1	Florida International University	
2	Department of Biological Sciences	
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64 I. PREAMBLE

- This document provides the structure for governance of the Department and supports the 65 Departmental vision. Our vision is to be a scholarly community for the purpose of 66 research, education and service in the broad reach of the biological sciences. Our 67 activities include educating undergraduate non-majors and majors, educating and 68 guiding graduate students, serving the scientific community, and informing and 69 serving the general public. We aim to establish a collegial atmosphere to support 70 education and both basic and applied research in the life sciences. The following 71 72 bylaws have been assembled to help us realize these goals through adherence to fair 73 and democratic codes of practice.
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75 II. GOVERNANCE

- 76 A. The Voting Body
 - Consists of all faculty, defined as the collective of all tenured and tenure-earning faculty members and those holding the rank of instructor or lecturer, who are assigned by contract to the unit or who have been granted joint faculty appointment status. It also includes members on leave who may vote in absentia. It excludes emeriti, retired, visiting, research and adjunct faculty.
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83 B. Departmental Decisions.

- 84Decisions by the department shall be made by a majority vote consisting of > 50% of the85faculty voting. In cases where there are more than two options for which to vote and86no option receives > 50%, the top two options shall be voted on again, so that one87option receives a > 50% majority.
- For Departmental meetings, a quorum will consist of 51% of the faculty not on
 sabbatical or leave. The minimum number of attendees to reach a quorum will be
 determined at the beginning of each academic semester.
- Voting in absentia requires submission of an absentee vote. Absentee votes must be
 provided by 9 AM the day of the meeting at which the issue voted on is to be
 considered. Absentee votes must be provided by email or as a signed hard copy to
 the Chair, Acting Chair, or designated staff member. Proxy voting is not accepted.
 Procedures for maintaining confidentiality are described in III. A.
- 96Departmental meetings shall be conducted in accordance with the current edition of97Robert's Rules of Order.

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99 C. Consistency with College and University Regulations

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Departmental bylaws and policies and procedures shall conform with the Constitution of the College of Arts and Sciences (CAS). These regulations must also be consistent with regulations of the University, embodied in the Academic Affairs Policies and Procedures Manual, as well as with the BOT-UFF Contract.

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D. Amending the By-laws 105

Amendments to the By-laws must be presented in writing in the form of one or more motions, and discussed at a meeting of the faculty. A vote to accept the proposed amendments will occur during a second meeting of the faculty. Amendments must be approved by two-thirds vote of the faculty (with at least 50% of all faculty voting) either at a faculty meeting or in a subsequent email or mail ballot

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E. Administrative Personnel

- 113 The Department is governed by the following administrative personnel, listed below 114 with their areas of administration and general duties.
- 115 1. Chairperson
- 116 The Chairperson is the representative and administrative officer of the department and 117 shall have general responsibility for the activities of the department. The Chairperson must be a tenured faculty member within the department. This person 118 119 is nominated by the faculty and subsequently appointed by the CAS Dean. When 120 there is a vacancy, or impending vacancy, for the position of Chairperson, the Executive Committee shall initiate the selection process by consulting with the 121 Department. Nominations should occur at least one month before the faculty votes 122 123 to select a nominee to forward to the Dean. This procedure should typically occur in the Spring Term, with the new Chairperson taking office at the beginning of the Fall 124 125 Term of the same year. When multiple candidates are nominated for Chairperson, 126 selection of the new Chairperson is carried out during a faculty meeting, by the 127 faculty voting on candidates with a confidential written ballot. If no candidate wins 128 a majority in the first round of ballot counting, the two candidates with the highest 129 number of votes shall be named and a run-off election will be held, no earlier than 130 one week and no later than three weeks after the first election.
- 131 Should faculty members become dissatisfied with the performance of the Chairperson, the Department may call for a vote of no-confidence, following procedures described 132 133 in the CAS By-laws (Article III.B). A replacement Chairperson must be selected by 134 the procedures outlined above.
- 135 The normal term for the Chairperson is four years and may be extended for one additional term. 136
- 137 The Departmental Chairperson's duties include the following:
- 138 a) Helps the Department realize its vision.

139 140 141	b) Serves as a liaison between the Department and the Dean of CAS, other administrators as necessary, and institutions with which we have collaborative agreements.
142 143	c) Conveys policy directives from the administration to the departmental faculty and conveys faculty concerns to the administration.
144	d) Plans, assembles the agenda, and chairs all Department meetings.
145 146	e) Appoints faculty search committee members and appoints ad hoc committees as necessary.
147 148	 f) Appoints departmental committee members where necessary and meets with departmental committees as needed.
149 150	g) Writes the annual assignments for regular faculty as per Academic Affairs guidelines.
151 152 153	 h) Writes annual evaluations, in close consultation with the Personnel Committee, as per Academic Affairs guidelines, and progress to tenure assessments for all tenure-track but not yet tenured faculty.
154 155	i) Writes a Chairperson's letter of evaluation for each candidate for tenure and promotion and for promotions to Senior and University Instructor/Lecturer.
156 157	 j) Supervises all departmental office staff, including USPS and A&P staff, in consultation with the Associate Chairperson and the Biology Office Manager.
158	k) Writes the annual evaluations of all departmental USPS and A&P staff.
159	1) Implements departmental decisions concerning the operation of the Department.
160 161	m) Insures the maintenance and storage of all records with the assistance of the Office Manager.
162 163 164 165	 n) Appoints committee members to operate the Department's scholarship and endowment programs. These include the Cuervo Award, the Judith Parker Scholarship, the Loyd Kelly Scholarship, and others as they become available, and to insure that funds are allocated according to the wishes of the donors.
166 167	o) Manages the Department's annual budget and reports to the Department on the budget.
168	p) Maintains long-term teaching plans for the Department.
169	q) Publishes a complete list of all faculty at the beginning of each academic year.
170	2. Associate Chairperson

171 172 173 174 175 176 177	The Associate Chairperson position is nominated by the Chairperson and approved in a faculty meeting. The Associate Chairperson assists the Chairperson in fulfilling administrative duties in the operation of the Department. The duration of this position is four years, renewable by Department vote. The position has an assignment that includes administrative duties but may also include teaching and/or research and/or service; the exact mix is negotiated on an individual basis. The Associate Chairperson's duties include the following:
178	a) Assists the Chair in carrying out Departmental duties.
179	b) Serves as Acting Chair during brief absences (2-3 days).
180	3. Director of Graduate Studies
181 182 183 184 185 186 187 188	The Director of Graduate Studies must be a tenured faculty member within the Department and a member of the Graduate Faculty with Dissertation Advisor Status. The Director is responsible for the operation of the Graduate Program in Biology, both M.Sc. and Ph.D. degrees. The Director is selected in a faculty meeting during the spring semester prior the position's taking effect at the beginning of the fall semester; this election is coordinated by the Executive Committee. The duration of the position is three years, with additional terms renewable by re-election. The Director is chairperson of the Graduate Committee and reports to the Chairperson.
189	The Director duties include the following:
190	a) Generates all contracts for Research and Teaching Assistants.
191 192	 b) Assists in the assigning of Teaching Assistants to duties in specific courses, principally by providing a roster to the Laboratory Coordinator each term.
193	c) Helps graduate students deal with problems on a daily basis.
194 195 196	 d) Arranges and coordinates financial support for graduate students, working with appropriate staff in the College of Arts and Sciences and the University Graduate School.
197 198	e) Reports on the status of the graduate program at faculty meetings at frequent intervals, as well as by email to all faculty members.
199 200 201	f) Directs the Graduate Committee in such matters as selection of incoming graduate students and dismissal of students whose performance is inadequate or who violate the terms of their agreements.
202	g) Reports to the Chairperson on issues of importance.
203	h) Supervises the work of the secretary assigned to the program.
204	i) Insures the proper maintenance of graduate student files and databases.
205	j) Coordinates the annual review of all graduate students.
206 207	k) Works with the student and advisor when problems arise, to help resolve the problem or help the student find a new advisor.
208	4. Director of Undergraduate Studies

209 210 211 212 213 214 215	The Director of Undergraduate Studies must be a tenured faculty member or Senior Lecturer within the Department. The Director is responsible for the undergraduate BS Program in Biology. The Director is usually selected in a faculty meeting during the spring semester prior to the position's taking effect at the beginning of the fall semester. This election is coordinated by the Executive Committee. The duration of the position is three years, renewable by re-election. The Director is chairperson of the Undergraduate Committee and reports to the Chairperson.
216	The Director's duties include the following:
217 218	a) Advises students concerning progress towards graduation, declaration of the major and the application to graduate.
219 220	b) Reports on the status of the undergraduate program at faculty meetings at frequent intervals.
221 222	c) Leads efforts to improve the educational environment of undergraduates, including soliciting external funding.
223	d) Insures the proper maintenance of the undergraduate major files.
224 225	e) Facilitates the work of the University professional advisors assigned to Biological Sciences.
226 227	 f) Supervises the work of the Undergraduate Biological Sciences advisors assigned to this program.
228	5. Director of the Marine Biology Program at BBC
229 230 231 232 233 234	The Director of the Marine Biology Program must be a faculty member within the Department and is based at BBC. The Director is responsible for the undergraduate major in Marine Biology. The Director is selected in a faculty meeting. This election is coordinated by the Executive Committee. The duration of the position is three years, renewable by re-election. The Director is <i>ex-officio</i> a member of the Undergraduate Committee.
235	The Director's duties include the following:
236 237	a) Advises students concerning progress towards graduation, declaration of the major and applications to graduate.
238 239	b) Reports on the status of this undergraduate program at faculty meetings at frequent intervals.
240 241	c) Leads efforts to improve the educational environment of undergraduates, including soliciting external funding.
242	d) Insures the proper maintenance of the undergraduate major files.
243 244	e) Coordinates with the Marine Science Director to improve the overall quality of the program.
245	6. Acting Chairperson

When the Chairperson is temporarily absent (more than 3 days), he/she appoints an Acting Chairperson, who assumes the responsibilities of the position during that absence.

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250 F. Departmental Committees

251 Much of departmental governance is the responsibility of committees charged with 252 specific duties. Departmental standing committees are listed below, with associated 253 duties written in the Dept. of Biological Sciences Policy and Procedures Handbook. 254 Generally, committee members serve for terms of three years, renewable by 255 appointment or re-election. The members of the Graduate Committee, Personnel 256 Committee, and Education Committee are elected by the faculty by confidential, 257 written ballots and serve staggered three year terms. The members of the other 258 committees are volunteers who are appointed by the Chairperson or are *ex-officio* 259 members. The Personnel Committee coordinates committee elections and solicits 260 volunteers for non-elected committees. Each committee, with the exception of the 261 Personnel, Graduate, and Undergraduate Committee, selects a chairperson from 262 among their members at their first meeting of the fall term, which immediately 263 follows the first faculty meeting in the fall term. The Personnel Committee elects a chair immediately following the last faculty meeting of the spring term. The 264 265 chairpersons of the Graduate and Undergraduate Committees are the Directors of the corresponding Programs. The numbers of members of committees vary, depending 266 267 upon their responsibilities. All Faculty can serve on Departmental Committees except where specified. It is a priority to select faculty with differing lengths of 268 269 experience in the affairs of a committee, to insure some continuity in operation. The 270 following committees are constituted to take care of departmental affairs:

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1. Graduate Committee:

- 272 Composition: Graduate Director plus five Graduate Committee members. All are
 273 elected by the faculty for three-year staggered terms. The Graduate Committee is
 274 responsible for the operation of the M.S. and Ph.D. programs and works closely with
 275 the Graduate Director, who is *ex-officio* the chairperson. All committee members
 276 must be Graduate Faculty
- 277 The responsibilities of the committee include the following:
 - a) Reviews applications by students for entrance into our graduate program.
 - b) Recommends admission of applicants for our M.S. and Ph.D. programs.
 - c) Allocates financial support (teaching assistantships) to students based on merit and need.
 - d) Reviews and forwards recommendations on applications for University scholarships and fellowships
- 284
 e) Develops new policies to make the program more effective, making sure that they are consistent with polices at the University Graduate School level.

286	f) Conducts the annual review of graduate students.
287	g) Regularly reviews the Graduate Policies and Procedures Manual.
288	
289	2. Undergraduate Committee:
290 291	Composition: Director of the Undergraduate Program, Director of the Marine Biology Program, Associate Chairperson, Chairperson of the Honors Committee, plus one
291	member elected by the faculty for three-year staggered terms. Director of the
293	Undergraduate Program is <i>ex-officio</i> the chairperson. The Undergraduate
294	Committee is responsible for the operation of the BS programs in Biology and
295 296	Marine Biology. Its charge is to improve the quality of the educational experience for our undergraduate students.
290 297	The responsibilities of the committee include the following:
298 299	a) Advises the Chairperson on timing of undergraduate courses to improve the ability of students to graduate in a reasonable time period.
300	b) Recommends changes in procedures that will improve conditions for
301 302	undergraduates and improve program quality by formulating motions to be voted on by the Department.
303 304	c) Oversees the undergraduate listserv and frequently informs students of issues that will help them in their major.
305	d) Recommends students for annual College awards, and seeks outside funding to
306	increase the cash value of such rewards.
307	e) Supports the organization and maintenance of student clubs in Biology.
308 309	 f) In the spring semester, solicits applicants for and selects recipient for the Cuervo Award
310	g) Provides information to the faculty about any changes in the curriculum or rules
311	that will be important in advising.
312	
313	3. Honors Committee:
314	Composition: Five faculty members. All are elected by the faculty for three-year
315	staggered terms. The Honors Committee oversees the Biology Honors Program,
316	including advising students about the Honors course, preparation of the Honors
317 318	thesis and organizing the thesis presentations. Any faculty in Biological Sciences can mentor undergraduate students in the Honors Program in Biological Sciences.
319	The responsibilities of the committee include the following:
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	a) Promotes the Biology Undergraduate Honors program
321	a) Reviews applicants and accepts candidates into the Program
322	b) Reads and comments on honors theses produced by Honors students

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323	c) Attends Honors student presentations
324	d) Awards Undergraduate Honors in Biological Sciences
325	4. Personnel Committee:
326 327 328	Composition: Five faculty members, elected by the faculty for three-year staggered terms. The Personnel Committee is responsible for initiating and overseeing the processes related to faculty advancement.
329	The responsibilities of the committee include the following:
330 331 332	 a) Initiates the self-evaluation process used in annual faculty evaluations. Initial announcements must be made by the end of February, and the self-evaluations must be submitted by the first Monday in April.
333 334	b) Evaluates faculty based on the common criteria listed in the by-laws, but independently of the Chairperson.
335 336	c) Works with the Chairperson to finalize the annual evaluations by the first Monday in May.
337 338	d) Organizes the third-year evaluation meeting for tenure-earning faculty, in consultation with the Chairperson.
339 340	e) Works with the chairperson to recommend priorities for merit raises when such funds are available, using guidelines listed in the By-laws below.
341 342	 f) Works with the Chairperson to recommend faculty for awards within the University, and assists in the preparation of the folders for such awards.
343 344 345 346 347	g) Assists the Chairperson with guiding: i) faculty who are applying for tenure and/or promotion in the coming year, and ii) Lecturers/Instructors (or Senior Lecturers/Instructors) applying for promotion to Senior (or University) Lecturer/Instructor in the coming year by providing them with the appropriate guidance, including precise deadlines for each step in the application process.
348	h) Advises faculty in the selection of mentors.
349 350 351	 i) Coordinates and holds elections for departmental committees, with the exception of the election of the Department Chair, which is coordinated by the Executive Committee.
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353	5. Education Committee:
354 355 356 357	Composition: Five faculty members, elected by the faculty for three year, staggered terms. The Education Committee monitors and helps to improve the quality of undergraduate and graduate educational activities within the department. This committee is responsible for conducting peer-reviewed teaching evaluations.
358	The responsibilities of the committee include the following:

359 360	a) Develops and implements a plan for prearranged classroom visits of faculty members, in accordance with the BOT/UFF Agreement.
361 362 363	b) Following the Procedures for the Peer Review of Teaching approved by the department, assesses and summarizes teaching by faculty members upon request and provides written reports to the faculty member being evaluated.
364 365 366	c) Periodically announces the availability of workshops and other means of learning about new pedagogical techniques and the availability of new technologies to aid in teaching.
367	6. Biology Symposium and Seminar Committee:
368 369 370 371 372 373 374	Composition: Five faculty members, elected by the faculty for three-year staggered terms. Committee composition: two members are from MMC, two from BBC and one at-large. The Biology Symposium and Seminar Committee is responsible for organizing and conducting the Biology and Marine Science seminars, the Glaser Seminar and the Biology symposium. Typically, each committee member takes responsibility for one of these tasks, or committee members cooperate on two of them.
375	The responsibilities of the committee include the following:
376	a) Inviting and hosting the weekly Biology Seminar Series at UP.
377	b) Inviting and hosting the Marine Science seminar series at BBC.
378	c) Organizing the annual Glaser course and Seminar.
379 380	d) Organizing the annual Biology Symposium, held prior to graduate student admissions in the spring
381	e) Coordinating the various seminar series to avoid conflicts as much as possible.
382	7. Executive Committee
383 384 385 386 387 388 389 390 391	The Executive Committee is composed of the chairpersons of the Graduate Committee, Undergraduate Committee, Personnel Committee, Education Committee, the Associate Chairperson and the Director of the Marine Biology Program. The chairperson is selected by a majority vote of its members in its first meeting each academic year. Since it is composed of the chairpersons of the other standing committees, its membership will almost certainly change every year. This committee advises the Chairperson on important issues. Either the Departmental chairperson or the Executive Committee chairperson may call a meeting of the Executive Committee.
392	The responsibilities of the committee include the following:
393 394	a) Meets with the Chairperson, by request, prior to faculty meetings of high importance to help set the agenda and aims for such meetings.
395 396	b) Supervises departmental elections for the Department Chairperson. Should dissatisfaction arise, supervises votes of no confidence in the Chairperson.

397 398	c) Supervises the annual evaluation of the Chairperson, as mandated by the CAS and Academic Affairs (CAS Constitution III.C.8).
399 400	d) Advises the Chairperson when important issues arise, especially when time does not permit airing such issues in a departmental meeting.
401 402	e) Is kept aware of the conditions of the department budget during the year, and provides advice to the Chairperson about expenditures.
403 404	 f) Supplies a person (chairperson or other committee member) as Acting Chairperson in the absence of the Chairperson and the Associate Chairperson.
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406	G. Departmental Representatives
407 408 409 410	There are significant service activities where faculty participation is important for the welfare of the department, but an individual, the Representative, is sufficient to fulfill the responsibilities. The terms of service are for three-year renewable terms, appointed by the Chairperson.
411	1. Library Representative
412	Facilitates faculty book orders and sits on the College Library Committee.
413	2. Curriculum Representative
414 415 416	Coordinates all curriculum and catalog changes, works with faculty and representatives in other departments on curriculum matters, and serves on the CAS Curriculum Committee.
417	
418	H. Heads of Facilities
419 420	Various departmental facilities require some supervision, and individuals are assigned to these service/administrative functions for indefinite periods by the Chairperson.
421	1. Greenhouse/Conservatory Director
422	Supervises the work of the Greenhouse/Conservatory Manager to insure the proper
423	maintenance and operation of these facilities. In conjunction with the Manager,
424	develops and oversees usage policies.
425	2. DNA Core Facility Director
426	Supervises the work of the Core Facility Manager to insure the proper maintenance and
427	operation of this facility. In conjunction with the Manager, develops and oversees
428	usage policies and fees for services.
429	3. Tissue Culture Facility Director

430 431 432	Supervises the work of the Tissue Culture Facility Manager to insure the proper maintenance and operation of this facility. In conjunction with the Manager, develops and oversees usage policies.
433	4. Aquarium Facility Director
434 435 436	Supervises the work of the Aquarium Facility Manager to insure the maintenance and proper operation of this facility. In conjunction with the Manager, develops and oversees usage policies.
437	5. Confocal Microscopy Facility Director
438	Oversees usage and maintenance of the confocal microscope.
439	
440	III.POLICIES AND PROCEDURES
441	A. Department Faculty Meetings
442	1. Regular Faculty Meetings
443 444	a) Meetings will be held once a month at a time agreed to by faculty consensus at the beginning of the fall term.
445	b) A quorum will consist of 51% of the faculty not on sabbatical or leave.
446 447	c) Records of all meeting agendas and minutes will be supervised by the Chairperson and stored both electronically and on paper by the Office Manager.
448 449 450 451 452 453 454 455 455 456 457	 d) For faculty unable to participate in a particular meeting, absentee ballots can be used for votes on motions that have been placed on the agenda, but these ballots cannot be extrapolated to motions that were not on the agenda, including amendments to the original motion. Absentee ballots are given to the Chairperson by an email to the Office Manager or designated staff member by 9 AM on the morning of the vote. The staff member records the vote on a ballot and gives it to the Chair. Alternatively, by 9 AM on the morning of the vote, votes are given directly to the Chairperson in writing on a ballot placed in a blank envelope inside a second sealed envelope with an original signature on the sealed flap. Absentee voting by BBC campus members follows the same procedures.
458 459	e) Faculty at BBC can participate in faculty meetings via IT connections, and one meeting each year will be held at BBC.
460 461	 f) Recommendations brought to the faculty by Departmental committees are seconded motions and can be discussed and voted on immediately.
462 463 464 465	g) In general, voting on motions will be tabulated in an open manner, unless a motion that the vote be confidential is approved. However, all voting on tenure and promotion matters (but not on short list decisions) is done by confidential written ballots.

- 466 467
- h) In order to vote on departmental matters, faculty should have a 50% or greater appointment in the Department of Biological Sciences.
- 468 **2. Special Faculty Meetings**
- 469 Special faculty meetings may be required at other times to conduct pressing business, 470 such as interview short-listing, hiring, or promotion meetings. Such meetings can be called by the Chairperson either at a regular faculty meeting or by e-mail, when 471 472 he/she sees a need or when requested by the Executive Committee. Special faculty meetings must be scheduled 5 days in advance (counting all calendar days, including 473 474 the day the meeting is called but excluding the day of the meeting). The exact 475 purpose of the meeting must be announced when the meeting is called, and, with the exception of motions relating to procedure without direct reference to a particular 476 substantive item of business, only business mentioned in the call can be transacted at 477 478 the special meeting.
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480 B. *Hiring*

- 481 a) Hiring of all faculty will begin with a decision in the department on the priority of positions within disciplinary areas. Such decisions will be based on strategic 482 483 research themes that are the outcome of long-term planning, as well as meeting 484 the needs of undergraduate teaching. Consensus among disciplinary or other groups in the department will also be important. In addition, the department 485 486 should have flexibility in the event that unique hiring opportunities arise. These 487 opportunistic hires should be in keeping with the overall strategic plan of the department and should be limited to candidates of a caliber superior to what 488 489 might be expected from a standard search in a given area. Opportunistic hires 490 may also include cluster hiring plans, if consistent with the department's longterm hiring strategies. 491
- b) The Chairperson will confer with the Dean to obtain approval for searching for one or more of these positions.
- c) The Chairperson assures the formation of a search committee that consists of a minimum of three faculty members and fulfills the EOP requirements.
 Additionally, meetings and actions of this committee must fulfill EOP requirements. The committee appoints its Chairperson. The search committee will write a position announcement and advertisement that will be circulated to the department for comments. With approval of the Chairperson and Dean's Office, the advertisements will be sent out with an appropriate deadline.
- 501d) Once the deadline has passed, the search committee will expeditiously review the
candidate applications and form a short list that will be made available to the
faculty.503faculty.
- 6) All faculty members will be free to examine all candidate files and may nominate
 additional names to the short list. A copy of such files will be available through
 the Departmental Intranet. A portion of the next faculty meeting will be allocated

507 508	to discussion and voting by all faculty members to create a short list of candidates.
509 510 511 512 513 514 515 516 517 518 519	f) Faculty will discuss and vote on the viability of all candidates from the short list before they are ranked. After additional discussion, faculty will rank the viable candidates from the short list in an open vote using the following procedure. For the first round, each faculty member has one vote for their top candidate; the candidate with the most votes > 50% is ranked as the first choice. If no candidate gets > 50% of the votes, then the faculty ranks the top two candidates After the first round, the top candidate is placed on the interview list and removed from the voting pool. The second round is conducted like the first round, and the top-ranked candidate is placed second on the interview list and removed from the pool. The third round repeats the procedure to provide the third candidate, and the procedure will continue to rank all candidates from the short list.
520 521	g) The Chairperson will make the department's preferences known to the Dean before interviews begin.
522	h) The search committee will organize the interview visits of each candidate.
523 524 525 526 527 528 529	 i) Ranking of candidates after interviews follows the procedure for ranking candidates for the short list (see III.B.f, above); the spirit of the voting is that each ranked candidate has > 50 % support from the faculty for that rank. Absentee ballots must provide a ranked list, and votes from these ballots will be recorded in order of their ranks (i.e., #1 is voted for until that candidate is removed, then #2 is voted for until that one is removed, etc.)
530	C. Assignments
531 532 533 534 535	 a) All faculty must receive an annual assignment at least six weeks prior to the beginning of the academic year, in accordance with the Academic Policy Manual and the UFF/BOT Collective bargaining Agreement. Faculty just starting or beginning mid-year will receive an annual assignment prior to the beginning of their contract in a given year.
536 537 538	b) It is the responsibility of the Chairperson to write these assignments, but he/she may consult closely with the Personnel Committee and the faculty member on such assignments.
539 540 541	c) The standard assignment is divided among teaching, research, service, and, if appropriate, administration. Percent time allocated to each category varies among faculty.
542 543 544 545 546	 d) Any faculty member with at least a 25% appointment in the Department of Biological Sciences is expected to teach a course in the department's undergraduate curriculum, which can be cross-listed with a graduate course, at least once every two years, exclusive of supervised research credits and narrowly specialized courses.

547 548 549	e) Based on goals provided in the faculty annual self-evaluation, particularly with evidence of previous progress towards such goals, the Chairperson may change the faculty member's assignment to help in the realization of such goals.
550 551 552 553	 f) Given a long pattern (~5 years) of little evidence of scholarship, the Chairperson, in consultation with both the faculty member and the Personnel Committee, may change the assignment of that faculty member to increase the proportion allocated to instruction.
554 555 556 557 558 559 560	g) Upon receiving the assignment, each faculty member can request a meeting with the Chairperson to discuss disagreements about the assignment. The Chairperson is obligated to expeditiously find a time to meet with that faculty member. Failing to identify a resolution at that time, the Chairperson must make the assignment final, and the faculty member may seek further redress by the grievance process.
561	D. Advising
562 563	All faculty members are required by the Academic Policy Manual and the UFF/BOT Bargaining Agreement to maintain hours for advising (four hours per week) in an

- office and near a telephone.
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566 E. Summer Teaching

567 Faculty assignments for summer teaching will depend upon the availability of funding. 568 Payment for such teaching will be consistent with the UFF/BOT Collective Bargaining Agreement. Assignments to courses will be prioritized by the need to 569 570 fulfill requirements in this order: (1) the lower division core; (2) our major prerequisites (BSC 1010 & 1011); (3) major requirements; (4) large-enrollment 571 572 electives; and (5) key graduate courses. Priority will be given to courses of probable 573 high enrollment. When there are insufficient course opportunities for the number of 574 faculty who wish to teach, the Chairperson will assign faculty based on the above priority list and by rotating faculty to provide equal opportunity among all faculty. 575

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577 F. Annual Evaluations

a) Every faculty member will be evaluated based on: (1) their annual assignment and (2) in the context of the goals stated in their previous annual evaluation.

b) Each area of activity (scholarship, instruction and service) will be evaluated on a five
point scale—outstanding, excellent, good, satisfactory, unsatisfactory—and the value
will be factored by the weight of the proportion of assignment, depending on the
annual assignment of that individual. The result will be a numerical value on a scale
of 1 to 5, based on the qualitative evaluations of each of the activities.

585 586	c)	The Personnel Committee and Chairperson will make separate evaluations, and will meet to form a consensus/compromise on the evaluations for each faculty member.
587 588	d)	The Personnel Committee, faculty at large, and Chairperson will develop criteria for merit performance in the three areas of assignment.
589 590 591 592 593 594 595	e)	Since the evaluations are explicitly qualitative, faculty members have the opportunity to describe meritorious activity. Such notable activity may fall into areas of scholarship, instruction and service. For scholarship, a concise statement of why a result or synthesis is particularly important in a field can be made. A description can be provided for highly meritorious activity in instruction and service. Such information may be included in the faculty self-evaluation form for the evaluation period.
596 597 598 599	f)	Adequate scholarship activity translates as an average of one paper and one meeting presentation per year, but many faculty will publish several papers in a single year, and then none in the next year. The Chairperson and Committee must use a moving average of ~3 years to determine the adequacy of research activity.
600 601 602 603	g)	The level of funding for an individual is not necessarily important information in evaluating scholarship. However, the receipt of a highly competitive National award (i.e. NIH R01, or NSF discipline area) is strong evidence of the value of the recipient's research in a field and should be considered highly meritorious.
604 605 606 607 608	h)	The scholarly productivity of the faculty member's research laboratory, as evidenced by presentations or refereed papers published by students with or without the co- authorship of the professor, should be considered as part of the professor's scholarship together with the funding and research resources put together in the laboratory.
609	i)	Faculty will not be evaluated during a non-paid leave of absence.
610 611 612 613	j)	The strict timing of the evaluation process, as described in the Academic Policies Manual and the UFF/BOT Collective Bargaining Agreement, must be followed. The deadlines for submission of self-evaluations and the Chairperson's completion of the evaluations to be sent to faculty are reported in a previous section of these by-laws.
614 615 616 617 618 619 620 621 622	k)	According to the regulations listed above, each faculty member has the right to see the Chairperson about their evaluation and argue for its modification. The Chairperson has the responsibility to meet promptly with the individual. The Chairperson, upon hearing these arguments, may modify the evaluation or leave it unchanged. Each faculty member must sign the evaluation to signify that he/she has read it, but the signature does not necessarily mean agreement with the evaluation. Each faculty member then has the option of sending an independent letter to the Dean in rebuttal of the Chairperson's evaluation. This letter will be included in the faculty member's personnel file.

623 624 625 626 627 628 629 630 631	l)	The period of evaluation is the total of the 12 months leading up to the evaluation, April 1 of the previous year through March 31 of the present year. Thus, instructional evaluation should include courses taught during the summer and fall semesters of the previous year and spring semester of the present year. Student teaching evaluations included in the evaluation, however, will lag behind this by a semester. The products of scholarship to be evaluated will be those actually published during the year, as stated above. Articles submitted or in press should be listed only as evidence of ongoing activity. Grant submissions and acceptances should similarly be listed as evidence of ongoing activity.
632 633 634 635	m)	An important part of the evaluation is to assess a faculty member's success in achieving the goals set in the previous year in the self-evaluation report, as well as modifying future goals based on the past year's results. Goals may be important in modifying annual assignments as requested by a faculty member.
636 637 638 639 640 641 642 643	n)	Any member of the Personnel Committee must completely exclude himself or herself from discussion about their own evaluation or the evaluation of a spouse or companion. The Personnel Committee meetings in which faculty are evaluated will be closed to any outside participation to ensure confidentiality. Any faculty member, if he/she suspects that a member may have a personal bias against that person, may request that the committee member be removed from that discussion. Thus, the Personnel Committee minus the member in question will carry out and summarize the evaluation.
644 645 646	0)	In the annual evaluations of tenure-earning faculty, the Chairperson will write an explicit statement as to whether the individual is making adequate process towards tenure and may rate that progress.
647 648 649 650 651 652 653	p)	For annual evaluation of USPS and A&P employees, employees will write a brief memorandum of their goals for the previous year, their activities during the year in light of those goals, and their goals for the coming year. The Chairperson, in consultation with the Office Manager, Associate Chairperson, and Director of the Marine Science Program, as appropriate, will complete the evaluation using the forms provided by the Administration.
654	G. Ev	valuations for Merit Raises

- Evaluations for merit raises will be based on the averages of all annual evaluations since
 the previous merit raise. The Chairperson will argue for the broadest possible reach
 of merit in the department. The process for recommending merit raises to the CAS
 Dean will follow merit procedures as defined in the UFF/BOT Collective Bargaining
 Agreement and the College.
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- 661 H. *Third Year Review*

662	The Personnel Committee will schedule a meeting during the spring semester of a tenure-
663	track faculty member's third year at FIU to conduct a Third Year Review. Two
664	weeks before the meeting the candidate will forward to the Third Year Review
665	Committee copies of: (1) their CV, in FIU format (see University Tenure and
666	Promotion manual); (2) a list of courses taught, including thesis and dissertation
667	committees with a statement about student mentoring; (3) a 1-3 page description of
668	goals with a work plan for the two year period before application for tenure; (4)
669	copies of annual evaluations; and (5) copies of self-evaluations. The Third Year
670	Review Committee will consist of at least three tenured members of the Personnel
671	Committee. The faculty mentor (see I.1.b) will also be informed of this meeting and
672	invited to attend. The review, which will be in written format, will be a summary of
673	the Committee's assessment and will be signed by the Chair of the Third Year
674	Review Committee. The review material will then be forwarded to the Department
675	Chair, together with the Committee review, and the Department Chair will write
676	his/her Third Year Review. The Department Chair may not be a member of the Third
677	Year Review Committee. The review package, together with copies of both reviews
678	(Committee and Chair) will then be forwarded to the Dean's Office. Faculty with
679	joint appointments will also be evaluated by the Chairperson of the department or
680	Director of the program where tenure does not reside. The Chairperson of the
681	department will request such an evaluation at the same time that the departmental
682	committee begins to review the materials for its evaluation of the candidate.

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1. The Tenure/Promotion and Promotion Processes

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1. Tenure-track and tenured faculty

- a) The timing and procedure for application for tenure and promotion to Associate Professor, and for promotion to Full Professor, are established by the University and implemented by the Personnel Committee. The deadlines and schedule at each stage vary from year to year and are posted on the Academic Affairs website. For each year this University schedule will be provided to the department by the Chairperson. The Personnel Committee will follow the schedule and the guidelines published in the Academic Policy Manual and the UFF/BOT Bargaining Agreement. Procedures are the same for tenure/promotion and promotion, except that for promotion to Full Professor, no mentor is involved.
- b) During the first semester of his/her employment, each tenure-earning faculty
 member will be assigned a faculty mentor, chosen from among tenured faculty by
 the Chairperson with input from the Personnel Committee and through
 consultation with the new faculty member. The mentor will advise the candidate
 on tenure/promotion issues in the years leading to the three-year review and the
 tenure application.

702 703 704 705	c) Candidates for tenure and promotion are identified by the University during the spring of the year in which they apply for tenure/promotion. Such candidates must be approved by the CAS Dean. Candidates with tenure-earning credit may request that tenure applications be postponed based on that credit.
706	d) Selection of External Letters:
707 708 709 710 711 712 713	e) During the spring semester, the Chairperson will contact six potential external evaluators for their willingness to write letters, to insure that a minimum of five external letters are available for the file. The candidate will provide a list of four potential reviewers, from which the Chairperson will choose two. The other four reviewers will be solicited by the Chairperson from recommendations by the Personnel Committee and any faculty experts. None of these reviewers can have direct collaboration with the candidate.
714 715 716	f) The Chairperson will write detailed letters requesting the evaluative letters from the external reviewers during the summer. Each letter writer will send a complete CV, which will be added to the candidate file along with the letter.
717 718 719	g) The Chairperson will write letters requesting evaluation letters from three internal (FIU) reviewers during the summer. These letters may not be written by any member of the Personnel Committee.
720 721 722	h) Tenure and Promotion Files will be completed by the candidates, with assistance from the Personnel Committee, and shall be completed by the deadline for faculty review provided by the University.
723 724 725	i) Faculty meetings for the evaluation of each candidate applying for tenure and/or promotion in a given year must be scheduled separately during the period specified by the University.
726 727 728 729 730 731 732	j) Tenure and Promotion meetings will be held with all faculty invited to participate. Each faculty member should have thoroughly reviewed each candidate's file. Faculty below the rank of those being considered are ineligible to have their vote recorded on the application and promotion files of tenure-track/tenured faculty. However, all faculty are encouraged to vote and participate in the questioning and discussion. All discussions and votes made during TP meetings must remain confidential, and the rank of the voters must be indicated on the ballot.
733 734 735 736 737 738 739 740 741 742 743 744	k) In accordance with the Academic Affairs Tenure and Promotion Manual, only the votes of faculty on tenure-track at or above the rank being voted on are formally recorded in the promotion file of tenure-track/tenured faculty. The votes of the other departmental faculty members are recorded by rank and only reported to the Personnel Committee and the Chairperson but not recorded in the promotion file. The meetings for each candidate are run by the Chairperson of the Personnel Committee, or by a designated Committee member if the Personnel Chairperson is absent. Absentee ballots will be provided to faculty members who cannot attend the meeting in such a manner that anonymity is preserved. These ballots (identical to those used in the meeting) will be counted during the normal vote count during the tenure and/or promotion meeting. No late absentee ballots will be accepted.
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745 1) The Chairperson may participate in the meeting as a faculty member but will not 746 vote on the candidate's application. The Chairperson will write a letter 747 evaluating the application and assessing the department's enthusiasm for the 748 application. This letter, along with the letter of evaluation from the Personnel 749 Committee, will be placed in the candidate's file, consistent with the Academic 750 Affairs Tenure and Promotion Manual. 751 m) The Chair of the Personnel Committee, with assistance from Personnel 752 Committee members, counts the votes for and against tenure and/or promotion and records the results onto the voting page in the tenure/promotion file. The 753 754 Chair of the Committee then signs this page attesting to the validity of the vote 755 count. The Personnel Committee reviews the file for completeness, and the 756 Chairperson submits the file to the Dean's office prior to the College deadline. 757 n) Faculty are prohibited from discussing the merits of spouses or companions who 758 are applying for tenure/promotion during the meeting and must abstain from 759 voting. 760 o) Before taking a position at FIU, as part of their offer, individuals with a tenuretrack record or comparable experience may negotiate tenure-earning credit with 761 762 the Dean, which is then approved by the Provost. Such individuals may then 763 elect to apply for tenure and promotion a year or more early, depending on the 764 negotiated credit. 765 2. Non-Tenure-Track Faculty 766 Procedures for promotion of non-tenure-track (NTT) faculty are carried out in accordance with the University guidelines (see "Appointment and Promotion Guidelines for Non-767 Tenure-Track Faculty"). If a NTT faculty member decides to apply for promotion, 768 769 he/she will inform the Chairperson at the beginning of the spring semester prior to the 770 fall during which he/she will apply. 771 3. NTT Senior Instructor/Lecturer 772 The position of Senior Instructor/Lecturer is a position typically obtained through 773 promotion from Instructor/Lecturer. This promotion will not be considered prior to 774 the start of the sixth year as an Instructor/Lecturer. In May of each year, the Provost 775 will submit a list of those eligible to apply for Non-Tenure-track Promotion 776 consideration during the next academic year. Senior Instructors/Lecturers receive 777 renewable, two-year appointments. Instructors/Lecturers are not required to apply for promotion at any time, and an Instructor/Lecturer applying and failing may continue 778 779 as an Instructor/Lecturer. For promotion to Senior Instructor/Lecturer, the NTT faculty member assembles a promotion file that demonstrates a consistent record of 780 781 outstanding teaching. There must be evidence that students having attained the 782 student learning outcomes and that the Instructor/Lecturer has used the assessment of student learning outcomes to influence his or her subsequent teaching in a positive 783 784 manner. Pedagogical publications, classroom and laboratory innovations, 785 contributions to student advising, and university service should be included in the promotion application. In addition to the above documentation, the promotion dossier 786

should include peer evaluations and indications of any teaching awards received, aswell as annual evaluations by the Chairperson.

789 **4. NTT U**

4. NTT University Instructor/Lecturer

- 790 The University Instructor/Lecturer position is typically obtained through promotion from 791 Senior Instructor/Lecturer. Such promotion will not be considered prior to the start of 792 the sixth year of continuous service as a Senior Instructor/Lecturer. In the sixth year 793 as a Senior Instructor/Lecturer, application can be made for promotion to University 794 Instructor/Lecturer. University Instructors/Lecturers receive renewable, four-year appointments. Senior Instructors/Lecturers are not required to apply for promotion, 795 796 and a Senior Instructor/Lecturer applying and failing may continue as a Senior 797 Instructor/Lecturer. Promotion to University Instructor/Lecturer uses the same 798 criteria as those for promotion to Senior Instructor/Lecturer. The applicant will 799 assemble a promotion file documenting productivity since appointment as a Senior Instructor/Lecturer. The consistency of teaching success, evidence of teaching quality 800 801 enhancement, contribution to pedagogy, innovation, and service are important 802 considerations for promotion to University Instructor/Lecturer.
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5. Procedures for NTT Promotions

- a) Upon being informed of the intention of a NTT faculty member to apply for promotion, the Chairperson will appoint an *ad hoc* committee, the NTT Promotion Review Committee, to oversee the departmental review. This committee will consist of two Senior Instructors/Lecturers or University Instructor/Lecturers (or Instructors/Lecturers, if no Senior Instructors/Lecturers or University Instructor/Lecturers are in the department) and three tenured faculty members and is chaired by one of the tenured faculty members. The committee will oversee the Departmental review of the application and will summarize the Departmental discussion and vote and make a recommendation to the Chair, who makes a recommendation to the Dean, who makes a recommendation to the approval by the Provost.
- b) Promotion Files will be completed by the candidates, with assistance from the NTT Promotion Review Committee, and shall be completed by the deadline provided by the University.
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 c) Faculty meetings for the evaluation of each candidate must be separately scheduled during the period specified by the University schedule.
- 821 d) Promotion meetings will be held with all faculty invited to participate. The meetings for each candidate are run by the Chairperson of the NTT Promotion 822 823 Review Committee, or a designated Committee member. Votes are confidential, 824 and the rank of the voter must be designated on the ballot. Absentee ballots will 825 be provided to faculty members who cannot attend the meeting in such a manner 826 that anonymity is preserved, and filing absentee ballots will follow the 827 procedures outlined for absentee ballots (III.A.d). These ballots (identical to those used in the meeting) will be counted during the vote count in that particular 828

829 830	promotion meeting. All votes will be counted and recorded. No late absentee ballots will be accepted.
831 832 833 834	e) The Chairperson may participate in the meeting as a faculty member, but will not vote on the candidate's application. The Chairperson will write a letter evaluating the application and the department's response to it, to be placed in the candidate's file, consistent with the Academic Affairs Tenure and Promotion Manual.
835 836 837 838 839 840 841	f) The Chair of the NTT Promotion Review Committee records the vote by rank, enters it into the file, and signs the page to validate the results of the voting. The Chair also writes a collaborative letter of evaluation of the application (signed by the Chair and other members of the committee) and places the letter in the file. After the Chairperson has added his/her letter of evaluation, he/she submits the file to the Dean's office prior to the College deadline. Committee members can both vote on the applicant and sign the letter from the Committee.
842 843 844 845	g) Faculty members are prohibited from discussing the merits of spouses or companions who are applying for promotion during the meeting and spouses and companions must abstain from voting.
846	J. The Department Budget
847 848 849 850 851 852 853 854 855 856 857 858 859 860	The E & G budget is provided by the College to the Department in July at the beginning of the fiscal year. The budget is maintained by the Office Manager. The Chairperson is the Chief Financial Officer of the department, and is therefore ultimately responsible for the allocation of resources to support the teaching and administrative functions of the department. The Chairperson is responsible for signing USPS and A&P time cards, except when he/she designates that responsibility to the Office Manager or Associate Chair. The Chairperson is also responsible for authorizing major expenditures in the department. At BBC, the Marine Science Director has the same responsibility (for Biology and Marine Biology budgets) and will work with the Chairperson to insure proper use of funds. The Chairperson will report on the budget to the department through memoranda and in departmental meetings and may obtain advice from the Executive Committee, as well as from the department as a whole, on important financial issues.

861 K. *Travel Policy*

Funds to support scholarly-related travel reside within the Department's E & G budget, as
well as in the CAS. Depending upon the availability of funds, the Department will
support travel once per year for non-tenured tenure-track faculty members and for
graduate students to attend meetings or conferences if presenting a paper. If
presenting papers at two meetings or conferences, additional funds may be requested.
Requests to subsidize participation in a conference devoted to teaching quality may
also be supported, depending upon the availability of funds.

869 L. Spousal/Partner Hires

870 Since a flexible policy that supports the hiring of faculty in marriage/partnership 871 improves our opportunities for hiring quality faculty more likely to remain in the department, the Department supports in concept the possibility of such hires. If such 872 873 an issue arises out of a hire in another department, or in the interview process for the 874 selection of a single faculty member in our department, the department will meet to 875 entertain motions concerning co-hires that may be forwarded to the Dean of the 876 College of Arts and Sciences for further discussion and possible approval. Such hires are generally limited by the number of lines available for a department in a given 877 year, but may be possible in special circumstances. Normal interview procedures, i.e. 878 879 faculty meetings, a seminar, and discussion and voting in a faculty meeting, should be 880 followed in such hires.

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882 M. Other Faculty

- 883Other faculty may be appointed to the department. These faculty do not have the voting884rights of faculty with \geq 50% appointments. Such faculty include:
- 885 **1. Emeritus Faculty**
- Retiring faculty may apply to the department for an emeritus position. This application
 consists of a memorandum describing the scholarly activities to be pursued as a
 faculty member. An application is voted upon by the faculty during a faculty
 meeting. The position may be renewed after an initial three year period by a repetition
 of the procedure described above. Emeritus faculty can maintain an FIU email
 address and have library privileges.

892 **2. Research Faculty**

Scientists who do not work at FIU as tenure-track faculty can be designated as Research
Faculty by a vote of the faculty in a faculty meeting, after the CV of such a person
has been sent with a supporting memo to all faculty members in the Department.
Research faculty may engage in collaborative research with faculty or, upon
acceptance as Graduate Faculty by the University Graduate School, can serve as a
member of the Graduate Committee of a student. Research faculty can also obtain
library privileges and an FIU email account.

900 **3.** Adjunct Faculty

- The Chairperson may assign qualified individuals to teach courses as the need arises. As
 temporary instructors, such individuals can receive temporary office space, library
 privileges and an FIU email address.
- 904 **4. Visiting Faculty**

905With approval by the Dean, the department may temporarily hire visiting faculty906(professors at different levels and NTT instructors/lecturers at different levels) on two907to three year contracts.