQ Advisory Committee and division members serving in an advisory role. Appointments are for a three-year term and may be renewed at the Director's discretion. Early termination is at the discretion of the Director.

**4.6.1.** Each Division Chief must be a full member of IQ.

**4.6.2.** The performance of each Division Chief will be reviewed annually during the normal evaluation cycle, in conjunction with the department chair(s) and Director.

**4.6.3.** Each year, the Division Chief will compile a report on the Divisions' achievements in research, education, and outreach. This report will be shared with the IQ Advisory Committee and discussed during an IQ Advisory Committee Meeting.

#### **4.7. Faculty Participation in IQ Governance**

**4.7.1.** Full members and affiliate members of IQ shall advise the Director, Cabinet, and IQ Advisory committee on IQ-related matters through mechanisms including discussions at IQ faculty meetings.

**4.7.2.** Full members of IQ shall have voting privileges in IQ elections and policy decisions.

**4.7.3.** Full members of IQ shall advise the Office of Research and Innovation on reappointment or search of the IQ Director and may be asked to serve on the search committee.

#### **4.8. Institute Faculty Meetings**

**4.8.1.** IQ faculty meetings shall be convened as needed but at least quarterly during the Academic Year. Meetings can be convened by the Director or Associate Director or on request by the majority of IQ full members.

**4.8.2.** The faculty meetings will have the following purposes:

**4.8.2.1.** Inform faculty about relevant university, college, and institute activities.

**4.8.2.2.** Ensure continuity and consistency in the decisions made by the faculty.

**4.8.2.3.** Provide an opportunity to review the effects of Institute activities.

**4.8.2.4.** Conduct official IQ business.

**4.8.3.** A quorum (defined as at least 50% of the full faculty members being present) is required to transact IQ business. Meetings without a quorum will be for information only.

**4.8.4.** IQ faculty meetings will follow Roberts Rules of Order as described by the MSU Office of the Secretary for Academic Governance.

**4.8.5.** The Director or associate Director will preside over the faculty meetings

**4.8.6.** Minutes of Institute Meetings

**4.8.6.1.** All Institute meetings of the faculty shall be recorded by an appointee determined by the Director or delegate. Draft minutes will be distributed to faculty with the next Agenda, prior to the next meeting.

**4.8.6.2.** Electronic versions of the minutes will be kept on file by the Institute and are available to full members via the intranet.

#### **4.9. IQ Faculty Voting**

**4.9.1.** To pass any measure (other than amendments to, or revision of, these bylaws: see section 6), a quorum of IQ full members is required to discuss the measure at a faculty meeting and bring it to a vote.

**4.9.2.** For a vote to be taken on a significant business matter, the matter must be included on an IQ faculty meeting agenda that is provided to the full IQ faculty at least two days in advance of the vote.

**4.9.3.** Any full IQ member may request a significant business matter be added to the IQ faculty meeting agenda, either during a faculty meeting or by submitting it electronically at least 2 weeks prior to the faculty meeting.

**4.9.4.** Voting will generally follow Roberts Rules of Order. If a need arises to conduct a vote in a manner that is not consistent with Roberts Rules, that change will require a majority vote by the full IQ membership.

**4.9.5.** During discussion of a significant business matter, any full IQ member can request the vote be held anonymously in an electronic form. Electronic vote recording will be initiated the day after the faculty meeting in which the matter was discussed and will conclude 7 days thereafter.

**4.9.6.** Passage of a measure through in person voting will require a simple majority of the votes by full IQ members.

**4.9.7.** Passage of a measure via electronic voting requires a simple majority of full IQ members.

## **SECTION FIVE: GRIEVANCES**

### **5. Grievance and Complaint Procedures**

**5.1.** IQ follows the Faculty Grievance Policy published in the Faculty Handbook and approved by the Board of Trustees for resolving employment related disputes that arise between faculty or academic staff members and administrators. However, a faculty or academic staff member who feels aggrieved should first seek an informal resolution through the IQ Director and/or the IQ Advisory Committee before filing a formal grievance.

**5.2.** Procedures for resolving student grievances are outlined in the University document, Academic Freedom for Students at Michigan State University

## **SECTION SIX: BYLAW AMENDMENTS**

### **6. Interpretation and Amendments to the Bylaws**



- 6.1. The faculty, as represented by a majority of those eligible members voting at a faculty meeting, shall be the authority with regard to the interpretation of these Bylaws, subject to any restrictions imposed by the latest version of approved Bylaws of the Institute of Quantitative Health Science and Engineering of Michigan State University, as amended.
- 6.2. Amendments to these bylaws may be introduced by any Institute full member through filing a formal request to the Associate Director or Director.
- 6.3. Proposed changes to the bylaws must be discussed at a faculty meeting having a quorum of IQ full members.
- 6.4. Proposed changes to the bylaws must be provided to all full members of IQ at least two weeks prior to the meeting where they will be discussed. The topic “discussion of proposed changes to the bylaws” must be included in a meeting agenda distributed at least two working days before the meeting.
- 6.5. A simple majority vote during the meeting is required to bring the proposal to an electronic vote.
- 6.6. Passage of the proposed changes will require a two-thirds majority of votes by all IQ full members. Members will have at least one week to complete the electronic vote.
- 6.7. Amendments to the appendices of these bylaws will not be viewed as changes to the bylaws and can follow the standard IQ faculty voting procedures described in section 4.10.

#### **APPENDIX A: MOU**

“AppendixA\_2018Memorandum\_of\_Understanding\_for\_Membership.docx”

#### **APPENDIX B: Salary Savings Policy**

“AppendixB\_IQ\_Salary\_Savings\_Policy.docx”

#### **APPENDIX C: Mission Statement**

To create and advance the tools for quantitative analyses and interrogation of complex biological systems and to use these tools for a greater understanding of life and living systems to improve human health and control disease.

#### **APPENDIX D: IQ Handbook**

#### **APPENDIX E: Modes of participation**

There are four modes of faculty and student participation identified for use in academic governance.

1. Consultation—A body of faculty or students consults with and informs an administrator who has authority and responsibility to make a decision. Such a committee is not a deliberative body; it does not vote. Rather, the members express their views to inform an administrator’s decision.

2. **Advisory**—A deliberative body of faculty or students recommends policies to an administrator who is authorized to make decisions. The administrator is not bound by the recommendations and accepts responsibility for the decisions.
3. **Shared Responsibility**—A deliberative body of faculty or students makes recommendations to an administrator. If the administrator and deliberative body cannot agree and action must be taken, the recommendations of the administrator and the deliberative body will be submitted in writing to the appropriate administrator at the next higher administrative level for decisions by that administrator.
4. **Delegated Authority**—A deliberative body of faculty or students is authorized to make decisions on specified matters. Such decisions are subject to administrative review but will be altered only in exceptional circumstances.

#### **APPENDIX F: Diversity, Equity, and Inclusion**

A culture embracing diversity, equity and inclusion is essential to the Institute's Mission. MSU's DEI plan, comprising four primary themes, serves as a framework to be further articulated and put into practice by the Institute. This plan, which includes Michigan State University's definitions of diversity, equity and inclusion, is available on the Office of the President website at <https://president.msu.edu/initiatives/dei-plan/dei-report-and-plan.html>. Specific goals for the IQ include the following and will be further articulated in a local DEI plan.

1. Increasing the diversity of IQ's student, faculty and staff community, while identifying and addressing disparities in outcomes for student, faculty, and staff.
2. Ensuring everyone in the IQ community has fair access to and use of all available information, opportunities and resources in IQ in the absence of bias and discrimination.
3. Cultivating and fostering an everyday cultural setting and inclusive environment in the IQ in which students, staff and faculty from all demographics can flourish professionally.
4. Enhance outreach and engagement with diverse and historically underrepresented communities.

All development and implementation related to DEI plans will be accomplished in accordance with federal and state law prohibiting discrimination against, or granting preferential treatment to, any individual on the basis of race, sex, color, ethnicity or national origin.