

By-Laws

Department of Chemistry and Biochemistry

Florida State University

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By-Laws
Department of Chemistry
Florida State University

Approved March 26, 1975
Amended: March 20, 1991
Amended: January 11, 1993
November 15, 1995 Revision
Approved by Faculty Vote November 22, 1995
Approved and Reinstated by the Dean, College of Arts & Sciences, April 08, 1997
Amended & Approved by Faculty Vote: October 26, 2005
Amended & Approved by Faculty Vote: November 9, 2005
Amended & Approved by Faculty Vote: October 31, 2007
Amended and Approved By Faculty Vote on April 7, 2010
Amended and Approved By Faculty Vote on March 30, 2011

Departmental executive and administrative authority are vested in the Chair by the Florida State University Board of Trustees. In practice, the Chair is appointed by the Dean of Arts and Sciences (Dean) and executive authority is delegated by the Chair to the faculty, through a system of committees.

I. Departmental Membership

Members of the department include faculty, staff, graduate students and post-doctoral associates.

II. Voting Membership

Voting members of the Department in general faculty meetings are the Tenured and Tenure-track Faculty (TTF). In addition the faculty may grant or revoke voting rights by a two-thirds vote of the tenured and tenure-track faculty to other instructional personnel. When a voting member has a valid reason, such as being out of town or illness, for missing a meeting and motions to be considered have been announced in advance, absentee votes may be accepted or solicited at the discretion of the Chair. The positions of Coordinator of General Chemistry Laboratories and Coordinator of Organic Chemistry Laboratories carry voting rights on all functions dealing with undergraduate education.

III. Executive Functions

A. Chair

The detailed procedure for selection of the Departmental Chair nominee is given in Section VI.A. The Chair is appointed by the Dean to serve for an indefinite period. However, in the Department of Chemistry and Biochemistry

(The Department) Chair nominees are elected at three year intervals and normally serve no more than two consecutive terms. If at the end of a three year term of a Chair, the Departmental nominee is someone other than the incumbent Chair, the incumbent is expected to resign and the Departmental nominee is put forward. A chair nominee, whether external or internal, serves for a three year term and may be reelected for a second three year term. The Chair's term begins on the first day of the fall term of the applicable year.

The Chair has the responsibility for calling and presiding at faculty meetings, and for coordinating the executive functions of the Department, which include, but is not limited to, the following, each on an annual basis:

- assignments of responsibilities for each tenured/tenure-track faculty member;
- appointing faculty mentors
- approval of the annual assignment of responsibilities for the non-tenure track faculty;
- providing in writing to each tenure-track/non-tenure track faculty member who has not achieved the highest rank possible an evaluation of progress toward promotion; and where applicable, an evaluation of progress toward tenure;
- evaluating the calendar year performance of each faculty member, in accordance with the responsibilities specified in the faculty member's annual assignment of responsibilities and taking into account the evaluation results of the Faculty Evaluation Committee;
- making salary adjustment recommendations to the Dean, again taking into account the recommendations of the Faculty Evaluation Committee;
- providing a detailed summary, at the end of each fiscal year, to the faculty on Departmental income and expenditures (excluding contracts and grants).

B. Committees

Executive functions are carried out by the Chair acting on recommendations from Departmental committees. The standing committees are: *Executive, Faculty Additions, Curriculum, Graduate Advising, Graduate Admissions, Capital Resources, Undergraduate Advising, Promotion and Tenure Evaluation*. Each of the standing committees shall have at least five members. Additional (ad hoc) committees are established by the Chair as needed. Faculty can be elected to only one committee annually. Unless otherwise stated, committee members are appointed annually by the Chair.

The Executive Committee membership includes the Departmental Chair, the Associate Chair(s), one or two faculty members appointed by the Chair and three other representatives elected by the TTF. The Business Manager also

serves in an advisory (nonvoting) capacity. This committee does not originate proposals, but has the responsibility of advising the Chair.

The Faculty Additions Committee (FAC) is responsible for making recommendations to the Department on matters relating to faculty additions. The five members of the faculty additions committee are elected by TTF to serve for a 2-year term on a staggered basis. Faculty additions procedures are described in Section VI.B.

The Curriculum Committee is responsible for evaluating and making recommendations on issues related to the curriculum at the graduate and undergraduate levels, including course offerings and faculty teaching assignments. Procedures relating to changes in curriculum and degree requirements are described in Section V.

The Graduate Advising and Awards Committee is responsible for evaluating and making recommendations on matters relating to the timely progress of students in the graduate program, including monitoring thesis committees to ensure timely progression of students to degree.

The Graduate Recruiting and Admissions Committee is responsible for evaluating and making recommendations on matters relating to graduate student recruiting and admissions.

The Capital Resources and Space Committee is responsible for evaluating and making recommendations on matters relating to long term resources such as major equipment, space, and allocation of shop time.

The Undergraduate Advising and Awards Committee is responsible for evaluating and making recommendations on matters relating to the timely progress of undergraduate students majoring in the program, and serves as the selection committee for departmental awards and scholarships at the undergraduate level.

The Promotion and Tenure Evaluation Committee (PTEC) is responsible for evaluating the tenure and/or promotion credentials of eligible faculty. This committee is charged with summarizing the case for tenure and/or promotion to the full Tenure and Promotion Committee. The Tenure and Promotion Evaluation Committee comprises five tenured full professors and two tenured associate professors, elected by all TTF. For cases involving Tenure, the candidate's Chair-appointed faculty mentor serves as an ad hoc member.

The General Chemistry Committee, under the Director of the General Chemistry Program, takes responsibility for initiating recommendations pertaining to the General Chemistry Program (CHM1020, 1020L, 1032, 1045, 1045L, 1046, 1046L, 1050, 1050L, 1051, 1051L). The Director of the General

Chemistry Program is appointed by the Chair with the consent of the faculty for an indefinite period.

The Promotion Committee consists of all full professors in promotion cases involving associate professors, and all full and associate professors in cases involving assistant professors. The *Tenure Committee*, in accord with University policy, consists of all tenured faculty members. In cases involving promotion and tenure, the Tenure Committee also functions as the Promotion Committee.

The duties of the Promotion and Tenure Committees are detailed in Section VI.C. and in the relevant sections of the University Faculty Handbook.

The Departmental Chair serves as Chair of the Executive, Promotion and Tenure Committees, but is not a member of any other committee. With the exception of the elected committees (FAC and PTEC) which select their own Chairs, the Chair designates Chairs of committees.

All committee meetings, except those of the Promotion and Tenure Committees and Promotion and Tenure Evaluation Committee, are open to all Departmental faculty members, the Coordinator of General Chemistry Laboratories and the Coordinator of Organic Chemistry Laboratories. Committee Chairs are responsible for providing advance notice of committee meetings.

Faculty Evaluation Committee (FEC)

Tenured/Tenure-Track Faculty (TTF)

The Chair will appoint a Faculty Evaluation Committee of five faculty members, as representative as possible of all disciplines and all three faculty ranks, with all members changing every year. No faculty member shall serve more than once every three years. The names of the committee members will be announced to the faculty at the time of appointment. Faculty will be evaluated, based on an approved form, as described in Appendix A.

The Faculty Evaluation Committee will evaluate the Chair separately and will communicate that evaluation to the Dean of Arts & Sciences.

Non-Tenure-Track Faculty (NTTF)

The Departmental Chair or Associate Chair will evaluate non-tenure-track faculty on an annual basis, based on recommendations from the Faculty Evaluation Committee.

C. Faculty Senator Elections

The Department will elect its faculty senator(s) and official alternate at such times as specified by the constitution of the Faculty Senate. The senator is responsible for attending Faculty Senate meetings and informing the Department of developments affecting the Department or its members.

IV. Administrative Functions

Administrative functions are carried out by the Chair and by persons or committees designated by the Chair.

V. Curriculum and Degree Requirements

The curriculum and degree requirements have been established by the Department faculty in accordance with University regulations. The procedure for modifying a curriculum generally requires the faculty responsible for the courses to present its suggestions to the Curriculum Committee. This body makes a recommendation to the entire faculty for adoption or rejection of the proposed change, or for adoption of a modified plan.

Individual requests by graduate students to modify their curriculum or degree requirements are presented to the Department faculty by a petition stating the reason for the request. Approval of each request, in so far as University regulations permit, requires majority agreement of the Graduate Advising and Awards Committee.

Individual requests by undergraduate students to modify their curriculum or degree requirements are made by petition to the Undergraduate Advising and Awards Committee stating the reason for the request. Approval of each request, in so far as University regulations permit, requires majority agreement of the full committee.

VI. Procedures

A. Selection of the Chair

The following procedure has been established for selection of the Departmental nominee.

In the September preceding the end of the term of the Chair, a Canvassing Committee is selected at a faculty meeting. A minimum of four nominations for positions on the committee are received from the floor. A vote is then taken, each faculty member ranking three of the nominees 1, 2, 3, three being the highest. The three nominees receiving the highest score form the committee and select a committee chair from their membership. These three committee

members and a fourth faculty member appointed by the Dean constitute the Canvassing Committee.

The Canvassing Committee presents the option of an outside Chair to the faculty in October. At least a 2/3 vote of eligible faculty members is required in order to request the Dean's permission to initiate an outside search. Procedures similar to those described in section VI.B. under faculty additions will be followed as appropriate when seeking an outside candidate.

If the decision is to proceed with the selection of an internal candidate, then in November the Canvassing Committee provides each eligible faculty member with a ballot containing the names of all eligible members. Each voter selects three choices from this list and indicates the order of preference by designating the first choice as 3, the second choice as 2 and the third choice as 1. The Committee collects the ballots and after summing the weighted votes, determines whether the person receiving the largest total will accept nomination. It then similarly consults the person receiving the second largest vote and continues the process until it has three names to present to the Dean and the Department. A new canvass is held if the two persons receiving the highest totals decline nomination.

The Canvassing Committee in presenting the three nominees to the Dean also represents to the Dean the views and concerns of the Department. The Committee in turn informs the Department of any concerns expressed by the Dean. Two weeks following the final report of the Canvassing Committee, at a faculty meeting called for this purpose on or about January 15th, eligible voting members select one of these three as Departmental nominee by secret ballot. Nominations from the floor are not accepted.

Only Departmental faculty holding tenured or in tenure-track positions are eligible to be nominated and to vote. Faculty members who will be out of town during the voting may cast absentee ballots. Absentee ballots should list all candidates in order of preference and should be submitted in a sealed envelope to the Canvassing Committee. On each vote taken the Canvassing Committee will cast a proxy for the appropriate name on the list.

A majority vote of eligible members is required to designate a Departmental nominee. In the event that no candidate receives a majority, a run-off is held between those two receiving the largest number of votes. The Departmental nominee assumes the duties of Chair, provided that mutually satisfactory negotiations have been completed between the Dean and the nominee. Failing agreement with the Dean the process is repeated expeditiously.

B. Removal of Chair

The Department may recommend to the Dean that a Chair be removed from office. Such action must be taken according to the following procedure:

1. A petition calling for removal must be signed by a majority of the tenured persons eligible to vote for the Chair and submitted to the Dean.
2. The Dean or his/her representative shall preside at a meeting of the faculty to consider the petition. The Chair will not attend. Two weeks notice shall be given for this meeting.
3. To be adopted, a motion for removal must be supported by 2/3 of the members eligible to vote for the Chair in a secret, mail ballot. This process shall be conducted by the Executive Committee (without the Chair) which shall report the vote to the faculty and to the Dean.

C. Faculty Additions Procedures

Faculty additions are initiated by four routes.

1. The Faculty Additions Committee identifies the need for a faculty addition and makes a formal proposal to the Faculty that an addition be made. Such a proposal is normally made in the Spring semester to synchronize with annual approval and hiring cycles. Upon approval by the Faculty, the Chair approaches the Dean to make the specific request for an addition in that area.
2. The Dean announces to the Chair the availability of a faculty position. The Chair in turn notifies the faculty. The Faculty Additions Committee makes a recommendation to the entire faculty. This recommendation includes area, scope and seniority and balances traditional areas of strength, emerging areas and fundamental teaching needs. The final decision is made by the faculty in a meeting called by the Chair.

After a specific decision is approved, following either of the above routes, the Chair appoints an *ad hoc* search committee of five members representing the Department as broadly as possible. This committee initiates hiring activities, including the placement of advertisements and contacting colleagues. Dossiers, developed on all candidates, include letters of recommendation from those closely associated with the candidate and, for senior appointments, letters of evaluation or records of telephone conversations with people not directly associated with the candidate who are recognized authorities in the research field

of the candidate. The search committee, in consultation with the Chair, is authorized to invite candidates to visit the university and present a seminar to the Department. Final decisions on the addition of a particular faculty member are made by the Department faculty in a meeting called by the Chair. Prior to this meeting, the dossiers of the candidates under consideration are available to the faculty for a period of at least a week. Whenever possible, sets of the dossiers are circulated through the Departmental faculty using short check-off lists.

3. In unusual circumstances faculty additions can be made when a specific candidate has been identified or has requested consideration for a position in the Department through his/her own initiative. In such cases an initial evaluation of the candidate is made by the Faculty Additions Committee. If this committee determines that it is interested in the consideration of the candidate for a faculty appointment, it refers the matter to the Faculty. The Faculty Additions Committee considers the impact on the Department of such an addition and makes its recommendation to the faculty as to whether or not such a possibility should be pursued. If the decision is to proceed, the Chair advises the Dean of Arts and Sciences of the Department's interest in such a position. If the Dean concurs, the Chair appoints an evaluation committee to investigate the credentials of the candidate for a faculty appointment. The evaluation committee will consist of five members representing the Department as broadly as possible. The position is then advertised so that other candidates may also apply. The evaluation committee develops a dossier on the candidate, and any other candidates with comparable or superior qualifications, which shall include solicited letters of recommendation from persons who are recognized authorities in the research field(s) of the candidate(s) or are aware of other aspects of the candidates' professional qualifications and experience. The evaluation committee then invites the candidate to present a seminar to the Department and to be interviewed by appropriate faculty. Following this process, the evaluation committee presents their recommendations to the faculty in a meeting called by the Chair and a final decision is reached by faculty vote in the usual manner.
4. When faculty positions are generated by a Center or Institute or other entity (CioE) in which the department has agreed to participate the following procedures apply. The process is initiated by the CioE Search Committee of which one member is appointed by the Chair of the Department and acts as the Department's representative. The CioE Search Committee conducts its search and invites candidates with input from the Faculty Additions Committee coordinated by the Department's representative in the CioE Search Committee. The CioE Search Committee selects candidates for interviews with the CioE and

the Department. Input from the Department in this initial screening process is made by the Department's representative. As interviews with specific candidates are arranged, the Department's representative on the CIOE Search Committee informs the faculty of the visit and circulates the candidate's file for review. Upon completion of the interview process the Faculty Additions Committee recommends a list of acceptable candidates to the Department. The final list of acceptable candidates is determined by a Departmental Faculty vote and is reported to the CIOE Search Committee by the Department's representative on this committee. This information, which includes ranking of the acceptable candidates, is used by the CIOE Search Committee in making its recommendation to the CIOE.

D. Promotion and Tenure

Tenured/Tenure-Track Faculty

Recommendations for promotion and/or tenure are initiated by the Promotion and Tenure Evaluation Committee. Promotion recommendations are received by the Promotion Committee, and tenure recommendations are received by the Tenure Committee (except that the Tenure Committee also functions as the Promotion Committee in cases involving promotion and tenure). The deadline for receipt of these recommendations shall be no later than three weeks prior to the deadline specified in the annual "Promotion and Tenure Process" memorandum from the Dean of the Faculties. The dossiers, prepared under the supervision of the Chair and the Promotion and Tenure Evaluation Committee and formatted under the guidelines of the College of Arts and Science, provide information concerning the faculty member's performance in research, teaching, and service. Each dossier will meet the guidelines as stated in the annual "Promotion and Tenure" memorandum from the Dean of the Faculties and in addition will include:

1. A minimum of five letters of recommendations from persons who are recognized authorities in the research field under consideration and are not directly associated with that faculty member.
2. A statement approved by the Promotion and Tenure Evaluation Committee discussing the rationale for their recommendation (positive and negative).
3. The vote of the Promotion and Tenure Evaluation Committee on the recommendation.

The Promotion and Tenure Committees approve or disapprove recommendations at least one week prior to the deadline set by the Dean of the Faculties. Faculty are directed to the Faculty Handbook and the more specific memorandum from the Dean of the Faculties for general guidelines on preparation of binders of candidates for promotion and/or tenure.

Criteria for Promotion & Tenure

Contributions of a faculty member in the Department of Chemistry and Biochemistry cover diverse areas of teaching, research and service. Although the period of time before promotion is considered in a given rank is normally five years, demonstrated merit, not years of service, shall be the guiding factor for tenure and/or promotion. Promotion is not automatic, nor is it regarded as guaranteed upon completion of a given term of service. Early promotion is possible where there is sufficient justification. Typically an assistant professor is considered simultaneously for promotion and tenure during the 6th year of service. All candidates for tenure and/or promotion are expected to prepare dossiers, in accordance with guidelines presented in the Faculty Handbook and the annual Promotion and Tenure Guidelines and Memorandum prepared by the Dean of the Faculties, which also address the criteria on teaching, scholarship and service listed below.

The criteria for awarding tenure are the same as those for promotion to the rank to which the candidate is being considered for promotion (or the rank held by the candidate if the candidate is not being considered for promotion). Tenure, however, is guaranteed neither by promotion nor by previous attainment of the rank of associate or full professor.

1. Teaching

Excellence in teaching is a high priority goal all faculty members are expected to strive for and to expend significant efforts toward achieving. Faculty are expected to share in the responsibility of teaching at both the undergraduate and graduate levels. Candidates for tenure and promotion and for promotion at each level are expected to provide up-to-date and relevant lecturing in the classroom, in addition to excellent training for graduate students; and to set high standards in their scholarly activities as examples for their students. They are expected to be major professors for PhD students, and to have an established research program that includes participation by undergraduate and graduate students. Candidates for promotion to Full Professor are expected to have recruited and supervised PhD students to the completion of their degrees.

Teaching shall be evaluated by a number of instruments including: student evaluations (from SPOT/SUSSAI or other Evaluation Forms), in-class visitation(s) by members of the Promotion and Tenure (P&T) Committee, volunteered and solicited comments from students and former students, evaluations from colleagues who have direct knowledge of the

candidate's teaching, and evaluations of syllabi and other class materials. In addition, the P&T committee will evaluate lists of courses taught, graduate student committees served upon, and graduate students supervised during the relevant period. Mentoring activities will be evaluated including direction of projects resulting in publication by and with students, and placement of students in career positions. Publications of pedagogic articles and receipt of teaching awards will also be taken into account.

2. Scholarship

Faculty members are expected to establish research programs that will bring national and international recognition to the Department and to FSU. For promotion to Associate Professor and tenure, there must be clear evidence of a sustained research effort resulting in publication that has moved the candidate beyond his or her specific dissertation and postdoctoral topic. Candidates should have begun to have an impact on their fields, recognized at the national level, and should be clearly poised for continuing to do so. For promotion to Full Professor, there must be clear evidence that the candidate has contributed significantly to the scholarship of his or her field, recognized at the International level.

The P&T Committee will evaluate the faculty member's scholarship by assessing a number of factors including the extent to which candidates have published research results in refereed professional journals, including those considered to be top-tiered. Scholarly articles should be submitted regularly, and are expected to appear relatively consistently over a number of years. For all subfields, corresponding authorship is expected on a reasonable percentage of peer-reviewed papers. Although they do not carry the same weight as peer-reviewed articles in professional journals, books and articles or chapters that appear in edited works (and are sometimes subject to peer review) also count favorably in the evaluation of scholarship.

Candidates will also be evaluated on the extent to which they have presented results of their work at national or international professional meetings, symposia, workshops, etc., as well as the number of invitations they have received to present such scholarly reports at prestigious institutions and meetings.

Candidates are required to demonstrate that they have received funding at a level adequate to support their research over a significant interval of time, preferably from sources that involve competitive peer review (e.g., the National Science Foundation, the National Institutes of Health and the Department of Education). The more competitive the proposal review, the greater the weight placed should funding be awarded. Included in the candidates dossier will be a summary of reviews of each peer reviewed grant application submitted since the last promotion. Finally, the Department places strong emphasis on the opinions regarding a candidate's suitability for promotion and tenure that are provided by scholars from other institutions who are recognized as international experts in their fields.

3. Service

Faculty are expected to be good Departmental citizens and to share the load of committee assignments, academic advising, recruiting of graduate students and new faculty. Faculty should also be willing to represent the Department on committees or assignments at the College or University level. Service to the profession is another key component of service that brings recognition to the Department and to FSU. Such service may include journal editorships, serving on editorial boards, serving on review panels, holding office in professional organizations, and serving as peer reviewers for the evaluation of manuscripts, books, journal articles, and research proposals. Work in the community is also an important aspect of service, and may include membership and office in governmental or other advisory committees, and public relations activities such as presentations to civic and community organizations and public outreach through media. Direct service to the Department is expected of all faculty.

The P&T Committee will evaluate candidates' service record by collecting relevant data on the above activities.

Non-Tenure-Track Faculty

Criteria for promotion of non-tenure-track faculty are in accordance with the University and College posted requirements. To be promoted the faculty

member must meet or exceed the Department's expectations for performance specified in his or her assignments of responsibilities. In addition to these requirements, a minimum of three letters of recommendation from faculty members familiar with the area of the candidate's responsibilities are required.

VII. Definitions

A. Quorum

To transact business at a faculty meeting, a quorum must be present. For this purpose, a quorum is defined as a simple majority of the members holding tenured or tenure-track positions.

B. Voting Majority

Unless otherwise specifically stated, motions before the faculty as a whole or in committees require a simple majority of members present and voting to carry. If a more rigorous requirement is to be adopted for any type of motion, that more rigorous standard shall be necessary to establish the requirement.

VIII. Amendments to the By-Laws

The By-Laws may be amended or suspended at a faculty meeting by a majority vote of all the Departmental faculty members holding tenured or tenure-track positions. Proposed amendments must be circulated to all faculty eligible to vote at least two weeks prior to the faculty meeting at which they are to be voted upon. Similarly, notice of a motion to suspend the By-Laws in full or in part must be given to faculty eligible to vote at least two weeks prior to the faculty meeting at which it will be considered. With or without revisions, the by-laws must be revalidated by the voting members three years from the date on which they were previously adopted by the Department.

Appendix A

Faculty Evaluation

Preamble

Research, teaching (graduate and undergraduate) and service are interrelated aspects of the role of a faculty member at the Florida State University. Faculty members may give different emphasis to the various aspects of their activity over the course of a thirty to forty year career. The policy outlined below provides a guide to the Chair in evaluating the effectiveness of each faculty member in carrying out his/her responsibilities to the Department.

It is understood that the principal focus of this Department is research and graduate teaching, and excellence in those areas is the primary judgment in the hiring of new faculty.

Policy

1. The Faculty Evaluation Committee will be appointed on January 1st of each year.
2. The Faculty Evaluation Forms issued to the faculty by January 15th will be collected by February 15th each year. The period covered in the form will include the prior two calendar years. All faculty members shall provide the information requested. Those not providing the requested information will be assigned an evaluation of "Unsatisfactory" and will not be eligible to serve as members of the following year's Faculty Evaluation Committee (see item 4 below).
3. The Chair will appoint a Faculty Evaluation Committee of five faculty members, as representative as possible of all disciplines within the Department and all three faculty ranks, with all members changing every year. No faculty member shall serve more than once every three years. The names of the committee members will be announced to the faculty at the time of appointment..
4. The Faculty Evaluation Committee will complete its ratings of faculty in time for the ratings to be used by the Chair in completing Annual Evaluations and Assignments of Responsibilities (usually March 15th).
5. The Faculty Evaluation Committee members will rate each faculty member excepting selves and spouses. The ratings on a scale of 1 (low) to 10 (high) will be assigned separately to teaching, research, and service.

6. Research productivity is measured by the number and quality of peer reviewed publications, of patents, of invited and contributed scholarly presentations, and of other appropriate scholarly works. It is expected that all faculty aggressively seek research funding.
7. One factor of importance in the teaching ratings is a comparison of the SPOT/SUSSAI rankings for the faculty member in each course taught with the Departmental average of the SPOT/SUSSAI rankings for the same course. It will be a cause for concern for faculty members who consistently have relatively unsatisfactory SPOT/SUSSAI rankings. All faculty members with a teaching assignment will generate SPOT/SUSSAI rankings, whether they are teaching a laboratory, recitation, or lecture class. The Faculty Evaluation Committee will consider each professor's success rate for students receiving graduate degrees and for students, both undergraduate and graduate, being co-authors on scholarly works. It is understood that successfully directing graduate students, undergraduate students, postdoctoral fellows, and research associates is considered part of the teaching assignment.
8. One factor of importance in the service rating is the perception of the Faculty Evaluation members that the faculty member participates effectively in the governance of the Department or in University programs with which they are affiliated.
9. The Chair will compute a composite merit score for each faculty member by multiplying the average of the Faculty Evaluation Committee members' ratings over the preceding two calendar years in research by the average AoR fraction assigned to research, in teaching by the average AoR fraction assigned to teaching, and in service by the average AoR fraction assigned to service and then taking the sum of the three components.
10. On the basis of the statistical distribution of the composite merit scores, the Chair will divide the faculty into merit raise categories.
11. The composition of the faculty in the merit raise categories will be communicated to all faculty.
12. The Tenure and Promotion Evaluation Committee will meet in March and use the ratings generated by the Faculty Evaluation Committee (teaching, research, service composite) to provide written input to the Chair on each untenured faculty on the tenure track and each faculty member who is not at the full professor level. Letters of Appraisal will be countersigned by the faculty members to whom they are issued. The same process applies to non-tenure-track faculty.
13. The Chair will make use of the average teaching, research and service ratings from the Faculty Evaluation Committee, and the written input from the Tenure

and Promotion Evaluation Committee, in preparing the Annual Evaluation. The Chair will discuss possible avenues for improvement with the faculty member who falls more than one sample standard deviation below the Departmental average in any of the three areas (teaching, research, service).

14. If the Chair perceives a problem with one or more faculty members he/she may appoint an ad hoc committee to investigate the matter.
15. The Faculty Evaluation Committee will evaluate the Chair separately and will communicate that evaluation to the Dean of Arts & Sciences.