FACULTY OF DENTISTRY ACADEMIC GOVERNANCE STANDING COMMITTEES

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1.0 RULES GOVERNING STANDING COMMITTEES

In accordance with the Constitution and By-Laws of the Faculty of Dentistry, the following applies to all Standing Committees unless otherwise noted.

TERMS OF REFERENCE

The Terms of Reference for all standing committees, and any amendments will require approval of 2/3 majority of Faculty Council members present at the meeting where the motion is considered

ACCOUNTABILITY TO FACULTY COUNCIL

Standing committees are accountable to Faculty Council for their activities. All academic policies, regulations, procedures and guidelines developed by standing committees must be approved by Faculty Council prior to their implementation. Notwithstanding the foregoing, minor changes of policy or procedure may be implemented without prior approval provided that they are reported to faculty council in the standing committee's annual report. Whether a change is "minor" is determined by Faculty Council.

DELEGATION BY STANDING COMMITTEES (SUB-COMMITTEES)

Subject to the approval of Faculty Council, standing committees may determine their own sub-committees and working groups. The terms for such sub-committees or working groups must be approved in advance by Faculty Council. Standing committees may not sub-delegate their authority in any other manner without the prior approval of the Faculty Council.

REPORTS

Standing committees shall prepare annual reports for faculty council in accordance with guidelines and timelines approved by Council.

STANDING COMMITTEE MEMBERSHIP

- 1. <u>Voting and Ex officio Members of Standing Committees</u>. The terms of reference for each Standing Committee shall specify the committee membership, including identifying voting, non-voting, and *ex officio* members, and the extent to which the latter shall have voting privileges.
- 2. <u>Appointment to Standing Committees</u>. The Nominating Committee shall present nominations to fill vacancies of elected members of in Standing Committees for approval at a regular meeting of Faculty Council in June. Membership on Standing Committees will be constituted to provide, as far as possible, representation across the range of diverse program interests and mandates spanning the Faculty.
- 3. <u>Student Members.</u> Undergraduate student members of Standing Committees shall be elected by and from the Dalhousie Dental Student and Dental Hygiene Student Societies. Graduate student members of Standing Committees shall be elected from among the graduate students registered in Faculty programs.
- 4. <u>Chair and Vice-Chair</u>. Unless otherwise specified in the Standing Committee terms of reference, the members of the Standing Committee shall elect the Chair and Vice-Chair from among their members. The Chair shall advise the Chair of Faculty Council of the appointments. The Vice-Chair's role is to act as the Chair in the Chair's absence.

- 5. <u>Term of Service</u>. Elected voting members of Standing Committees shall be appointed for three-year staggered terms, with no individual serving more than two consecutive terms, except as decided by a majority of Faculty Council. Student members of Standing Committees shall serve one-year terms.
- 6. <u>Vacancies, Absences</u>. Elected voting members who are not able to carry out their duties for more than six consecutive months as a result of an approved leave shall be replaced for the remainder of their term by the Nominating Committee. Any absence without leave for 3 consecutive regular meetings shall result in a declaration of vacancy by the Chair. A by- election shall be conducted by the Faculty within 20 working days of confirmation by the Chair that a vacancy exists by electronic vote as set out in section 1.7 of the Constitution.

STANDING COMMITTEE MEETINGS

Rules: The Chair will determine meeting procedures and rules of conduct.

<u>Meetings</u>: Standing Committees will meet as often as required to fulfil the responsibilities set out in the terms of reference but will meet a minimum of once annually.

Quorum: Quorum shall be a majority of voting members.

No proxies: Vote by proxy is not permitted.

<u>Open and Closed Sessions, Confidential Material</u>: Meetings are generally *in camera* unless otherwise directed by the Chair. At the end of an *in-camera* session there may be a motion concerning whether any motions passed during the *in-camera* session or any part of them shall be made public.

AD HOC COMMITTEES

Faculty Council may establish Ad Hoc Committees, and their terms of reference, by their own volition or at the request of the Dean.

2.0 NOMINATING COMMITTEE

2.1 ROLE

The purpose of the Nominating Committee is to oversee the nomination of elected faculty representatives to Faculty Council, to Faculty Standing Committees, and to other bodies as required.

2.2 MEMBERSHIP

Four members, no fewer than two of whom hold tenured or tenure-track positions.

- a) One representative from each of the three Departments of Dentistry
- b) One representative from the School of Dental Hygiene

2.3 DUTIES

- a) Develops procedures for the nomination of elected voting members to the Faculty Council and recommending to Faculty Council, the adoption of same
- b) Develops procedures for the nomination of elected voting members to the Faculty Standing Committees, and recommending to Faculty Council, the adoption of same
- c) Presents nominations to Full Faculty to fill vacancies of Elected Voting Members of Faculty Council
- d) Presents nominations to Faculty Council to fill vacancies of Elected Voting Members of Faculty Standing Committees, in consultation with the relevant Department Chair or Director
- e) Makes temporary replacements where an Elected Voting Member of Faculty Council or of a Faculty Standing Committee is absent for six months or less, in consultation with the relevant Department Chair or Director
- f) Presents nominations to Faculty Council to fill vacancies of representatives of the Faculty on Faculty or Senate bodies
- g) Makes all recommendations and reports to Faculty Council through the Chair
- h) Provides an annual report on its activities to Faculty Council
- i) Undertakes other tasks relating to its mandate as directed by Faculty Council from time to time.

2.4 DIVERSITY AND INCLUSION

To ensure a prosperous future for Dalhousie University, we must be inclusive. The health of our university requires talent from the broadest demographic pool. In your role as a faculty member of the Faculty of Dentistry, having committed to Diversity, Equity and Inclusion as a university priority (5.2), you are asked to promote the participation of equity seeking groups by critically examining appointments to any university committee. In this regard members are asked to propose a diverse and inclusive list of nominees.

3.0 ACADEMIC POLICY COMMITTEE

3.1 ROLE

Through the individual Progress and Promotion Committees, the academic policy committee shall develop and recommend appropriate faculty-wide academic policies and procedures and recommend new and modified student academic awards.

3.2 DUTIES

- a) Develop and monitor policies and procedures which guide the committee's operation, and which provide direction for academic units, divisions and course directors in their student evaluation activities.
- b) Coordinate and periodically assess the methods for the evaluation of student achievement and performance. This would include the coordination of dates for examinations and the reporting of results.
- c) Nominate, from its membership, two members to sit on the Student Academic Appeals Committee to judge the merits of student appeals for reconsideration of a grade, a Faculty decision on promotion, eligibility for supplemental examination privileges, or any other matter related to student academic performance.
- d) Review policies at least once every 5 years.

3.3 MEMBERSHIP

The Academic Policy Committee has nine members (each with 3 year staggered terms):

- a) One course director from each of the 4 years of the DDS program
- b) One course director from the QP Program
- c) One course director from the Dental Hygiene program
- d) One student representative each from the Dalhousie Dental Student Society and the Dental Hygiene Student Society
- e) The Associate Dean for Academic Affairs (non-voting, ex-officio)
- f) Director, School of Dental Hygiene (non-voting, ex-officio)
- g) The chair shall be elected by Faculty Council.

3.4 MEETINGS

The Committee shall meet at least once per term and ad hoc as required

(Updated February 2018)

4.0 PROGRESS AND PROMOTION COMMITTEES

There shall be and Progress and Promotion Committee for each of the graduate programs, preclinical (D.D.S. 1 and 2) and clinical (D.D.S. 3 and 4, QP 1 and 2) programs of the Faculty of Dentistry, and for the programs in the School of Dental Hygiene.

4.1 ROLE

The role of each Progress and Promotion Committees is to apply academic policy regarding the progression and graduation of students in its programs.

4.2 DUTIES

- a) Monitor the progress of students including all Elective studies.
- b) Monitor and coordinate all voluntary remedial programs and coordinate the establishment of formal remedial programs.
- Monitor and coordinate, in concert with the Office of the Dean of Academic Affairs, accommodation of students according to recommendations from Dalhousie Advising and Access Services
- d) Monitor and assess student professionalism, knowledge, pre/clinical skills and degree of independence and competence for the professions of dentistry/dental hygiene.
- e) Recommend student counseling activities as may be required to assist students in the development of those personal requisites for the successful pursuit of a professional career.
- f) Determine those students who have met the academic achievement and performance standards for promotion; and for those who have not, recommend further action according to Academic Policy
- g) Report decisions on promotion to Faculty Council
- h) Forward the list of students recommended for graduation to Faculty Council
- i) Recommend to Faculty Council the granting of each academic award, pertaining to that class committee, the student(s) who have fulfilled the prescribed terms of that award
- j) Recommend to Faculty Council, new and modified student academic awards and advise on the terms for awards.

4.3 MEMBERSHIP

The membership of each Class Committee will consist of all Course Directors for the Class Committee it represents.

The Chair of each Class Committee shall be the Associate Dean of Academic Affairs.

The Dean of Students may be invited as an ex officio non-voting member to a meeting, or portion thereof, when issues of awards are under consideration.

4.4 MEETING FREQUENCY

Progress and Promotion Committees will meet at least twice per term and as required.

4.5 AUTHORITY/REPORTING MECHANISM

Notwithstanding the Faculty of Dentistry Constitution, each Progress and Promotion Committee has the authority to act, in keeping with the terms of reference, on matters relating to counseling, remedial activities, electives, course waivers, and the application of other approved academic policies.

(Updated May 2019)

5.0 CURRICULUM COMMITTEES

There shall be a curriculum committee for each of the undergraduate Dentistry and Dental Hygiene Programs and the Graduate and post-graduate Programs.

5.1 ROLE

The role of each curriculum committees is to plan, review, and monitor the curricula of that program within the goals, principles and structure approved by Faculty Council.

5.2 DUTIES

In consultation with the appropriate program/school directors, department chairs, division heads, course directors and course groups:

- a) Plan sequencing of content and clinical skills instruction within each academic year and throughout the curriculum.
- b) Develop the structure and timing of course offerings.
- c) Interpret and communicate the curriculum principles approved by Faculty.
- d) Develop methods for teaching and student evaluation that are consistent with the approved curriculum goals and principles.
- e) Monitor the implementation of the goals and principles by the course directors and course groups.
- f) Review all course outlines and student course evaluations and provide feedback to course directors as appropriate.
- g) Liaise with the Academic and Clinic Coordinating Committee, to develop the timetable for the next academic year.
- h) Establish course weight designations relative to assigned curriculum time for all courses.
- i) Approve new or amended course offerings and submit to Faculty Council for final approval.

5.3 MEMBERSHIP

- a) Dental Hygiene Curriculum Committee
 - i. Full-time members of the School of Dental Hygiene
 - ii. Director, School of Dental Hygiene (ex-officio with vote, Chair)
 - iii. Associate Dean for Academic Affairs (ex-officio with vote)
 - iv. Associate Dean Clinics (ex-officio with vote)
 - v. One Dalhousie Dental Hygiene Student Society representative
 - vi. Manager, Academic Affairs (ex-officio, non-voting)
- b) Doctor of Dental Surgery Program Curriculum Committee
 - Three representatives from the Department of Dental Clinical Sciences, elected by Faculty Council
 - ii. One representative from the Department of Applied Oral Sciences, elected by Faculty Council

- iii. One representative from the Department of Oral and Maxillofacial Sciences, elected by Faculty Council
- iv. One Dalhousie Dentistry Student Society representative
- v. Associate Dean for Academic Affairs (ex-officio with vote)
- vi. Manager, Academic Affairs (ex-officio, non-voting)
- c) Graduate and Post-Graduate Programs
 - i Directors of each of the Programs
 - ii Associate Dean for Academic Affairs (ex-officio with vote)

6.0 FINANCE COMMITTEE

6.1 ROLE

The Committee will act as an advisory committee to the Dean to ensure that financial decisions within the Faculty support the Faculty's strategic plan and overarching guiding principles supporting sound fiscal management. To this end the committee shall;

- 1. Advise and assist the Dean in the allocation of resources to support the mission and strategic priorities of the Faculty.
- 2. Supports the Dean to ensure that the finances of the Faculty are managed in accordance with sound and transparent management policies and practices and in a manner that contributes to the academic mission and fiscal health of the Faculty.
- 3. Oversees budget development process.
- 4. Reviews proposals for higher-level and strategic change in financial policy, procedures, or structures and advises the Dean on the impact of such changes.

The Committee will gain a greater understanding of the Faculty's financial resources, challenges, and opportunities so that financial advice related to strategic priorities and emerging opportunities can be provided to the Dean.

6.2 DUTIES

The Committee will examine internal and external funding requests, advise on the distribution of revenue among units, and review expenses. One of the important duties of the Committee is to review and decide on all external requests for funding.

The Committee will consider the use of all sources of revenue except those that are stipulated by an external contract or annual giving agreement.

The Committee will advise the Dean of the financial implications of strategic initiatives and emerging opportunities. The Committee will assist the Dean in the development of the Annual Multi Year Plan.

CONFIDENTIALITY Financial information is restricted to University staff who have a business purpose for access to such information. Members of the Committee are expected to comply at all times with this confidentiality standard. In keeping with this standard, all discussions related to faculty finances are to be held in confidence. Written materials are to be safeguarded and are not to be disseminated without the expressed written consent of the Dean.

(Approved February 2018)

7.0 ADMISSIONS COMMITTEES

7.1 ROLE

The role of each admission committee is to recommend changes to policies and procedures for admission of students to that <u>program offered by the Faculty of Dentistry</u>, and to make admissions decisions for each new intake of students in accordance with approved admissions criteria.

7.2 DUTIES

- a) Develop policies, procedures and criteria for the admission of students to the individual program(s) in the Faculty of Dentistry
- b) Assess and select applicants for admission to the individual program(s)
- c) Communicate with Faculty and University committees regarding admission trends for that program(s).
- d) Regularly review and amend admissions policies, procedures and standards for individual programs as required and submit changes to Faculty Council for approval.

7.3 MEMBERSHIP

- a) Dental Hygiene Programs
 - i. Two full-time dental hygiene faculty members
 - ii. One part-time dental hygiene faculty member
 - iii. One dental hygiene student representative
 - iv. The Director of the School of Dental Hygiene or a designated representative (ex-officio)
 - v. The Coordinator of the Degree Completion Program (ex-officio)
 - vi. The Dean or the Dean's representative (ex-officio)
 - vii. Representative from University Registrar's Office

One member will be elected Chair by the Committee

Staff support will be provided by the Manager and the Administrative Assistant for Admissions

- b) Graduate Periodontics and General Dental Practice Residency Programs
 - i. Director of the Graduate Program, ex-officio
 - ii. Director of the General Dental Practice Residency Program
 - iii. One Full-time member of the Division of Periodontics
 - iv. One part-time member of either the Graduate Periodontics or General Dental Practice Residency Program
 - v. A current student of either the Graduate Periodontics or General Dental Practice Residency Program
 - vi. The Dean or the Dean's representative (ex-officio)
 - vii. The Chair of the Committee is the Director of the Graduate Periodontics Program
- c) Oral and Maxillofacial Program

i.	The Program Director and the members of the Division of Oral and Maxillofacial Surgery comprise the Admissions Committee for the residency training program in oral and maxillofacial surgery.

8.0 RESEARCH DEVELOPMENT AND ADVISORY COMMITTEE

8.1 ROLE

In an open and transparent process, the Research Development Committee will promote the research goals of the Faculty by facilitating the research commitment of individual faculty members and students, enhancing research collaborations among disciplines within and outside the faculty, and lending its expertise to those activities which will stimulate and support original, scientific inquiry on the part of all faculty.

8.2 DUTIES

- a) To apprise faculty members and students of the research interests, activities and facilities of the Faculty as well as the availability of other potentially useful research facilities in the region.
- b) To inform faculty and students of pertinent research policies and procedures within the <u>University</u> and <u>Faculty</u>, including Ethics Reviews for student table clinics and other student research projects.
- c) To inform all interested faculty and students of potential extramural granting agencies and their respective policies such as ethical reviews.
- d) To administer internal Faculty research programs, including the Faculty Research Fund and the summer student research program.
- e) To actively facilitate the planning and delivery of research training and development activities, including grantsmanship, and publication in peer-reviewed journals.
- f) To review applications and provide recommendations as required for Faculty-nominated research awards or opportunities (such as student travel awards or nominations of students for research workshops).
- g) To encourage and provide opportunities for the dissemination to all faculty and students, of original findings from in-house research activities.
- h) To be available for advice to the Faculty, students and the Dean's Office on matters related to research within the Faculty of Dentistry.

8.3 MEMBERSHIP

The Committee shall consist of five full-time faculty members, one of whom shall be Chair, elected by Faculty. The Associate Dean of Research will sit on the committee as an ex-officio member.

8.4 MEETING FREQUENCY

The committee shall meet as required to conduct the business of the committee as outlined under duties.

8.5 AUTHORITY/REPORTING MECHANISM

The Committee will submit an annual report to Faculty Council which will include a list of funded grant applications, research projects completed or in progress, research publications and, in cooperation with the Dean's office, a summary of general and summer student funds awarded during the previous year.

9.0 STUDENT ACADEMIC APPEALS COMMITTEE

9.1 ROLE

The role of the Student Academic Appeals Committee is to hear appeals from students on academic matters in accordance with procedures approved by the Faculty (see Academic Policy Manual).

Note: Appeals by graduate students are considered in accordance with Faculty of Graduate Studies policies and procedures.

9.2 MEMBERSHIP

- a) Elected Members:
 - i. Two members of the Academic Policy Committee selected by that committee
 - ii. Four elected Full Faculty members, at least one of whom represents the School of Dental Hygiene
- iii. The Chair shall be elected from the membership.

No fewer than two committee members must hold tenured or tenure-track appointments.

- b) Student Voting Members:
 - i. One Dalhousie student

9.3 DUTIES

- a) Assemble a Hearing Panel for each student appeal of a final grade or decision of the Academic Standards and Awards Class Committee
 - i. The Chair of the Student Academic Appeals Committee shall form a Hearing Panel together with four additional committee members
 - a. two faculty and
 - **b.** one student
 - **c.** one representative from outside the Faculty of Dentistry (typically the Schulich School of Law)
 - ii. The Chair of the Student Academic Appeals Committee shall chair each Hearing Panel. If the Chair is in conflict for a given appeal, a new chair of the Hearing Panel shall be appointed from the membership of the Student Academic Appeals Committee.
 - iii. Faculty members directly involved with the decision under appeal are not eligible to sit on the Hearing Panel.
- b) Ensure that the Hearing Panel undertakes student appeals in accordance with appeal procedures and policies approved by the Faculty.
- c) Report the decision and recommendations of the Hearing Panel to the Associate Dean of

Academic Affairs and the Appellant.

d) Provide an annual report to Faculty Council.

The jurisdiction of this committee does not extend to the following, each of which is to be addressed through other processes within the University or Faculty:

- admissions decisions
- decisions relating to the awarding of a scholarship
- award or bursary
- allegations of academic or scholarly dishonesty
- allegations of sexual harassment, personal harassment and/or prohibited discrimination
- allegations of failure to provide accommodation

(Updated January 2018)

10.0 FACULTY REVIEW COMMITTEE (FORMERLY TENURE AND PROMOTIONS)

10.1 ROLE

To advise the Dean on all recommendations for reappointment, tenure or continuing appointment, and promotion within the Faculty of Dentistry.

10.2 DUTIES

- a) To advise the dean regarding recommendations on rank and tenure or continuing appointment status to be granted upon appointment to new faculty members.
- b) To advise the dean regarding recommendations on reappointment, tenure or continuing appointment, and promotion of faculty members.
- c) To develop and periodically review guidelines for reappointment, tenure or continuing appointment and promotion and to make recommendations to the faculty for changes to the guidelines.

10.3 MEMBERSHIP AND MODE OF APPOINTMENT

The Faculty Review Committee shall be elected by Faculty and consist of a minimum of three tenured faculty members.

- a) The membership must include representation from the Full Professor academic rank.
- b) If the Review Committee is reviewing an application from an instructor-stream faculty member, it must also include representation from the instructor stream.
- c) If the Review Committee is reviewing an application from a Dental Hygiene faculty member, it must also include representation from the School of Dental Hygiene.
- d) If a committee member is being considered in matters related to reappointment, tenure or continuing appointment, and/or promotion an appropriate faculty member will be appointed to the committee to replace that member for the academic year.
- e) Membership on the Committee shall be for a three-year term and the members terms shall be staggered.
- f) The Chair and Interim Chair shall be elected by Faculty Council.
- g) In the absence of the Chair, the Interim Chair will serve.

10.4 QUORUM

The quorum for the Committee shall be three, including the Chair. A member from the School of Dental Hygiene must participate when Dental Hygiene reappointment, tenure and promotions are considered, and an instructor stream faculty member must participate when an instructor stream faculty member is being considered.

10.5 AUTHORITY/REPORTING MECHANISM

The Committee acts upon request from the Dean and reports to the Dean as required.

(Approved May 2019)

11.0 EQUITY, DIVERSITY, INCLUSION, AND ACCESS COMMITTEE (EDIA)

The Faculty of Dentistry recognizes the need to increase EDIA among all underrepresented and marginalized communities but, in particular, increase the participation of African Canadians/African Nova Scotian and Indigenous/Mi'kmaq peoples in the oral health professions.

11.1 ROLE

The Faculty of Dentistry's Equity, Diversity, Inclusion, and Access Committee functions to assist and enable the Faculty of Dentistry to develop, implement and support actions, policies, practices and activities that promote and sustain equity, diversity, inclusion, and access among our community of students, staff, faculty, patients, and volunteers. The Committee's objective is to increase the presence and visibility of underrepresented communities and develop an environment in which they can thrive and be successful.

11.2 DUTIES

- a) Provide a venue for members to network together, to gather information for dissemination to their respective units, and to work collaboratively on strategies, initiatives, guidelines, and policies that support:
 - i. Diversity in the recruitment and admission of students to academic programs offered through the Faculty of Dentistry while ensuring that students from underrepresented communities have the support to be successful while a student in the Faculty of Dentistry. When appropriate, the Committee will consult with the Black and Indigenous Student Centre and other similar units to ensure student success.
 - ii. Diversity in the recruitment and career opportunities for faculty and staff in the Faculty of Dentistry while ensuring that staff and faculty from underrepresented communities have the support to be successful while working in the Faculty of Dentistry.
 - iii. Creation of an inclusive environment (physical and social environments; inclusive classrooms and course materials) within/across units of the Faculty of Dentistry and as part of the broader Dalhousie community.
 - iv. Development and use of educational resources to build knowledge and skills regarding inclusion and equity in Faculty of Dentistry programs and services. This will include workshops and seminars for students, staff, and faculty on topics of EDIA.
- b) Collect/collate unit-level information, for reporting to Faculty Council, regarding:
 - Recruitment strategies, and admissions policies related to affirmative action and inclusion of students, staff, and faculty from historically underrepresented groups.

- ii. Initiatives from within the Faculty of Dentistry and/or the broader Dalhousie community, related to developing or enhancing inclusive programs and services.
- iii. Quantitative analysis to document outcomes of recruitment, admissions, and retention initiatives/strategies/policies.
- b) Provide a venue for consultation and collaboration with members/groups of the broader Dalhousie community, (e.g. Office of the Vice-Provost Equity and Inclusion, Human Rights and Equity Services; Registrar's Office; President's Office; etc.), on matters regarding development and use of strategies/policies regarding equity, diversity, inclusion and access.
- c) Address special projects as directed by Faculty Council or the Dean of Dentistry, regarding development and/or delivery of programs and services regarding equity, diversity, inclusion, and access.

In accordance with the Faculty of Dentistry's Constitution Section 3.0 Standing Committees c) Delegation by Standing Committees (Sub-Committees): Subject to the approval of Faculty Council, Standing Committees may determine their own sub-committees and working groups.

11.3 MEMBERSHIP

- a) The Dean
- b) The Associate Dean of Students (de facto Chair, DDS Admissions Committee)
- c) Director, School of Dental Hygiene (de facto Chair, Dental Hygiene Admissions Committee)
- d) One representative from each department/school within the faculty.
- e) Up to 4 members from the staff and student FoD community at large.
- f) Faculty of Dentistry Liaison, Aboriginal Health Sciences Initiative
- g) Faculty of Dentistry Liaison, Promoting Leadership in Health for African Nova Scotians (PLANS) Initiative
- h) The Executive Assistant to the Dean will provide administrative support.
- i) The committee will elect a chair from within for a two-year term.

The Committee will strive to ensure that groups that have been traditionally marginalized in society and underrepresented at Dalhousie, have a voice on the Committee. Given this, the Committee will actively seek representation from such groups within the Faculty of Dentistry.

11.4 AUTHORITY/REPORTING MECHANISM

The EDIA Committee is a standing committee of Faculty Council, and reports to Faculty Council at least twice a year. In addition, the committee may advise Faculty leadership on a more regular basis. The EDIA Committee will also work closely with the Office of the Vice Provost – Equity and Inclusion. (Approved September 2, 2020)