



## Governing Documents

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## **Dilmun Hill Constitution**

### **1. Mission Statement**

Dilmun Hill is a student-run farm at Cornell University that fosters community and empowers students through active engagement in ecological agriculture, research and outreach and provides opportunities for experiential learning.

### **2. Education and Research**

Dilmun Hill provides extensive opportunities for students and community members to engage in hands-on, farm-based learning with their peers. The farm is an educational resource for Cornell and the greater Ithaca community, offering diverse opportunities for student involvement through research, management, and volunteer assignments on the farm. The educational experiences at the farm include numerous class tours, workshops, youth groups and labs, enabling hands-on learning at CALS and the University at large.

### **3. Sustainability**

#### ***3.1 Ecological***

Dilmun Hill members strive to be good stewards of the land and to model ecological sustainability for the community. The farm closes an ecological loop, using University and Dilmun produced compost to fortify the soil and grow food that feeds the community. Dilmun Hill is managed consistent with organic practices in order to increase on-site safety and accessibility for students and community members; to reduce reliance on outside inputs; and to promote the innate biological function of the farm.

#### ***3.2 Organizational***

Dilmun Hill's governing structure achieves continuity of ideas, policies, and goals, ensuring the farm is moving forward and building upon previous accomplishments and setbacks. To provide organizational continuity, each growing season is summarized in a farm report that serves to pass on knowledge to incoming managers. The transparency and history of the farm are promoted by distributing the report online. Continuity is further promoted by encouraging Steering Committee members to stay on the committee for the entirety of their time at Cornell. Dilmun Hill stimulates social sustainability through collaboration with other sustainability groups, and through on-campus and community-based education and outreach.

#### ***3.3 Financial***

Dilmun Hill seeks sustainable funding through the active pursuit of grants, sales of produce and outreach events. The Cornell University Agricultural Experiment Station (CUAES), Student Assembly Finance Commission (SAFC) and the New York State Farmers' Alliance (a group dedicated to helping Dilmun Hill Student Farm and other projects at Cornell University) each contribute greatly to support the Dilmun Hill budget.

## **4. Governing Structure**

### ***4.1 Student Farm Managers***

The farm managers are in charge of daily operations of the different projects at Dilmun Hill. Being a farm manager is a full-time paid position over the summer months and a part-time paid position during the fall/spring semesters. The paid position begins in March; it becomes full-time after spring semester finals; once the semester begins in the fall the position becomes part-time; and the position remains paid through the end of November. All farm managers are also members of the Steering Committee, and after manager pay ceases, managers become volunteers with the same obligations of Steering Committee members. Additionally, by the end of November, managers are required to write a Farm Report, summarizing their experience and the activities of the farm. The following spring they are encouraged to help train the next season's managers.

To become a manager, candidates have to complete a written application. If considered for the position, the candidate will be invited for an interview with the search committee. The search committee is comprised of the Organic Coordinator and four students who are active members of the Steering Committee, two of whom served as Managers during the previous season.

### ***4.2 Student Field Researchers***

Students interested in conducting field research projects at Dilmun Hill are required to complete the Student Researcher Application, which will be reviewed by the Steering Committee, and, if the research might have long-term implications for the farm, by the Advisory Board. If the project is being considered, the researcher applicant will be invited to present their research project to the Steering Committee, which will make a final decision following the presentation.

At the conclusion of their research, researchers must contribute to the farm report in the fall and present their findings at least once to the Steering Committee. During the execution of their research, researchers must communicate with the Organic Coordinator twice a month by email and have a meeting once a month, ideally with the Student Farm Managers. Researchers are expected to contribute to the larger farm operations and leave the farm better than found.

### ***4.3 Student Project Teams***

Student Project Teams refer to groups of students that are working on a Dilmun related project. These project teams include non-Steering Committee members. Project teams are established through completing the Student Researcher Application, which will be reviewed by the Steering Committee, and if the project might have long-term implications for the farm, by the Advisory Board. If the project is being considered, the project team will be invited to present the project to the Steering Committee, which will make a final decision following the presentation.

Communication between the project team and the steering committee is important. At minimum, there should be an email update twice a month shared with the Steering Committee, and the team should attend and present at least once at a Steering Committee meeting each semester. If team members want to be more involved, they are welcome to attend the first Steering Committee meeting of every month.

#### ***4.4 Organic Farm Coordinator***

The organic farm coordinator is Dilmun Hill's main staff liaison with the University and CUAES. The coordinator also acts as a supervisor for the farm managers during the summer and is a general advisor regarding administrative and agricultural matters. The organic coordinator provides direct support and input as an advisor, is a non-voting member of the Steering Committee, and attends the Faculty Student Staff Advisory Board meetings.

#### ***4.5 Steering Committee***

The Dilmun Hill Steering Committee is responsible for planning and implementing long-term policy on the farm and aiding the managers in operation of the farm. The Steering Committee consists of the current farm managers, the organic farm coordinator and a group of volunteers who apply for the position. The committee is governed by the Steering Committee Bylaws (Appendix 1) and operates by consensus-based decision making. Students on the Steering Committee can register for an independent study credit, in collaboration with a faculty advisor, for their participation on the committee.

#### ***4.6 Faculty, Staff and Student Advisory Board (FSSAB)***

The Dilmun Hill FSSAB assists in the creation of policy for the farm and provides support and advice to the steering committee, the organic farm coordinator, and the CUAES leadership. This set of long-term advisors consist of four faculty and staff board members and up to four students. The FSSAB attends one Steering meeting each month as designated by the Steering Committee. The advisory board is governed by the Faculty and Staff Advisory Board Bylaws (Appendix 2).

The Steering Committee will suggest new faculty, staff, and graduate student board members to the CUAES director, and pending the director's approval, appoint members for a two year term. After two years the incumbent board members, the Steering Committee, and CUAES administration will have an opportunity to reassess and decide to continue the appointment or not. Students—undergraduate or graduate—who have been a part of the Steering Committee may be appointed to FSSAB by the Steering Committee without CUAES approval. Students are no longer voting members of the Steering Committee once they join FSSAB. Appointments of students to the FSSAB who have never served on the Steering Committee have to be approved by the CUAES director.

The advisory board also mediates disputes within the Steering Committee and can dismiss members. Only the faculty and staff members of FSSAB are involved in this process, and the procedure is outlined in the FSSAB Bylaws.

#### ***4.7 Operation within Cornell***

Dilmun Hill is integrated into the larger governing structures of CUAES, CALS, and Cornell University. Dilmun Hill engages appropriate administrative levels when making decisions. In particular, the Director of CUAES, the Director of CUAES Agricultural Operations, and the CUAES Organic Farm Coordinator all hold "veto" capabilities in the farm's decision making process and serve an important role in the upper-level governance of Dilmun Hill's land and facilities. These individuals are to be engaged in all major farm proposals, particularly decisions related to changes in the use of building space and equipment, major changes in funding, changes in the core mission of Dilmun Hill, or any other items recognized by Dilmun Hill as areas of concern or potential opportunities.

#### ***4.8 Dilmun Hill Club***

Dilmun Hill is registered as a club through the Student Assembly Finance Commission. The club's mission is to encourage Cornell Community engagement at the farm and to promote environmentally conscious farming practices at conferences and other educational events. Reference the process for obtaining club status at <http://orgsync.rso.cornell.edu/>.

#### ***4.9 Amendments***

Dilmun Hill's Constitution may be amended if both the Steering Committee and FSSAB decide through a full group consensus vote that they are in favor of the change. After both groups have come to a consensus, the Director of CUAES must provide approval of the constitution.

The Steering Committee's Bylaws may be amended with the Steering Committee's consensus. The FSSAB Bylaws are amended in the same way as the Constitution.

### **5. Community and Collaboration**

Dilmun Hill strives to be a responsible and active member of the Cornell and Ithaca communities. As an experiential-learning farm that is supported largely through grants and outside funding, Dilmun strives to focus its efforts on education, rather than directly competing (via produce sales and other income sources) with farmers in the Ithaca community. As an educational and community-based farm, Dilmun Hill openly collaborates with many Cornell and Ithaca organizations that align with our mission statement in an effort to serve the community at large. Common collaborators include: Ithaca Loaves and Fishes, the Cornell Beekeeping Club, the Cornell Permaculture Club, Cornell Dining, Mandible Cafe, Friendship Donations Network, and Anabel's Grocery.

### **6. Facilities, Infrastructure, and Safety**

Use of Dilmun Hill buildings, related structures, and equipment must remain in compliance with the farm's own mission statement and all equipment safety regulations, building policies and environmental health and safety codes of Cornell University and New York State. Similarly, any additions or modifications in the use of facilities must adhere to these policies and codes. With approval by the Dilmun Hill Steering Committee, and CUAES and CALS stakeholders, consideration can be given to making spaces available for internal uses that are in keeping with the mission of Dilmun Hill.

If people do not comply with the farm's mission statement and the building policies and environmental health and safety codes of Cornell University and New York State or if they are not being safe, respectful, and responsible, they will not be allowed to be involved with Dilmun Hill or use Dilmun Hill facilities or equipment. In cases of egregious violations (such as violations that present a concern to someone's safety), the Organic Coordinator, CUAES's Director, and CUAES's Director of Operations are able to immediately remove people from Dilmun.

## **Appendix 1 – Dilmun Hill Steering Committee Bylaws**

1. Membership
2. Duties of Steering Committee Members
3. Steering Committee Code of Conduct
4. Dismissal of Steering Members
5. Duties of Officers
6. Subcommittees
7. Meeting Agenda
8. Rules of Order
9. Relationship with Advisory Board
10. Relationship Between Steering Committee and Outside Clubs

### **1. Membership**

The Steering Committee is made up of the organic coordinator, student farm managers, and student volunteers. The Steering Committee will solicit new members each semester as openings occur, with volunteers being hired in the fall and managers being hired in the spring semester. Volunteers who wish to join the Steering Committee as voting members can submit an application to be reviewed by the Steering Committee.

The Steering Committee should be composed of approximately 10-12 people. Ideally the number of volunteer members to management members on the Steering Committee will be equal. The Steering Committee should retain these standards by lowering or raising the number of new members accepted to the Committee each semester. Former managers transition to volunteer status when a new management team is hired.

### **2. Duties of Steering Committee Members:**

In order to continue serving on the Steering Committee, members are required to attend at least two farm work parties per month during months with regular work parties. Attendance at Steering Committee meetings is mandatory. Attendance at farm social events, workshops, tabling events, tours, and farmers markets is also expected.

It may not be possible for someone to completely fulfill the aforementioned expectations, and the following considerations guide the flexibility of those expectations. Support of the day-to-day happenings at the farm is important to the farm and is an important responsibility of Steering Committee members. If members cannot attend two work parties a month, they must help with the farm in another way by being of use to the farm managers. For example, a steering member may offer to plan and lead a work party for managers in order to alleviate manager duties, or steering members may coordinate with managers to complete farm tasks at non-work party times. During months when there are regular work parties, a minimum of six hours must be directly contributed at the farm. Failure to participate in the farm will result in review of the member's standing.

Attendance at steering meetings, farm social events, workshops, and tabling events is necessary for the farm to function and to support other Steering Committee members. This attendance promotes a culture of equal and active participation. Schedules do not always allow members to attend every such event but an effort should be made. When such attendance is not possible, notice is due to all members of the Steering Committee. Additionally each semester, committee members must attend at least two tabling events, tours, or markets. Consistent lack of attendance during a semester will result in review of the member's standing.

### **3. Steering Committee Code of Conduct:**

Dilmun Hill strives to cultivate an inclusive and caring community. This code of conduct is the Steering Committee's community agreements about how members treat each other inside and outside of meetings as well as how members should conduct themselves while representing Dilmun Hill to the broader community. Most of the below statements are applicable to multiple circumstances surrounding the farm and are discussed broadly, but they can take on different meanings in different situations. Actions that disrupt the farm's inclusive community are not tolerated.

- Fundamentally, the Steering Committee adheres to university guidelines of conduct and antidiscrimination, in particular Cornell's Title IX Policy 6.4 and Equal Education and Employment Opportunity Statement. Additionally, the organization works to be against racism, sexism, homophobia, transphobia, cisgenderism, ableism, and classism. The organization does not tolerate discrimination.
- Members are expected to uphold the farm's mission statement.
- Respect is a central tenet of the Steering Committee.
- Committee members respect each other, the governing faculty, and other members of the Cornell community.
- Members respect the physical and emotional boundaries of others.
- Members respect Dilmun Hill's and Cornell's property and tools.
- Members will act safely.
- Members should always be acting with good intentions and should be aware of their impact on others. Members should also always assume other's intentions are good.
- Members should be inclusive of others and their ideas in order to promote a supportive, cooperative, and unified group.
- Members use "I" statements when speaking and sharing opinions.
- All members of the Steering Committee should participate through both vocal discussion and active listening. It is important for only one person to speak at a time.
- In keeping with the Steering Committee's non-hierarchical structure and consensus-based decision making system, all members' input is valued equally.
- Members should be open and honest.
- Members should be supportive of each other.

#### **4. Dismissal of Steering Members:**

The aforementioned duties and code of conduct outline what it means to be a member of the Steering Committee. Failure to adhere to these expectations is grounds for dismissal from the Steering Committee. Members may choose to step down based on an inability to fulfill these expectations. The Organic Coordinator can remind members of their duties and ask people to reevaluate their participation if they are not meeting expectations.

In serious circumstances, particularly those concerning safety, the Organic Coordinator, CUAES Director, and CUAES Director of Operations are able to immediately dismiss steering members. These safety guidelines are outlined in the Dilmun Hill Constitution.

In the case of serious violations of the committee's code of conduct that do not warrant immediate dismissal (such as leadership concerns), the faculty and staff from the FSSAB may be called upon to dismiss a steering member, mostly in response to a violation of the Code of Conduct. This procedure is described in the FSSAB Bylaws.

#### **5. Duties of Officers**

The Steering Committee is consensus based and leadership within the committee is only delegated for facilitation and specific committee purposes.

Current roles are Facilitator, Note Taker, SAFC Funding Applicant, and FSSAB Liaisons. Other roles are used as needed.

The Facilitator is responsible for creating the agenda, as well as "stacking" or keeping track of who has expressed a desire to speak. This ensures that everyone gets a chance to be heard.

The note-taker is responsible for recording detailed and accurate minutes and sending them out to the Steering Committee at the end of the meeting. In that email, the note taker should also remind members of responsibilities that they have volunteered for, using an action item methodology.

The FSSAB Liaisons will send a condensed version of these minutes, featuring only major points, to the FSSAB. The FSSAB Liaisons are also responsible for calling FSSAB meetings as well as informing FSSAB about their terms and facilitating FSSAB member review. FSSAB Liaisons will send reminders about the monthly Steering meetings and the social events. This position is held by two Steering Committee members, and it is preferable that the two liaisons have been on the Steering Committee for different amounts of time and will graduate at different times. In the case that there is only one liaison, the position must be passed down to a different Steering Committee member prior to the current FSSAB liaison's departure from the Steering Committee.

The SAFC Funding Applicants are responsible for completing Dilmun Hill Club's budget to be submitted to SAFC in the first few weeks of the semester. There should be two SAFC Funding Applicants, and they are also responsible for updating Dilmun Hill's club registration through Orgsync. The two applicants should be listed as Dilmun Hill's club president and treasurer for the SAFC club 'Dilmun Hill Organic Student Farm.' They are also responsible for selecting steering members for the other obligatory club positions. Both SAFC Applicants are responsible for submitting and approving the budget with the Organic Farm Coordinator. These three people are responsible for ensuring that funding requests meet SAFC guidelines including the submission of past budgets, and they are responsible for reporting back to steering when the budget has been submitted, accepted or denied. The SAFC Funding Applicants are elected in November and April to complete the following semester's application, and at least one of them should not be graduating the following semester.

## **6. Subcommittees**

Membership on a subcommittee is voluntary and open to all members of the Steering Committee. All those on the Steering Committee should expect to serve on a subcommittee and engage in volunteer work outside of Steering Committee meetings. Finance committee, hiring committee, training committee, and education & outreach are four subcommittees that will continually exist. Other subcommittees can be formed as needed throughout the semester.

The finance committee will be responsible for determining the budget. The SAFC Funding Applicant is part of this subcommittee. The SAFC budget is only one part of this committee's work, and the SAFC Funding Applicant is the person responsible for submitting and following up on that budget. This subcommittee is also responsible for exploring other issues related to Dilmun Hill's finances—such as money available for manager pay—in collaboration with the Organic Farm Coordinator. This subcommittee can also explore fundraising and grant opportunities to extend the financial sustainability of the farm.

The hiring committee is responsible for hiring new managers and new Steering Committee members. This subcommittee should be comprised of four students and the Organic Farm Coordinator. When hiring farm managers, two managers from the previous season should be on the committee. Manager hiring occurs early in the spring semester with the application being released at the end of the fall semester. Steering Committee hiring occurs as needed in the fall semester. The hiring committee is also responsible for coordinating initial communication with new hires.

The training committee is responsible for training and onboarding new Student Farm Managers and developing materials to facilitate their training. It is essential that this subcommittee exist during the spring semester while managers are being trained. The subcommittee should also exist year-round while training materials are being developed and established.

The education and outreach committee is responsible for coordinating farm organized and sponsored community events. Examples of events include speakers series, flower pressing workshops, kimchi workshop, and 20th anniversary celebrations. Events can also be in collaboration with other student organizations. This subcommittee is responsible for coordinating and securing necessary funds for events with the assistance of the Organic Coordinator. As community outreach and engagement are central to Dilmun's mission, this subcommittee shall always exist and consist of at least three members, and this subcommittee should at the minimum coordinate two events per semester. The education and outreach committee is responsible for facilitating and coordinating events, but it is the responsibility of all Steering Committee members to attend and volunteer at all events.

## **7. Meeting Agenda**

Meetings occur weekly on a date determined at the beginning of the semester. For example in the fall of 2017, the Steering Committee met every Tuesday from 4:30-5:30PM. In the past meetings have occurred bi-weekly, and that is a choice the committee can revisit as their needs change. Meetings begin with a check-in for all the members, or an introduction if there are guests. Before going into the agenda's contents, the Facilitator will review each item and ask for any last minute additions.

One meeting a month is reserved as a planning meeting with broad discussions of farm activities. This is the meeting that FSSAB, student researchers, and club liaisons will attend. This first meeting is broad in order to be more pertinent to all members of the larger Dilmun community. In the fall of 2017, this planning meeting was the first meeting of every month.

Subsequent meetings of each month will be more action focused. Discussion and updates should be kept short and pertinent so that the group can either break up into work groups or have a discussion about long-term needs or legislation.

In general, the first items on the agenda should include day-to-day farm business that needs immediate attention. Future work parties, outreach, and social events should also be discussed in the beginning of the meetings. The second half of the meetings are for long-term farm discussion and voting on legislation created by the Advisory Boards. The relative weight of these two sections depends on which meeting of the month it is.

## **8. Rules of Order**

Each meeting will be led by a facilitator and notes will be kept by a note-taker. These roles rotate every meeting on a voluntary basis. The facilitator makes the agenda and sends it out no later than the Friday before the next Tuesday meeting. Members must review the agenda three days prior to meeting and add additional points. During meetings, the facilitator is responsible for keeping the meeting on track. This is done by "taking stack" or keeping track of who has expressed a desire to speak in order to ensure that everyone gets a chance to be heard. Additionally the facilitator is responsible for keeping track of the emotional landscape of the group and intervening as necessary.

The note taker records the meeting in extremely detailed notes and sends the notes to the committee after the meeting. At the next meeting, the note-taker rotates to the role of facilitator and a new note-taker volunteers for the position. A tentative schedule will be made at the beginning of the semester to evenly distribute note taker and facilitator positions.

The Steering Committee makes decisions using consensus. Under this model, a member of the committee makes a proposal and the other members vote by indicating agreement (thumbs up), mixed feelings (palms up=mostly agree, palms down=serious concerns), and disagreement (thumbs down). If there is disagreement or serious reservation, the proposal is discussed, modified and then voted on again.

Each Steering member at Dilmun holds one vote on the Steering Committee. The Organic Coordinator does not have voting rights. This voting structure is enacted to balance the power of pay-rolled members on the Steering Committee and to make sure that the Steering Committee is accountable to all.

### **9. Relationship Between Steering Committee and Advisory Board**

The steering committee is advised by an advisory board composed of faculty, staff, and students. These advisory board creates long term legislation for Dilmun and maintains accountability for managers and volunteers of the farm. Voting members of the Steering Committee vote on legislation created by the advisory boards. Legislation must be passed by the Steering Committee before it is enacted. For rules governing these two bodies, consult their individual constitutions and bylaws.

The two FSSAB/steering liaisons are in charge of calling meetings as necessary and are the point person for FSSAB members in communication. Their duties are outlined above.

### **10. Relationship Between Steering Committee and Outside Clubs**

Any clubs that engages in space-sharing with Dilmun Hill must first contact the Organic Farm Coordinator. Steering must then review the request and has the opportunity to ask further questions. A final vote in Steering will determine whether the club will be able to use Dilmun Hill land for their activities.

Any club that is approved to use Dilmun Hill land must have a liaison to communicate with the Steering Committee. That club will be responsible for communicating their activities with the Organic Farm Coordinator, who will be responsible for keeping Steering updated. The club liaisons are also invited to the first monthly Steering meeting.

## **Appendix 2 – Dilmun Hill Faculty, Staff, and Student Advisory Board Bylaws**

### **1. Purpose of Advisory Board**

The Advisory Board will support students, the Organic Farm Coordinator, and others involved in the operation of Dilmun Hill to better fulfill Dilmun Hill's goals as laid out in the farm mission statement. The Board will strengthen the student farm by:

1. Providing support in the form of strategic policy design.
2. Fostering open communication between farm participants and Cornell Faculty and Administration.
3. Improving continuity on the farm by retaining a resilient pool of stakeholders in the management structure.

### **2. Expectations of Advisory Board**

Board members will meet regularly as needed based on requests from the Steering Committee, Organic Farm Coordinator and other Dilmun Hill stakeholders. These meetings are separate from monthly Steering meetings. If the advisory board creates policy recommendations, the Steering Committee will vote on and implement these policies.

The Steering Liaisons will update the advisory boards after every Steering meeting through concise and pertinent emails. To ensure advisors are up to date on farm happenings, they must read updates from the Steering committee. FSSAB members do not have voting rights at Steering meetings but are encouraged to contribute to discussion and offer guidance concerning the affairs of the farm.

Advisors are expected to attend one hour of a designated Steering Committee meeting per month. Advance notice will be given of the meeting and if advisors are unable to attend they should inform the Steering Liaisons.

Advisors are welcome to attend additional Steering meetings in order to participate more widely in Dilmun Hill.

Advisors will be invited to teach a workshop at a work party each season. While not mandatory, Advisors should feel welcome to participate in any work parties throughout the season. This will provide an opportunity for open communication between farm participants and help build a community of investment. The Steering Liaisons are responsible for extending this invitation and connecting the faculty members with the current managers.

To provide support and continuity, Advisors are expected to mentor the Organic Farm Coordinator. This entails meeting with the Coordinator once a month or as needed outside of steering, and be available as needed to review financial, safety, training, and Human Resource Issues.

### **3. Structure of Advisory Board**

The Faculty and Staff Advisory Board will consist of four faculty and staff members. The Steering Committee will suggest new faculty and staff board members to the CUAES director, and pending the director's approval, appoint members for a two-year term. The board may also consist of up to four graduate students, who are appointed in the same manner, or undergraduate students, who served on the Steering Committee.

The term of advisory board members will be two years, after which the incumbent board members, the Steering Committee and CUAES administration will have an opportunity to reevaluate and decide to continue or not continue the advisory position.

The Organic Coordinator is a non-voting member of the Faculty and Staff Advisory Board.

In keeping with the spirit and mission of Dilmun Hill, the Advisory Boards will utilize a consensus decision making model.

### **4. Steering Committee Mediation and Removal Procedure**

In the case of egregious rule violations (such as violations that present a concern to someone's safety), see the Dilmun Hill Constitution.

If the Dilmun Hill Code of Conduct (Appendix 1) has been seriously violated by a member of the Steering Committee, the faculty and staff from the FSSAB may be called upon to help resolve such a situation. In the case of serious violations of the code of conduct that merit the involvement of the faculty and staff of FSSAB (such as leadership concerns), a formal complaint can be issued to them. The students of FSSAB—both undergraduate and graduate—will not be involved with these types of complaints. Complaints have to be filed by at least two Steering Committee members, of which the Organic Coordinator can be one. FSSAB will meet separately with both parties before deciding on how to best resolve the issue. Decisions by the FSSAB about dismissing a steering member are based on an unanimous consensus vote.