College of Arts and Sciences Bylaws

2005

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PREAMBLE: The College of Arts and Sciences shall consist of the Chancellor, the President, the Dean, the Faculty, and those students, both graduate and undergraduate, who are academically advised by members of the Faculty of the College. The College serves the instructional needs of undergraduate and graduate students, supports the research and teaching life of the faculty, and seeks to promote intellectual community both within and beyond its membership.

Article X of the Policies of the Board of Trustees directs the faculty of each college to “prepare and adopt bylaws which shall contain (1) Provisions for committees and their responsibilities; (2) Procedures for the calling and conduct of faculty meetings and elections; and (3) Provisions for such other matters of organization and procedure as may be necessary for the performance of their responsibilities.” In accordance with these Policies, in recognition that “provisions of bylaws concerning consultation with the faculty shall be subject to the approval of the chief administrative officer of the college” and in further recognition that the College By-Laws are themselves governed by the By-Laws of the University at Albany, the Faculty has ratified the following set of By-Laws for the College of Arts and Sciences.

ARTICLE I. The Faculty of the College of Arts and Sciences.

1. The Faculty shall consist of the Chancellor, the President, the Dean, and all the academic and professional staff as defined in the Policies of the Board of Trustees. Each member of the Voting Faculty, as defined by the Chancellor's Statement on Governance and Faculty By-Laws of the University at Albany, shall have one vote in Faculty meetings and in College elections.

2. The Faculty shall be responsible for the planning and conduct of the academic programs of instruction and research in the College, subject to the provisions of the Policies of the Board of Trustees and the By-Laws of the University at Albany, SUNY.

3. The Faculty shall normally exercise its responsibilities through the Faculty Council of the College of Arts and Sciences, including the Committees of the Council, and through the Council of Chairs, and its Committees, except in cases when it reserves powers to itself.

4. The Faculty may, at a regular or special meeting, vote to override any action of the Faculty Council and its Committees, except that it may not override actions of the Faculty Council Tenure and Promotion Committee or actions of the Council of Chairs and any Committees it may form.

5. Faculty Meetings.

   5.1 The Faculty shall meet regularly at least once during the academic year, and at other times upon call of the Chancellor, the President, the Dean of the College, the Faculty Council, or by petition of 10% of the Voting Faculty.

   5.2 The Presiding Officer of the Faculty meetings of the College shall be the Chairperson of the Faculty Council or, in his or her absence, the Vice-Chair.

   5.3 The time and place of such meetings shall be set by the Chairperson of the Faculty Council, who shall inform the Faculty at least one week prior to the meeting of the time, the place, and the agenda.

   5.4 30% of the Voting Faculty shall constitute a quorum for the conduct of business at such meetings.

   5.5 Items may be placed on the agenda of the meetings by the Chancellor, the President, the Dean of the College, the Faculty Council, the Chairs' Council, or by petition of 10% of the Voting Faculty.
5.6 The Faculty Council shall report its work at the regularly scheduled meetings of the Faculty.

5.7 Unless otherwise specified, all meetings shall be conducted according to Robert's Rules of Order, Revised.

6. Initiatives and Referenda.

6.1 The Faculty Council shall, on its own initiative or by petition of 10% of the Voting Faculty, place issues of special importance before the Voting Faculty for a mail ballot.

6.2 Passage of a proposal by mail ballot shall require a majority of the votes cast.

7. College Faculty and University Governance

7.1 The Voting Faculty will elect representatives to the University Senate. As regulated by the Faculty By-Laws, the elected faculty members shall serve two-year terms, with one half of the representatives being elected each year.

7.2 University Senators, elected by the College Faculty as specified in the Faculty By-Laws of the University at Albany to represent the College, serve as liaisons between the Senate and College Faculty. Upon request, University Senators from the College will report to the Faculty concerning Senate matters of College interest. Such reporting will generally take the form of periodic reports to the Faculty Council and ongoing communication with the Vice-Chair. While the Vice-Chair periodically reports to the Faculty Council on behalf of the University Senators, Senators themselves are invited to attend Faculty Council meetings as ex officio non-voting members.

ARTICLE II. The Councils of the College of Arts and Sciences.

1. Two-Council Structure.

1.1 The Faculty Council shall be a policy recommending body selected by the College Faculty which will make recommendations to the Dean concerning matters specified under Powers and Responsibilities of the Faculty Council.

1.2 The Council of Chairs shall be a policy recommending body, comprised of all Chairs of College Departments, which will make recommendations to the Dean concerning matters specified under Powers and Responsibilities of the Council of Chairs.

2. Composition of the Councils.

2.1 Composition of the Faculty Council.

2.11 One voting member of the Faculty Council shall be elected from among the teaching faculty of each Department of the College. The Department Chairperson shall certify the election of such member to the Dean. Four voting members of the Faculty Council shall be elected as At-Large members by the voting faculty of the College. The Nominating Committee of the Council shall certify the election of such members to the Dean. Two voting members shall be elected from the Professional Staff of the College. The Nominating Committee of the Council shall certify the election of such members to the Dean.

2.12 The Officers of the Council shall be a Chairperson and a Vice-Chair, and a Recorder. The Vice-Chair and Recorder shall be elected for the following year by the combined outgoing and incoming Council at the final spring semester meeting and shall serve one-year terms, effective May 15. At the end of his or her term as Vice-Chair, he or she becomes Chairperson for the following academic
year. In the event that the Vice-Chair will have completed his or her first or second successive two-year term by the end of his or her term as Vice-Chair, he or she will continue on the Council for an additional year in order to preserve continuity among elected officers.

2.121 The Chairperson prepares the calendar of Council and CAS faculty meetings, chairs the Executive Committee, meets periodically with the Dean on behalf of the Council, represents the Faculty Council as a non-voting member of the Council of Chairs, and performs any other duties designated in the By-Laws.

2.122 The Vice-Chair shall preside over Council meetings and represent the Council in any other way in the absence of the Chair, shall Chair the Nominating Committee, and may represent the Council at Council of Chairs meetings. The Vice-Chair also communicates regularly with University Senators elected from the College, attends University Senate meetings as a non-voting representative of the Faculty Council, and may advise University Senators, on behalf of the Faculty Council, concerning matters of interest to College Faculty. The Vice-Chair serves as a member of the Executive Committee and prepares to serve as Chair upon expiration of his/her term as Vice-Chair.

2.123 The Recorder shall take and prepare minutes of Council meetings and shall serve as the Council’s point of historical reference and research when necessary.

2.13 The Dean of the College or his or her representative shall be an ex officio non-voting member of the Council, as well as an ex officio non-voting member of all standing committees and sub-committees with the exception of Promotion and Tenure.

2.14 Each member of the Council shall ordinarily serve a two-year term and may serve no more than two terms in succession. An exception to this provision occurs in the event that the Vice-Chair of the Council would ordinarily have completed his or her term(s) at the end of the academic year in which he or she serves as Vice-Chair. The two-year terms of the At-Large members of the Council shall be staggered so that each year two At-Large members shall be elected.

2.15 To be eligible for election as a departmental representative, new faculty must have completed one year of service at the University.

2.16 Election of Councilors shall take place by April 1, the Councilors to take office on May 15. The combined outgoing and incoming Council shall meet in May for the purpose of electing officers for the coming year. This meeting shall be called and chaired by the Chairperson or the Vice Chair of the outgoing Council. The Nominating Committee will present candidates for election; additional nominations may be offered at the meeting.

2.17 In the event of a vacancy among Councilors representing Departments, the Department whose seat has been vacated shall elect a replacement to fill the unexpired term. In the event of a vacancy among the at-large Councilors, the Voting Faculty of the College shall elect a replacement.

2.2 Composition of the Council of Chairs.

2.21 The Council of Chairs shall be composed of the Dean and one Chair from each Department in the College.

2.22 Each Chair will normally serve a three-year term which can be renewed if the person is so appointed.

2.23 The Officers of the Council of Chairs shall be the Dean who serves as the Chair and a Vice-Chair who shall be elected by the members of the Council of Chairs.
2.24 The Chair and/or the Vice-Chair of the Faculty Council may attend Council of Chairs meetings as ex officio non-voting members.


3.1 Shared Powers and Responsibilities

3.11 The Councils shall make recommendations to the Dean concerning

3.111 College-wide planning and policy.

3.112 College-wide budget development.

3.113 College-wide personnel policy development.

3.114 College-wide organizational and programmatic changes.

3.115 College- and University-wide nominations and procedures for forming administrative task forces and other committees outside the domain of the standing committees of the Councils.

3.12 The Councils shall make recommendations to the Dean concerning any other College-wide matters proposed by the Dean, either of the Councils, or any member of the Voting Faculty.

3.2 Powers and Responsibilities of the Faculty Council.

3.21 The Faculty Council shall make recommendations to the Dean concerning

3.211 Policies related to faculty development.

3.212 Policies related to academic programs.

3.213 Curriculum design and revision.

3.214 Policies related to academic support and support services.

3.215 Nominations for College- and University-wide ad hoc task forces and other administratively-formed committees.

3.22 The Council shall establish policies and procedures for adjudicating student academic grievances that are within the authority of the College.

3.23 The Council shall report periodically to the Faculty of the College, including an Annual Report of the activities of its Committees.

3.24 The Council shall have authority to constitute standing and ad hoc committees and shall appoint all members of its Committees, providing that

3.241 Each standing committee shall include no fewer than two Councilors.

3.242 No two members of any Committee shall represent the same department.

3.243 Membership on the Faculty Council is corequisite to serving as Chair of any of the Council's standing Committees.
3.25 All actions of the Council’s Committees, with the exception of personnel recommendations by the Tenure and Promotion Committee, shall be reported to the Faculty Council and shall be subject to confirmation by the Council.

3.3 Powers and Responsibilities of the Council of Chairs.

3.31 The Council of Chairs shall make recommendations to the Dean concerning

3.311 Short-term academic and administrative planning and policy.

3.312 Budget implementation as well as fiscal spending.

3.313 Personnel policy implementation and enrollment management.

3.314 Policies regarding departmental administration of the College.

3.32 The Council shall have authority to constitute standing and ad hoc committees.

3.33 The Dean shall compile a report of the decisions and activities of the Council each year.

4. Meetings of the Councils.

4.1 Meetings of the Faculty Council.

4.11 The Council shall meet monthly during the academic year and at such other times as designated by the Chairperson.

4.12 Meetings may be requested by the Dean or by a majority of the Councilors.

4.13 The Chairperson shall ordinarily provide notice of a forthcoming meeting at least one week in advance of that meeting.

4.14 The Chairperson or, in the Chair's absence, the Vice-Chair, shall preside at Council meetings.

4.15 The agenda shall be prepared by the Chairperson in consultation with the Executive Committee. Any member of the Council shall have the right to introduce an item to the agenda, provided that the Chair receives notice of the item at least two days in advance of the meeting.

4.16 A quorum shall consist of a majority of the Council members.

4.17 Meetings shall be open to the University community unless by a majority vote the Council decides to hold a closed meeting.

4.18 The Council shall keep a record of its proceedings; such record shall be available to members of the College Faculty.

4.19 Meetings shall be conducted according to Robert's Rules of Order, Revised.

4.2 Meetings of the Council of Chairs.

4.21 The Council of Chairs shall meet approximately every two weeks throughout the academic year and may be convened as necessary by the Chair or Vice Chair.

4.22 The Dean or Vice Chair shall lead the meetings and prepare the agenda. Any member of the Council may submit agenda items.
ARTICLE III. The Standing Committees of the Councils of the College of Arts and Sciences.

1. The Standing Committees of the Faculty Council.
   1.1 The Executive Committee.
      1.11 Responsibilities
      1.111 The Committee shall normally meet once a month during the academic year to assist the Chair of the Council in facilitating the general operation of the Council and the coordination of its activities, to plan the agenda for Council meetings, and to set longer term goals for Council action.
      1.112 Although the Executive Committee will not normally meet during the summer months, members are empowered to act on behalf of the Council as needed during the summer in providing any consultation requested by the Dean or in any other way that will represent the interests of the Council.
      1.113 In the spring semester, the Committee shall recommend appointments to the Nominating Committee to serve for the following academic year, to be submitted for action by the Council at its final meeting. The Executive Committee will be guided in its nominations by the same criteria of diversity described in II.1.214.
      1.114 The Committee shall establish liaisons with other University administrative, governance, and/or academic units as appropriate.
   1.12 Composition and Procedures
      1.121 The Executive Committee shall consist of the Chair of the Faculty Council, the Vice-Chair, the Recorder, and the Chairs of the Council's standing committees.
      1.122 The Dean or his or her designee shall be an ex officio member of the committee without voting privileges.
   1.2 The Nominating Committee
   1.21 Responsibilities
      1.211 The Nominating Committee shall recommend appointments to the standing committees of the Council, to be submitted for action by the Council at its first meeting of the fall semester. Appointments to ad hoc committees and for midterm replacement of members of the standing committees shall be made by the Chair of the Faculty Council in consultation with the Nominating Committee.
      1.212 The Nominating Committee shall assist the Dean's office in nominating and recruiting teaching faculty for various campus roles, usually service on governance committees and/or ad hoc administrative task forces.
      1.213 The Nominating Committee shall supervise elections of College members to the University Senate.
      1.214 The Nominating Committee will work to ensure that the membership of each committee reflects the diversity of the college and that appointment procedures
1.2141 facilitate the representation of women and persons of color in the spirit of Affirmative Action;
1.2142 reflect as broadly as possible the variety of disciplines and departments in the College;
1.2143 and reflect as broadly as possible representation by senior faculty as well as faculty at the assistant professor rank.
1.215 The Nominating Committee will appoint at least two members of each of the remaining standing committees from outside the roster of Councilors.

1.22 Composition and Procedures

1.221 The Nominating Committee shall consist of six members, no fewer than two to be appointed from the College faculty at large.
1.222 The Vice-Chair of the Council will serve as the Chair of the Nominating Committee.
1.223 In order to be eligible for appointment to the Nominating Committee, a faculty member must have completed at least five years of service at the University.
1.224 The Dean or his or her designee shall be an ex officio member of the Committee without voting privileges.
1.225 Recommendations for nominations for any standing committee or for election of College members to the Senate may be made by any member of the College faculty or professional staff, including the Dean, with permission of the candidate, or by a faculty member or professional staff member’s self sponsorship.

1.3 The Tenure and Promotion Committee.

1.31 Responsibilities.

1.311 The Tenure and Promotion Committee shall serve as the "subsequent academic review committee" (University at Albany Faculty Handbook, Guidelines Concerning Promotion and Continuing Appointment, Section IV.A.2a.).
1.312 The Committee shall review all recommendations from Departments for promotion and/or continuing appointment and act on them in accordance with Article XII of the Policies of the Board of Trustees and the University at Albany Faculty Handbook Guidelines Concerning Promotion and Continuing Appointment.
1.313 The Committee shall present to the Council a summary report of its activities by May 1 of each year.

1.32 Composition and Procedures.

1.321 The Tenure and Promotion Committee shall consist of nine members. A minimum of three of these members shall be Councilors, with the remaining members drawn from the College faculty who are not Councilors.
1.322 Members shall be tenured faculty at the rank of Associate Professor or above. At least five of the nine members shall be Full Professors.
1.323 When considering the recommendations of appointment to the Tenure and Promotion Committee, the Nominating Committee should ensure that at least two faculty from each of the
general areas of the humanities and the arts, the sciences, and the social sciences are members of the Committee.

1.324 No department Chair may serve.

1.325 No faculty member shall serve during the year in which that person's own promotion is to be considered.

1.326 Members of the Committee shall not be present during the discussion of, nor shall they vote on, cases from the departments in which they have voting privileges on personnel matters.

1.327 The Committee shall be chaired by a member of its own choosing, subject to the requirement that the member is also a Councilor. The Chair, in consultation with the Committee members, shall select the members who are to evaluate each case.

1.328 Members of the Committee shall serve terms of two years, with expiration dates staggered to allow for continuity.

1.329 A quorum shall consist of five members, at least three of whom shall be Full Professors.

1.330 Voting on individual cases shall be by secret ballot.

1.4 The Faculty Development Committee.

1.41 Responsibilities

1.411 The Faculty Development Committee shall provide consultation and advice to the Faculty Council and the Dean on matters concerning tenure and promotion criteria.

1.412 The Committee shall provide consultation and advice to the Faculty Council and the Dean on matters of general policy, but not on specific cases, concerning salary equity, discretionary raises, and sabbatical leave.

1.413 The Committee shall provide consultation and advice concerning teaching improvement programs, faculty workshops, mentoring projects, TA training, and other related activities, and shall seek liaison with such other faculty development projects as may exist outside the College.

1.414 The Committee shall provide consultation and advice concerning interdepartmental or College-wide Institutes, Seminars, Colloquia, and other such faculty enrichment programs.

1.415 The Committee shall make primary recommendations to the Dean concerning distribution of awards such as those from the Faculty Research Award Program (FRAP) and any other awards designated by the Dean or for which the Dean may ask Council recommendations.

1.416 The Chairperson of the Committee shall present to the Council a summary report on the activities of the Committee at each meeting of the Council.

1.42 Composition and Procedures.

1.421 The Faculty Development Committee shall consist of no fewer than six members, appointed from among such Councilors and other candidates as the Nominating Committee shall recommend.

1.422 Members of the Committee shall ordinarily serve two-year terms, with expiration dates staggered, and may be reappointed once.
1.423 The Dean or her or his designee shall be an ex officio member of the Committee without voting privileges.

1.424 The Committee shall be chaired by a member of its own choosing, subject to the requirement that the member is also a Councilor.

1.425 The Committee may, on its own authority, establish subcommittees and appoint additional members for those subcommittees as it deems appropriate.

1.426 The Chairperson of each subcommittee shall be a member of the Committee.

1.427 No two members of a subcommittee shall be from the same department.

1.428 A quorum of the Faculty Development Committee shall consist of four members.

1.429 Meetings of the Committee and its subcommittees shall be open to the University community unless by majority vote the Committee decides to hold a closed meeting.

1.5 The Academic Planning Committee.

1.51 Responsibilities

1.511 The Academic Planning Committee shall deliberate and make recommendations to the Council and the Dean regarding the College's long-range academic policy.

1.512 The Committee shall provide consultation and advice to the Faculty Council and the Dean regarding criteria for the College's faculty recruitment planning, and shall report annually to the Council regarding the implementation of the recruitment plan.

1.513 The Committee shall provide consultation and advice to the Faculty Council and the Dean regarding the quality and effectiveness of the College's undergraduate and graduate programs.

1.514 The Committee shall offer guidance concerning faculty resource distribution, including adjunct and part-time faculty and teaching assistants; teaching loads; assessment policy; capped and/or restricted majors; admission and retention of students, academic standards, academic integrity, and grading policies in the College; and program initiatives in the context of long-range policy.

1.515 The Chairperson of the Committee shall present to the Council a summary report on the activities of the Committee at each meeting of the Council.

1.52 Composition and Procedures.

1.521 The Academic Planning Committee shall consist of no fewer than six members, appointed from among such Councilors and other candidates as the Nominating Committee shall recommend.

1.522 Members of the Committee shall ordinarily serve two-year terms, with expiration dates staggered, and may be reappointed once.

1.523 The Dean or her or his designee shall be an ex officio member of the Committee without voting privileges.

1.524 The Committee shall be chaired by a member of its own choosing, subject to the requirement that the member is also a Councilor.
1.525 The Committee may, on its own authority, establish subcommittees and appoint additional members for those subcommittees as it deems appropriate.

1.526 The Chairperson of each subcommittee shall be a member of the Committee.

1.527 No two members of a subcommittee shall be from the same department.

1.528 A quorum of the Academic Planning Committee shall consist of four members.

1.529 Meetings of the Committee and its subcommittees shall be open to the University community unless by majority vote the Committee decides to hold a closed meeting.

1.6 The Academic Programs Committee.

1.61 Responsibilities

1.611 The Academic Programs Committee shall review and recommend all course proposals originating in the College of Arts and Sciences related to undergraduate and graduate programs; program proposals related to undergraduate and graduate curricula; and existing courses and programs as the need arises.

1.612 The Committee shall provide consultation and advice to the Council and the Dean regarding changes in University-wide curriculums and programs that may have significant impacts on the College.

1.613 The Committee shall make decisions regarding College undergraduate and graduate student awards.

1.614 The Committee shall establish and, as necessary, recommend changes in student academic grievance procedures in the College.

1.615 The Committee shall investigate all matters of student academic grievance in accordance with University policy.

1.616 An ad hoc student academic grievance subcommittee shall be appointed as needed and shall automatically expire upon disposition of the case that it was appointed to consider.

1.617 The subcommittee shall consist of three Faculty members, at least one of whom is to be drawn from the Committee, and two students, one graduate and one undergraduate.

1.618 The Dean of the College or her or his designee shall be an ex officio member of the subcommittee, without voting privileges.

1.619 The Chairperson of the Committee shall present to the Council a summary report on the activities of the Committee at each meeting of the Council.

1.62 Composition and Procedures.

1.621 The Academic Programs Committee shall consist of no fewer than six members, appointed from among such Councilors and other candidates as the Nominating Committee shall recommend.

1.622 Members of the Committee shall ordinarily serve two-year terms, with expiration dates staggered, and may be reappointed once.
1.623 The Dean or her or his designee shall be an ex officio member of the Committee without voting privileges.

1.624 The Committee shall be chaired by a member of its own choosing, subject to the requirement that the member is also a Councilor.

1.625 The Committee may, on its own authority, establish subcommittees and appoint additional members for those subcommittees as it deems appropriate.

1.626 The Chairperson of each subcommittee shall be a member of the Committee.

1.627 No two members of a subcommittee shall be from the same department.

1.628 A quorum of the Academic Programs Committee shall consist of four members.

1.629 Meetings of the Committee and its subcommittees shall be open to the University community unless by majority vote the Committee decides to hold a closed meeting.

1.7 The Academic Support Committee.

1.71 Responsibilities

1.711 The Academic Support Committee shall provide consultation and advice to the Faculty Council and the Dean on matters of policy and practice concerning Library acquisitions; Computing Center services; computers and associated technologies; labs and research facilities; existing and new physical space; shops; and clerical and technical support personnel.

1.712 The Committee shall undertake activities that may enhance student and faculty awareness of ways to use computers and other technologies in their work.

1.713 The Chairperson of the Committee shall present to the Council a summary report on the activities of the Committee at each meeting of the Council.

1.72 Composition and Procedures.

1.721 The Academic Support Committee shall consist of no fewer than six members, appointed from among such Councilors and other candidates as the Nominating Committee shall recommend.

1.722 Members of the Committee shall ordinarily serve two-year terms, with expiration dates staggered, and may be reappointed once.

1.723 The Dean or her or his designee shall be an ex officio member of the Committee without voting privileges.

1.724 The Committee shall be chaired by a member of its own choosing, subject to the requirement that the member is also a Councilor.

1.725 The Committee may, on its own authority, establish subcommittees and appoint additional members for those subcommittees as it deems appropriate.

1.726 The Chairperson of each subcommittee shall be a member of the Committee.

1.727 No two members of a subcommittee shall be from the same department.

1.728 A quorum of the Academic Support Committee shall consist of four members.
1.729 Meetings of the Committee and its subcommittees shall be open to the University community unless by majority vote the Committee decides to hold a closed meeting.

2. The Standing Committees of the Council of Chairs

2.1 The Council of Chairs shall develop standing Committees as it chooses by majority vote of the members.

2.11 The Executive Committee shall consist of the Vice Chair of the Council of Chairs and three members elected annually, one each representing Departments in the sciences and mathematics, social sciences, and arts and humanities areas.

2.12 The Dean shall be a member of the Committee ex officio.

2.13 The Committee shall assist the Chair and Vice Chair of the Council in facilitating the general operation of the Council and the coordination of its activities.

2.14 The Committee shall establish liaisons with other University and College administrative, governance, and/or academic units as appropriate.

2.2 Ad hoc Committees shall be identified from time to time by majority vote of the members to construct recommendations for the membership.

ARTICLE IV. Amendments.

1. Amendments to the By-Laws may be proposed by the Dean, by the Faculty Council, by the Council of Chairs, or by a petition signed by at least ten percent of the Voting Faculty.

2. Proposed amendments shall be submitted to the Chairperson of the Faculty Council in writing. Within six weeks of the submission of an amendment, the Chairperson of the Council or the Vice-Chair shall convene a meeting of the Faculty to discuss the proposed amendment; at the discretion of the Chair, he or she may then submit the amendment to a mail ballot vote by College faculty. Alternatively, majority vote by voting faculty present may also submit the amendment to a mail ballot vote. If the Council and/or the Chair of the Council vote to submit the amendment to a mail ballot vote, the amendment proposal shall be considered to have passed and will be forwarded to the Dean upon approval of a majority of the votes cast.

3. Amendments passed by the Voting Faculty in the College shall be considered recommendations to the Dean, whose approval will cause the amendments to become effective.

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