Examples of Academic Department Bylaws

The following examples of bylaws from other universities are only illustrative, offering insight into the kinds of topics that the faculty at those universities address in their bylaws and into the level of detail and the kind of language they employ. See the bookmarks at left for an index to the contents here.

These examples should not be adopted “whole cloth” for UMass Amherst departments, given the differences that exist between our campus and these other institutions. Especially important is this: UMass Amherst has a faculty union, a collective bargaining agreement (CBA), and a robust set of existing policies from the Board of Trustees and from our own Faculty Senate; many of those existing policies and the CBA cover some of the ground that these example bylaws cover, and UMass departmental bylaws should avoid trying to replicate, recast, or interpret what already exists. For instance, some of these bylaws describe the duties of department chairs. On our campus, the duties of chairs are either described by the CBA or the Red Book or are unspecified but reserved through the “management rights” portion of the CBA (Article 4).

If you discover other useful examples of bylaws from either our campus or another, please send it to me for inclusion in this collection.

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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, 1985
Approved and Reinstated by the Dean, College of Arts & Sciences, April 08, 1997
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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
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 (CloE) in which the department has agreed to participate the following procedures apply. The process is initiated by the CloE Search Committee of which one member is appointed by the Chair of the Department and acts as the Department's representative. The CloE Search Committee conducts its search and invites candidates with input from the Faculty Additions Committee coordinated by the Department's representative in the CloE Search Committee. The CloE Search Committee selects candidates for interviews with the CloE 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.
By-Laws of the Department of History
Temple University

Resolved, that the By-Laws of the Department of History, adopted by the Department in 1993 and amended in 1999, having served its original purpose, must now be replaced by a more current set of by-laws, and be it further resolved that at a meeting of the Department on May 5, 2008, upon motion duly made, seconded, and approved by two-thirds of the tenured and tenure-track faculty then present and voting, these By-Laws of the Department of History, Temple University, were approved, to read in full as follows:

Article 1. Purpose.

The Department of History is an academic community devoted to the production and transmission of historical knowledge through original research and the teaching and mentorship of undergraduate and graduate students.

Article 2. Membership and Governance.

A: The Department.

The Department is both an academic community and an organized, decision-making body that takes responsibility for its own governance. All full-time faculty members of all ranks in the Department, including faculty jointly appointed with other Temple University departments or programs, participate in its governance. All full-time faculty, including joint appointments, tenured, tenure-track, and non-tenure track faculty, are entitled to full participation and voting privileges, except where noted below.

Meetings. The Department reaches policy decisions primarily through its meetings. Two-fifths of the full-time faculty in the Department constitute a quorum. Faculty on leave and those assigned to foreign campuses shall not be counted in determining a quorum. No proxies shall be cast in Department meetings. The chair does not cast votes in Department meetings.

The chair shall schedule at least three meetings each semester. Special meetings may be called on written permission of five department members.

The chair distributes an agenda in advance of each meeting. Volunteers will take minutes on a rotational basis; the minutes shall include a list of all full-time faculty in attendance. Minutes serve primarily as the record of actions taken at the meeting. The minutes of each meeting will be approved by vote of the faculty.

Disputes over matters of procedure not otherwise resolvable by direct reference to the By-laws shall be ruled upon by the chair. In issuing these rulings, the chair will be guided by Robert’s Rules of Order, which shall determine the rules and order of the meetings.
Limits to participation. Non-tenure-track faculty may not vote on hiring priorities, faculty searches, or other personnel matters. They may not serve on the Chair’s Advisory Committee, Graduate Council, or Personnel Committee. They may participate and vote on all other Department matters. Only tenured faculty may serve on the Personnel Committee.

The chair may invite student representatives to attend and participate in meetings, except when personnel issues are considered. Undergraduate students may not vote on any issues coming before the department. History Graduate students may have one voting representative, elected by all full-time graduate students, with voting privileges identical to those of non-tenure-track faculty.

All Department faculty and Department officers must abide by the University's conflict of interest policies. They must recuse themselves from any votes or decisions in which they have a conflict of interest.

B: Department Officers.

B1. Chair. The chair is a member ex officio of all elected departmental committees and councils, and is responsible for chairing department meetings or, in his or her absence, designating a substitute.

The chair shall be responsible for the following:

The administration of the Department, including the departmental budget, and the administration of departmental policies.

Representing the Department to the College and University administration

In consultation with the Chair’s Advisory Committee, making recommendations to the Dean of the College of Liberal Arts and ranking applicants for study leave and other Temple University research fellowships.

In consultation with the Personnel Committee, making recommendations to the Dean of the College of Liberal Arts regarding merit pay. The chair will inform each faculty member who applies for a merit increase in salary of his or her recommendation to the Dean.

In consultation with the Personnel Committee, making recommendations to the Dean of the College of Liberal Arts regarding workloads for the faculty in the Department of History. The chair will inform each faculty member of his or her workload recommendation to the Dean.

Making recommendations to the Dean of the College of Liberal Arts regarding tenure, promotion, and re-appointment of faculty.
Appointing the members and the chair of search committees.

Maintaining the Department website.

Other duties as prescribed by college and university policies.

The chair may appoint an associate chair to assist in carrying out various duties as assigned by the chair.

**Selection and Term.** The selection and term of the chair is guided by Article 16 of the Collective Bargaining Agreement between Temple University and the Temple Association of University Professionals, or by the regulations that may replace Article 16.

**B2. Director of Undergraduate Studies (DUS).** In consultation with the chair, the Director of Undergraduate Studies oversees the undergraduate curriculum. The DUS serves as the non-voting chair of the Undergraduate Council.

The DUS is responsible for the following:

- In consultation with the chair, scheduling all undergraduate courses taught by Department faculty.
- Supervising the cross-listing of History courses with other departments and programs.
- In consultation with the chair, coordinating the hiring of adjunct faculty to teach selected undergraduate courses.
- Convening the Undergraduate Council to review the undergraduate curriculum and to assess the outcomes of the curriculum.
- Organizing regular faculty gatherings devoted to the discussion of effective teaching of undergraduates.
- Overseeing the web-posting of course-descriptions for writing seminars and topic offerings before the undergraduate registration period.

The DUS is appointed by the chair.

**B3. Undergraduate Adviser.** The Undergraduate Advisor is responsible for the following:

- Insuring that all History majors and minors receive appropriate academic and career counseling.
Enforcing the Department’s graduation requirements for all majors and minors; reviewing the credentials of all graduating seniors.

Identifying History students eligible for honors and awards.

Reviewing and making a recommendation upon all requests for History course credit for transfer students or study abroad programs.

Assisting the DUS and the Undergraduate Council in its assessment of undergraduate teaching outcomes.

Representing the Department, or designating a replacement, at all undergraduate student recruitment events.

The Undergraduate Adviser is appointed by the chair.

**B4. Honors Director.** The Honors Director is responsible for coordinating the History Honors curriculum with the chair and the DUS, for overseeing the writing of theses by Honors students, and for preparing annual reports assessing the outcomes of the History Honors program.

The Honors Director is appointed by the chair.

**B5. Director of Graduate Studies (DGS).** In consultation with the chair, the Director of Graduate Studies oversees the graduate curriculum, the admission of new graduate students, and the progress of graduate students through the History M.A. and Ph.D. programs. The DGS serves as the non-voting chair of the Graduate Council.

The DGS is responsible for the following:

In consultation with the chair, scheduling all graduate seminars in the Department.

Convening the Graduate Council to review the graduate curriculum, Ph.D. and M.A. requirements, and Graduate Faculty status.

Overseeing the Graduate Council in its review of applications to the graduate programs.

In concert with the Graduate Council and appropriate faculty, the recruitment of Ph.D. students.

Convening the Graduate Council for its annual review of the progress of all graduate students, and communicating to individual graduate students the results of the Graduate Council review.
The monitoring of graduate student teaching. With the assistance of the Graduate Council, the DGS evaluates student teaching, shares evaluation with students, ensures that these evaluations are placed in student files, and advises on the renewal of teaching assistantships.

With the Graduate Council, insuring that the fair treatment and academic freedom of graduate students.

The Director of Graduate Studies is responsible for communicating requirements, departmental policy changes, and departmental happenings to the graduate student community. The DGS should be accessible and respond to student concerns in a timely manner.

Organizing regular faculty gatherings devoted to discussions of the effective training of graduate students.

Overseeing the web-posting of course descriptions for topic offerings before the graduate registration period.

The DGS is appointed by the chair.

**B6. M.A. Coordinator.**

The M.A. Coordinator assists the DGS in the process of admitting students to the M.A. program and is responsible for advising all M.A. students on their course of study. He or she reports to the Graduate Council (as part of the Graduate Council’s annual review of all graduate students) on the status of all students in the M.A. program.

The M.A. Coordinator is appointed by the chair.

**C: Committees.**

There are four standing committees in the Department: the Chair’s Advisory Committee, the Personnel Committee, the Undergraduate Council, and the Graduate Council. The chair may appoint ad hoc committees to complete selected tasks.

**Elections.** There shall be new elections for all standing committees every April. Results are announced by the chair.

**Eligibility.** All tenured and tenure-track faculty are eligible to serve on the Chair’s Advisory Committee, Undergraduate Council, and Graduate Council. Non-tenure-track faculty are eligible to serve on the Undergraduate Council. Only tenured faculty are eligible to serve on the Personnel Committee.

**Rotation in Office.** To ensure broad participation in departmental governance, faculty do not stand for re-election to any committee in the year they complete a term.
Ballot. To ensure broad participation in departmental governance, all tenured and tenure-track faculty are placed on the ballot for every committee for which they are eligible, excepting faculty who will be on leave for all or part of the upcoming year. Non-tenure-track faculty may nominate themselves for the Chair’s Advisory Committee, Undergraduate Council, or Graduate Council. The chair prepares the ballot.

Candidates receiving the largest number of votes are elected.

To ensure broad participation in departmental governance, no member may serve on more than two regularly constituted, elected department committees. If a member is elected to more than two committees, s/he will serve on the committee for which s/he received the most votes; if s/he received an equal number of votes, the needs of rank and field will determine on which committee s/he will serve; if representation by rank and field has been satisfied, then the faculty member may choose the committee(s) on which s/he wishes to serve.

If there are ties in the regular election there will be a run off. Balloting for the run-off election shall follow the procedures enumerated above.

Vacancies on committees shall be filled by the faculty receiving the next highest number of votes at the previous election. In the event an alternate is not available, there will be a special election. In the event of a tie among alternates or resulting from the special election, there shall be a run-off. Alternates will serve the full term of the member they replaced.

C1. Chair’s Advisory Committee.

Membership. The Chair’s Advisory Committee consists of six elected faculty members, including at least one full professor, and at least one member from each geographic area (U.S., Europe, Asia/Africa/Latin America). Members serve one-year terms.

Responsibilities. The Chair’s Advisory Committee consults with the chair on matters of Department, College, and University policies.

The Chair’s Advisory Committee is responsible for:

Advising the chair on matters arising in the course of administering the department and insuring compliance with the by-laws.

Advising the chair on appointive positions within the department, including search committees,

Assessing study leave applications, and submitting written assessments and a ranking of applicants to the chair.
C2. Personnel Committee.

Membership. The Personnel Committee shall consist of nine members, five of whom shall be full professors. Members serve staggered two-year terms. At least one member must be from each geographic area (U.S., Europe, Asia/Africa/Latin America). Only tenured faculty are eligible to serve.

Only full professors may deliberate and vote on promotion to full professor.

Responsibilities. The Personnel Committee in concert with the chair superintends the professional development of Department faculty and evaluates that development.

The Personnel Committee shall be responsible for the following:

- Recommendations concerning tenure and promotion.
- Recommendations concerning contract renewal and mid-term evaluations of tenure-track faculty.
- Recommendations concerning merit increases in salary.
- Recommendations concerning teaching loads.
- Annual evaluation of non-tenure-track faculty.
- Appointment of mentors to tenure-track faculty.

Procedures. All procedures shall be in conformity with established College, University, and professional guidelines. It is the responsibility of the faculty member under review to provide the committee with copies of publications and materials documenting teaching and service. The Personnel Committee, with the assistance of the chair, may also collect such information as it deems appropriate in order to reach a balanced judgment.

The Department requires each candidate for tenure and promotion to write a statement summarizing his or her contributions and their significance. The committee, or a subcommittee thereof, shall meet with the candidate for tenure and promotion in the course of its deliberations.

Tenure. In accordance with the College of Liberal Arts Promotion and Tenure Guidelines, the History Department expects that a candidacy for tenure will be based on outstanding performance and continuing promise of outstanding performance as a faculty member. Faculty are evaluated for tenure on the basis of their contributions in research, teaching, and administrative service.
Research. In keeping with the longstanding and widely acknowledged standards and practices in our discipline, the Department of History regards the publication of a research-based monograph as the principal criterion for tenure. Most first books will be published with university presses that make peer review part of the publication process. It is possible that a candidate for tenure will have a manuscript in press or under contract rather than published, but if that is the case, a detailed calendar will be expected that shows the date on which publication is expected.

Whether published or in manuscript form, as part of the tenure process the candidate’s book will be reviewed by a number (usually five or more) of senior scholars in the candidate’s field(s). These anonymous external reviewers are selected for their independence from the candidate and their prominence in the discipline.

The reason historians give so much significance to the book – as opposed to a series of articles – is that we have concluded that a book remains the best way to demonstrate excellence in the fundamental tasks of historical inquiry: the collection, interrogation, dissemination, and analysis of evidence, as well as the formulation of an argument and interpretation of a significant body of primary research. The book is the format in which historians expect to find their colleagues making their most important scholarly contributions. Junior scholars, in publishing their first book, complete the long journey they began in graduate school: the development and articulation of an interpretation that relates to and helps shape debates within the field.

Normally, a candidate for tenure will have some publication credits in addition to a book. The most significant such publications are articles that appear in peer-reviewed journals. Articles in such selective History journals are extensive and deeply researched—in most circumstances they are intended to stand on their own rather than to be a part of a series of shorter journal articles. The publication process for such articles, as for books, can be protracted. Another often significant form of publication is a book chapter in an edited volume of original essays; an invitation to publish work in such collections can be an indication of the high respect a scholar’s work has attained in the field. Many journal articles and book chapters begin as conference papers. Junior colleagues are expected to present papers at professional meetings, but such presentations in themselves are tertiary contributions to the case for tenure. Candidates for tenure will not be expected to have amassed numerous journal articles or book chapters—the quality, rather than the quantity, of such publications is paramount. This practice differs from social science disciplines in which journal articles are often considered the major index of scholarly activity for junior faculty. In History, by contrast, a junior faculty member will normally be advised by departmental mentors to focus on the publication of the monograph rather than on the secondary task of journal and essay publication.

Other publications include review essays, book reviews and encyclopedia entries. Like conference papers, such work indicates an active engagement in the historical profession; yet such publications are, like conference participation, tertiary contributions to a tenure case.
Fellowships and awards are favorable indications of a candidate’s standing in the profession. While such prizes are wholly positive, there are so few such awards within the profession that the absence of fellowships or prizes is not a negative indication.

**Teaching.** The Department requires that candidates for tenure meet high standards of teaching performance. The Personnel Committee shall evaluate teaching by conducting structured class visits during the tenure review, and by relying on an evaluative instrument developed by the department.

**Service.** The Personnel Committee shall consider departmental, college, and university service, and service to the profession and the community, in judging contributions of the faculty under consideration.

The Personnel Committee considers each case, and reports its recommendation to a meeting of the tenured faculty of the Department. The tenured faculty deliberate the committee’s recommendation, and then make their recommendation through majority vote. To be eligible to vote at this meeting, tenured faculty must sign a statement attesting to their having read the applicant’s scholarship and examined his or her complete dossier.

The chair transmits the recommendations of the Personnel Committee and the tenured faculty of the Department to the College. The chair also writes and transmits an independent recommendation to the College.

**Promotion to Associate Professor.**
A recommendation to award tenure ordinarily carries a recommendation for promotion to associate professor. The bodies making the former recommendation are also responsible to the latter.

**Promotion to Full Professor.**
In accordance with the College of Liberal Arts Promotion and Tenure Guidelines, the History Department expects that a candidacy for promotion to full professor will be based on outstanding performance and continuing promise of outstanding performance as a faculty member. Promotion to full professor is granted for scholarly and professional achievement beyond that required for tenure and promotion to associate professor.

**Research.** The Department adheres to the widely recognized norm in our discipline: that promotion to full professor requires the publication of a second book which is based on original research and which moves beyond the contributions of the first. Such a book will normally be published by a university press or a quality trade press.

Moreover, through the solicitation of external evaluations by peers in the field, the Department will expect to find that the candidate for promotion has established a reputation as an authority in his or her field. The Department will expect to see, in addition to the publication of a second book, evidence that the candidate has intervened
in a variety of debates in the given field, through journal articles, book chapters, edited collections, and review essays.

Evidence of recognition within the profession through awards and fellowships is also welcome. So too is other evidence of scholarly distinction: being asked to serve as an officer of a scholarly organization, on a prize or fellowship committee, or as an external reviewer for tenure and promotion cases or departmental assessments, for instance. But the Department will look first and foremost at the candidate’s publication record, and in particular at the quality of the candidate’s scholarship.

**Teaching and Service.** In addition, a faculty member recommended for promotion to full professor should have maintained a record or high quality teaching and service.

Nominations for promotion to full professor may come from the individual, a full professor who wishes to nominate a colleague, or the Personnel Committee.

The full professors of the Personnel Committee constitute a subcommittee to consider cases for promotion to full professor. They bring their recommendation to a meeting of all full professors in the department. The chair forwards the recommendation of all of the full professors to the College. The chair also writes and transmits an independent recommendation to the College.

**Merit.** The Personnel Committee recommends to the chair merit awards on the basis of research, teaching and service.

It is the responsibility of each faculty member to nominate him- or herself for a merit increase in salary, and to make available to the Personnel Committee all material necessary for the committee to consider recommending such an increase.

**Teaching Load.** The Personnel Committee recommends to the chair teaching loads for each faculty member in the Department on the basis of recent scholarly productivity. The chair makes final recommendations to the Dean of the College.

**Mentorship.**
To prepare tenure-track faculty for tenure review, and to promote the culture of scholarly excellence, commitment to teaching, and collegiality that exists within the Department, the Personnel Committee will assign each tenure-track member of the department a mentor from among the tenured faculty. Appointments will ideally take place shortly after each new junior faculty member is hired, but by the following September 1, in any case. Mentors will ideally be in a closely related field. Mentors should make sure that their charges understand the expectation that they meet the requirements for research and publication enumerated above. Mentors should also emphasize that the department expects all faculty members to fulfill a structural need in the department’s teaching mission and to contribute to the intellectual, curricular, and administrative life of the department.
The mentor need not be a member of the Personnel Committee. The mentor has two primary responsibilities:

To meet with the junior faculty member early in each Fall semester to discuss his/her progress toward tenure. More frequent meetings are encouraged but not required.

To submit to the Personnel Committee by October 1 of each year a report on the progress the tenure-track faculty member is making toward meeting the department’s, college’s, and university’s expectations for tenure. The mentor’s report will be made available to the tenure-track faculty member as well.

The Personnel Committee will consult with the mentor upon appointment and consider each annual report carefully to make sure that general departmental and other expectations are being communicated effectively and will advise both the mentor and the junior faculty member in situations where that is not the case.

C3. Undergraduate Council

Membership. The Undergraduate Council shall consist of six members, including at least one full professor. Members serve staggered two-year terms. At least one member must be from each geographic area (U.S., Europe, Asia/Africa/Latin America). The DUS serves as the non-voting chair of the Undergraduate Council.

Responsibilities. The Undergraduate Council supervises and coordinates the undergraduate curriculum and teaching.

The Undergraduate Council is responsible for the following:

Reviewing and recommending for College approval all new courses; periodically reviewing existing undergraduate courses.

Monitoring graduation requirements for History majors and minors.

Preparing an annual assessment of teaching outcomes.

C4. Graduate Council

Membership. The Graduate Council consists of eight members, including at least one full professor. Members serve staggered two-year terms. At least one member must be from each geographic area (U.S., Europe, Asia/Africa/Latin America). The DGS serves as the non-voting chair of the Undergraduate Council.

One doctoral student elected annually by the graduate students, serves as the graduate student representative to the Graduate Council and may attend meetings as a non-voting
member except for meetings in which admission, financial aid, graduate student review, or Graduate Faculty status are discussed.

**Responsibilities.** The Graduate Council supervises and coordinates the graduate curriculum. It approves all new courses and monitors M.A. and Ph.D. requirements.

The Graduate Council is responsible for the following:

- Under the direction of the DGS, reviewing all applications for admission to the Ph.D. program in History, ranking applicants for admission, and recommending highly-ranked students to the Graduate School for fellowships.

- Cooperating with the DGS in recruiting graduate students, both prior to and following admission. The aim of recruitment is to bring to the Department a highly qualified graduate cohort taking into account the goals of ethnic and racial diversity and gender balance.

- With the DGS, conducting an annual review of the status of all graduate students in History.

- With the DGS, annually reviewing all tenured and tenure-track faculty in the Department for admission to or removal from Graduate Faculty status, and making a recommendation for any changes to the Graduate Faculty list to the chair.

- The monitoring of graduate student teaching. With the DGS, the Graduate Council evaluates student teaching, shares evaluation with students, ensures that these evaluations are placed in student files, and advises on the renewal of teaching assistantships.

- With the DGS, insuring that the fair treatment and academic freedom of graduate students.

**Graduate Faculty Status.**

To be a member of the graduate faculty eligible to chair dissertation committees, a faculty member in the Department of History must satisfy *all four* of the following criteria:

1. S/he must have a Ph.D.
2. S/he must have published a book: a sole-authored historical monograph.
3. S/he must be an active scholar.
4. S/he must have a good record of working with graduate students.

Faculty in the Department of History may be members of the graduate faculty but not eligible to chair dissertation committees if *any one* of the following applies:
1. S/he is an assistant professor with no book published yet.
2. S/he is no longer an active scholar but has considerable professional experience that would serve graduate students well.
3. S/he is an active scholar but has only an adequate record of working with graduate students.

Faculty in the Department of History may not be members of the graduate faculty if _any one_ of the following applies:

1. S/he does not have a Ph.D.
2. S/he is not an active scholar.
3. S/he is an active scholar but has a poor record of working with graduate students.

The chair, DGS, and Graduate Council will review the Graduate Faculty list every fall. Following a vote of the council, the chair will forward the list to the CLA graduate dean.

The Graduate Council, the Director of Graduate Studies, and the Chair of the Department of History will together assess records of active scholarship and work with graduate students.

In assigning faculty to teach graduate seminars, the chair and DGS will give priority to graduate faculty eligible to chair dissertation committees.

**Fairness and Academic Freedom for Graduate Students.**

The Graduate Council, together with the DGS, are responsible for insuring the following:

A graduate student's work is the property of that graduate student. He or she is free to consult with or share his or her work with anyone, either within the Temple University faculty or outside the institution.

An advisee is free to change his or her advisor at any point during the course of his or her tenure in the graduate program, so long as they do so in accord with the policies of the History Department and the Graduate School.

Graduate students have the right to know of their funding at the earliest possible date.

Graduate students should have access their personal files.

Students are entitled to have faculty make themselves available to address student concerns and problems, and to respond to them in a reasonable amount of time. Faculty members are expected to exercise reasonable respect with regard to communications with students.
Changes to the graduate student handbook may not be made without approval from the Graduate Council. The Graduate Council must inform all students of any and all changes made to the graduate handbook.

**Minority Recruitment Sub-Committee.**
The Sub-Committee consists of four members, appointed annually by the DGS from the Graduate Faculty. The Sub-Committee elects its chair. The Sub-Committee is responsible for the following:

- The recruitment of minority graduate students, and advising the Department on the interests of minority graduate students.
- Evaluating and ranking minority applicants for admission to the Ph.D. and M.A. programs and for funding. The Subcommittee submits its recommendations to the DGS, M.A. Coordinator, and Graduate Council.
- The chair of the Minority Recruitment Sub-Committee will submit an annual report to the Department summarizing the Sub-Committee’s recruitment activities and the outcomes thereof.

**Article 3. Search Priorities, Search Committees, and Faculty Hiring.**

**Priorities.** The Department sets its hiring priorities by vote of the full department. The chair negotiates these priorities, as necessary, with the College and the University.

**Search Committees.** Tenured and tenure-track faculty are eligible to serve on search committees. The chair appoints the members and chairs of search committees, taking into account rank and field. Ordinarily, the chair of a search committee should be a full professor and/or a person whose own research expertise provides insight into the specialization sought. One member of the search committee serves as the affirmative action representative.

**Procedures.** After reviewing all applications, the search committee will make available to the Department the curriculum vitae and publications of the candidates it is inviting to campus for interviews. All members of the Department are expected to attend candidates’ presentations of their research. After all candidates have visited but before making its recommendation to the Department, the search committee will invite all members of the Department to share with it their views on the candidates.

The committee presents its written recommendation to the tenured and tenure-track faculty, who make the Department’s formal recommendation for appointment. The chair forwards the recommendation to the Dean of the College of Liberal Arts, and acts for the Department in negotiating the terms of the offer.

**Article 4. Grievances.**
Grievances or complaints brought by students, faculty, or administrators against students, faculty, or the chair are processed in compliance with extant University policies, including conflict of interest policies.

**Student Grievances.** Undergraduate and graduate academic grievances or complaints are first directed to the chair, who has primary authority for dealing with and resolving complaints. The chair is guided in this evaluation and in any independent inquiries s/he may make by relevant University policies. History faculty receiving complaints regarding faculty refer complaints to the chair. Student complaints against the chair are directed to the Dean.

**Faculty Grievances.** Disagreements between faculty should be brought first to the chair for discussion, investigation, and, ideally, resolution. Faculty grievances against the chair are directed to the Dean.

**Article 5. Annual Reports.**

Each faculty member must submit an updated curriculum vita and annual report by October 15. These documents serve as a basis for the Personnel Committee’s workload and merit evaluations.

**Article 6. Ratification and Amendment.**

**Ratification.** Ratification requires a two-thirds vote of the tenured and tenure-track faculty in attendance at a meeting called for that purpose. Ratification of provisions regarding tenure requires a two-thirds vote of all tenured professors; ratification of the provisions for promotion requires a two-thirds vote of all full professors.

**Amendment.** With the exception of the provisions for tenure and promotion, these by-laws may be amended by a vote of two-thirds of the tenured and tenure-track faculty at a meeting convened for that purpose.
Texas A&M Department of Chemistry
Bylaws

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Introduction

This statement sets forth policies and procedures for conducting the affairs of the faculty of the Department of Chemistry, Texas A&M University. It conforms with the superior documents on Policies and Procedures for Texas A&M University.

I. Faculty Organization

A. Membership of the Faculty of the Department of Chemistry

1. All persons holding half-time or greater academic appointments wholly or primarily in the Department of Chemistry at the ranks of Distinguished Professor, Professor, Associate Professor, Assistant Professor, Senior Lecturer and Lecturer shall be voting members of the faculty of the Department of Chemistry (hereinafter, Department). A full-time appointment is defined as 100% time during the nine academic months.

2. Faculty holding Full Joint appointments within the department and college shall be voting members of the faculty. Associate Joint membership does not include the right to vote, but faculty holding Full Joint appointments may vote on all matters. Visiting and other temporary or part-time faculty are welcome to attend faculty meetings but cannot vote. A vote on tenure and promotion matters is restricted to appointments to be made at an equivalent rank or lower rank than the voting faculty member.

B. Meetings of the Department Faculty

1. There will be at least four regular meetings of the Department faculty during each academic year. Regular meetings shall be held at even intervals. The Department Head shall publish an agenda for each regular meeting at least two days in advance.

2. At each regular meeting of the Department faculty the Department Head shall report on the actions and recommendations of the Executive Committee since the previous regularly scheduled faculty meeting.

3. The Department Head shall provide for reports at meetings of the Department faculty from the Department standing committees and from the Department’s representatives to the Faculty Senate, Faculty Advisory Council and the Executive Committee of the Faculty of Science as needed.
4. Special meetings of the Department faculty for stated purposes may be called by the Department Head, and shall be called by the Head upon the request of four members of the Executive Committee or the request of thirty percent of the Department faculty. Seven days’ notice is required.

5. The Department Head, or designee, shall preside at each meeting of the Department faculty.

6. Privilege of attendance and of the floor at regular meetings of the Department faculty also shall be extended to visiting and part-time faculty members in the Department and to one representative from each Departmental student organization recognized by the Academic Operations Council.

7. Guests may be invited to meetings of the Department faculty by the Department Head or by a member of the Department faculty with concurrence of the Department Head. State of Texas Law on open meetings allows the presence of non-participating visitors.

C. Administrative Positions in the Department

1. **Department Head**

   The Department Head is the administrative and executive officer of the department and its spokesperson to the University administration and communities outside the University.

   a. **Term of Office**

   The term of office of the Department Head shall be four years, and is renewable. The Department Head shall be reviewed in the third year of the term according to the procedures established by the Dean for all College of Science department heads.

   b. **Procedures for Selection of the Department Head**

   i. The Dean will establish a search committee following consultation with the faculty of the department and will appoint the chair of the committee. A majority of the committee should be elected by the faculty of the department. The Dean may appoint additional members. Faculty from outside the department may be included on the search committee, but may not chair the committee.
ii. The search committee will advertise the position, will review all applications and nominations, and will make recommendations to the faculty of the department regarding their preferred candidate(s). Pursuant to the Texas Open Records Act, all non-confidential material pertinent to applications and nominations will be available to the entire faculty for review.

iii. Following a written ballot vote of the faculty, the candidate(s) receiving a majority affirmative support will be recommended to the Dean, ranked if the faculty or committee so desires. If the vote of the faculty as a whole differs from the opinion of the search committee, that information will also be reported to the Dean. Candidates who do not receive a majority of faculty support by written ballot also will be reported to the dean, along with the vote recorded. The Dean will select and appoint the Department Head.

c. **Duties of the Department Head**

i. The Department Head, through direct action or delegation,

1. In consultation with the Executive Committee and appropriate department committees, formulates and implements policies of the department;

2. Consults regularly with departmental committee chairs, division chairs and research interest groups;

3. Presides at departmental faculty meetings and ensures that accurate minutes are kept, and that a summary of the minutes is distributed;

4. Formulates and manages the departmental budget;

5. Manages office operations;

6. Evaluates faculty and staff;

7. Encourages faculty development;

8. Assigns teaching loads and schedules;

9. Carries on departmental correspondence;
(10) Resolves student complaints and other potential conflicts;

(11) Seeks advice from individual faculty members, from committees, and from the faculty as a whole.

(12) Is an *ex officio* member of all duly constituted departmental committees.

d. **Authority of the Department Head**

i. The Department Head, in consultation with the Executive Committee, appoints the committee chairs. The Department Head makes other appointments to fill unexpired terms on committees and to assist in the daily operation of the department.

ii. It is expected that the Department Head will usually support the decisions of the committees and the faculty. If the Department Head is unable to support a recommendation made through usual procedures, he or she should, in a timely manner, give a written explanation to the faculty or to the appropriate committee. In cases of disagreement, the Department Head should include relevant votes of committees and the vote of the faculty when reporting to the College and the University.

iii. The Department Head, serving as principal financial officer of the Department, shall:

   (1) Supervise receipt and expenditure of all monies;

   (2) Prepare an annual operating budget and previous year-end financial report.

iv. The Department Head, in conjunction with appropriate faculty committees, shall supervise and coordinate the recruiting of new faculty members.

v. The Department Head shall make recommendations for faculty salary increases to the Dean of the College of Science.

vi. The Department Head shall be responsible for initiating meetings of the Promotion and Tenure Committee in order to ensure timely recommendations for promotion and tenure
and post-tenure review decisions in the Department and at the College level.

2. **Associate Department Head**

   a. The appointment of the Associate Head is recommended to the Dean by the Department Head, in consultation with the Executive Committee.

   b. The term of office of the Associate Head shall be four years, renewable at the discretion of the Department Head and Dean.

   c. The duties of the Associate Head include:

      i. Serving in the capacity of the Department Head whenever the Department Head is unavailable.

      ii. Serving as a member of the Academic Operations Council.

      iii. Functioning in the capacity of Department Head in all matters delegated by the Department Head.

2. **Assistant Department Head**

   a. The appointment of the Assistant Department Head is recommended to the Dean by the Department Head, in consultation with the Executive Committee.

   b. The term of office of the Assistant Department Head shall be four years, renewable at the discretion of the Department Head and Dean.

   c. The duties of the Assistant Department Head include:

      i. Functioning in the capacity of Department Head in all matters delegated by the Department Head.

4. **Other Administrative Positions and Units**

   a. **Graduate Advisor**

      i. Is appointed by the Head for an initial term of three years. The appointment is renewable.

iii. Chairs the Faculty/Graduate Student Working Group and the Graduate Curriculum Committee. Administers functions involving graduate academic affairs. Some (but not all) of these duties include:

1. Graduate student advising
2. Administration of teaching and research assistantships and fellowships
3. Administration of cumulative examinations and seminar programs of graduate students
4. Coordination of research advisor selection, committee formation and degree completion procedures for graduate students
5. Coordination of industrial recruiting schedules

iv. Functions in the capacity of the Department Head in all matters delegated by the Department Head.

v. Depending upon departmental needs, an Associate Graduate Advisor may be appointed by the Head with duties and terms of office commensurate with those of the Advisor.

b. Coordinator of Graduate Recruiting, Admissions, and Review

i. Is appointed by the Head for an initial term of three years. The appointment is renewable.

ii. Serves as an alternate to the Graduate Advisor on the Academic Operations Council.

iii. Chairs the Graduate Admissions and Review Committee.

iv. Is responsible for all aspects of the admissions and graduate recruiting process.

c. Undergraduate Advisor

i. Is appointed by the Department Head for an initial term of three years. The appointment is renewable.


iii. Administers functions involving undergraduate academic affairs.
iv. Functions in the capacity of the Department Head in all matters delegated by the Department Head.

v. Depending upon departmental needs, an Associate Undergraduate Advisor may be appointed by the Head with duties and terms of office commensurate with those of the Undergraduate Advisor.

d. Divisions

The Department of Chemistry is organized into five research and teaching units called Divisions. These five divisions, Analytical, Biological, Inorganic, Organic, and Physical represent a coherent specialization in chemistry, including training in that unit leading to a Ph.D. degree in Chemistry. Faculty members may join a division of their choice upon approval from the department head. Those that qualify as voting faculty also qualify as voting faculty in their chosen division. Voting privileges of joint and visiting faculty shall be the same as for regular faculty meetings.

All faculty may affiliate with only one division for purposes of election of departmental committee representatives but may affiliate as associate members with more than one division or research interest group for other purposes.

A Division is:

an educational unit responsible for organizing and delivering specialized research and teaching programs in the unit of specialization. Chemistry degrees may be completed using the guidelines developed by a division. Some departmental guidelines apply as well.

A Chair of each division is elected by the Division for an initial term of two years. Division Chairs will not serve more than four consecutive terms. The Division Chair

i. Chairs the meetings of the division, and sets the meeting agenda.


iii. Is responsible for the administrative and educational functions of the division such as seminar, colloquium and Frontiers schedules.
iv. Works with the faculty in the division to suggest teaching duties of division faculty to the Department Head and to committees responsible for student affairs.

e. First-Year Chemistry Program

The First-Year Program is an education unit comprised of a Director and Associate Director, both appointed by the Head, and those faculty involved in teaching 100-level chemistry courses. The directors and associated faculty, which vary from semester to semester, are responsible for coordinating the lecture and laboratory content in, primarily, CHEM 101, 102, 107, laboratory content in CHEM 111, 112, and 117. They work with the instructors of CHEM103/113, 104/114, and 106/116 although the latter are more autonomous classes since they usually involve a smaller number of instructors and sections.

f. Research Interest Groups

Faculty with common interests in an area of research not represented in the five divisions are encouraged to form coalitions to foster efforts in the area.

Examples of Designated Research Interest Groups include:

- Environmental Chemistry
- Materials Chemistry
- Nuclear Chemistry
- Surface Science and Catalysis
- Undergraduate Chemical Education

II. Faculty

A. New Faculty

1. Priorities for new faculty recruitment shall be discussed by the Executive Committee with input from the major divisions and research interest groups within the department.

2. Prospective tenure-track faculty positions shall be advertised nationally. Applicants shall be requested to supply a professional vita, along with a statement of research interests, proposals, and at least three letters of recommendation. All applications received shall be considered by the Department Head and shall be made available for consideration by the Department faculty. The Department Head shall consult with Department
faculty members especially competent to evaluate the qualifications of the applicants, shall then select, with the concurrence of the Executive Committee, those applicants to be invited to visit the Department.

3. Divisions may recommend new faculty appointments of any rank to the Department Head. The Executive Committee will discuss all offers at ranks above the assistant professor level before they are extended. The Promotion and Tenure Committee must make recommendations on appointments above the rank of lecturer and assistant professor. A faculty vote follows.

4. Appointments at the rank of Lecturer may be made by the Department Head with the concurrence of the Executive Committee. Such appointments shall be subject to annual renewal, and shall not lead to tenure consideration.

B. Renewal of Term Appointments

1. Departmental recommendation for renewed term appointment shall require the approval of the Department Head and a favorable recommendation from the division or first-year program director.

2. In the event of non-renewal of a term appointment, the affected faculty member shall receive from the Department Head, upon request, a verbal explanation of the decision not to renew.

C. Joint Faculty

The goal of joint appointments in the Department of Chemistry is to promote outreach and teaching collaborations between members of the Department and others with strong research and/or teaching interests in Chemistry. Such collaborations will strengthen both primary and joint appointments by encouraging interactions between faculty members with similar interests across departmental boundaries.

1. Full vs. Associate Joint Faculty Appointments and Criteria for Consideration

In general, the qualifications required for an appointment with Full Joint Membership will be the same as those required of candidates for primary appointment at the equivalent rank in addition to a demonstrated commitment to involvement in the Department. In essence, appointments with Full Joint Membership will be offered only to individuals with well-established reputations in an area generally recognized as Chemistry. Specific criteria which must be met are:
a. **Full Joint Faculty Appointments**

i. An internationally-recognized research program in chemistry.

ii. Ongoing interactions with members of the Department: Examples of such interactions are collaboration in research or teaching, service on graduate student advisory committees, and involvement in recruitment of students.

iii. A tenured appointment in another department at Texas A&M University.

Rights and Privileges of Joint Appointments: Faculty with Full Joint Membership in the Department may serve as Chair of graduate student committees in Chemistry and vote in faculty meetings on all issues except those specifically dealing with joint membership. Full Joint Faculty will be included in Departmental recruiting materials and will have full access to Chemistry graduate students.

b. **Associate Joint Faculty Appointments**

i. A nationally-competitive research program in chemistry.

ii. Initiated or ongoing interactions with members of the Department: Examples of such interactions are collaboration in research or teaching, service on graduate student advisory committees, and involvement in recruitment of students.

iii. A tenured or tenure-track appointment at one of the Texas A&M University System campuses, or a leadership position at an industrial or government laboratory.

Associate Joint Membership may be offered to individuals who meet some, but not all, of the criteria for Full Joint Membership in the Department. Associate membership does not include the right to vote in faculty meetings, nor to serve as Chair of chemistry graduate student committees.

2. **Application for a Joint Appointment**

Applications for joint appointments should be made to the Head of the Department. The application will include a statement indicating how such an appointment would benefit both the Department and the individual, and stating his or her qualifications as a chemist. The Department Head will solicit a recommendation from the primary division with which the applicant would be associated. The credentials of the individual will be
reviewed by the Promotion and Tenure Committee. Upon a favorable vote from the Promotion and Tenure Committee, the applicant will be invited to present a seminar in the Department, and then the recommendation for a joint appointment will be brought forward for consideration at a faculty meeting. After discussion at a faculty meeting, a vote will be taken by written ballot as specified in the department of Chemistry Bylaws. If the nomination receives a majority affirmative vote of the faculty, joint membership will be recommended to the Department Head.

3. Responsibilities of Faculty with Joint Appointments
   
   a. Attendance at faculty meetings and seminars in the Department.
   
   b. Service on Departmental committees.
   
   c. Participation in teaching Chemistry courses.
   
   d. Participation in recruiting and “outreach” activities.
   
   e. Continuing collaboration with members of the Department.

4. Term of Joint Appointments

   Joint Appointments will be awarded for a period of five years. Near the conclusion of the five-year term, a new application, which also includes a description of how the applicant has fulfilled the responsibilities stated above, should be made to the Head of the Department. This new application will undergo review by the Promotion and Tenure Committee. The Promotion and Tenure Committee will then make a recommendation to the Department Head. In the absence of a new application, the Joint Appointment will terminate automatically at the end of the five-year term.

5. Visiting Faculty Appointments

   a. The Department may recommend the appointment of visiting faculty members in Chemistry at the rank of Visiting Professor, Visiting Associate Professor, or Visiting Assistant Professor. The purpose of such appointments shall be to bring within the Department for a limited period chemical scientists whose interactions with the faculty, students, and programs of the Department can be expected to benefit the Department substantially.

   b. Visiting faculty appointments in Chemistry shall be for a period of no more than one year.
c. Visiting faculty appointments in Chemistry shall not lead to tenure consideration.

d. The terms of visiting faculty appointments in Chemistry shall be determined by the Department Head with the concurrence of the Executive Committee.

D. **Faculty Leaves of Absence**

1. Applications for sabbatical leaves shall ordinarily be submitted to the Department Head not later than nine months before the proposed leave.

2. Faculty will be granted leave in accordance with the Family and Medical Leave Act of 1993 or any currently applicable federal law.

E. **Lecturers**

A lecturer is a non-tenure track faculty member whose primary function is classroom teaching. Appointment as a lecturer is generally restricted to persons who possess a Ph.D. in chemistry or its equivalent. The term of initial appointment is one year; subsequent one-year appointments may be offered. Lecturers will be recruited, to the extent possible, by an open announcement of position. An Ad Hoc committee will review the applications, schedule candidate interviews, and recommend candidates for employment. Candidate interviews will include an open departmental lecture or seminar from the candidate.

1. **Contract Terms**

   a. The title Senior Lecturer is to be used for faculty who meet the criteria of Lecturer, and who have at least five years’ experience as a full-time Lecturer or its equivalent. Initial appointment to the rank of Senior Lecturer requires a recommendation of the Promotion and Tenure Committee, the division or teaching unit, the Department Head, and approval by the Dean.

   b. The term of appointment of a faculty member with the rank of Lecturer or Senior Lecturer, who has held any faculty position other than Assistant Lecturer for five or more academic years of full-time service, will be three years. Such faculty shall receive one year notice if it is the intention of the Department not to renew the appointment.

   c. A Lecturer with one to four academic years of full-time service will be notified by March 15 if it is the intention of the Department not to renew the appointment for the following academic year.
d. One year unpaid leave may be granted to Senior Lecturers upon application to the Department Head.

2. **Status, Expectations, and Professional Development**

   a. Lecturers are members of the Department faculty and will be afforded respect and status comparable to that of tenured and tenure track faculty.

   b. Lecturers will be included in all Departmental academic affairs including faculty meetings, division meetings, committee service, and curriculum development.

   c. Lecturers will be provided office space and the computer facilities necessary to fulfill their teaching responsibilities.

   d. Lecturers will be encouraged to initiate and/or participate in scholarly activities associated with all aspects of chemical education.

   e. **Lecturers will be encouraged to participate in the research activities of established research groups in the department.** Such participation, however, must be compatible with the Lecturer’s primary teaching function.

   f. Lecturers may apply for associate membership on the graduate faculty in accordance with University Office of Graduate Studies guidelines. When a Lecturer serves on a chemistry graduate student’s advisory committee, it must be as an additional member of the committee and not as a replacement for one of the tenure-track Department members.

3. **Annual Review**

   a. The performance of all Lecturers will be reviewed by the Department Head annually.

   b. Performance criteria will be based primarily on teaching and related activities, with additional recognition given to research participation, publications, and service.
F. Graduate Faculty Appointments

All tenure and tenure track faculty members with a primary appointment in Chemistry will be automatically appointed to the graduate faculty with full membership status. All other requests will be considered on a case by case basis in accordance with University rules. Nomination for full, associate or adjunct membership on the Graduate Faculty will be initiated by the head and reviewed by the P&T committee. Upon a favorable vote from the Promotion and Tenure Committee, the nomination for membership on the Graduate Faculty will be brought forward for consideration at a faculty meeting. After discussion at a faculty meeting, a vote will be taken by written ballot. If the nomination receives a majority affirmative vote of the faculty, associate membership will be recommended to the Department Head. When an associate or adjunct member of the graduate faculty serves on a chemistry graduate student’s advisory committee, it must be as an additional member of the committee and not as a replacement for one of the tenure-track Department members.

III. Teaching

A. Academic Year Teaching Assignments

1. The Department Head shall solicit recommendations for teaching assignments from the Division Chairs and the First-Year Program Director. Teaching assignments shall be made by the Department Head in consultation with the Academic Operations Council, Division Chairs, and with the individual faculty members concerned.

2. Teaching assignments should be made so as to provide an equitable distribution of teaching loads, with the possibility for periods of special relief in individual cases.

3. To facilitate the transfer of teaching responsibilities between faculty members teaching assignments shall normally be determined one year in advance.

B. Departmental Summer Appointments

1. Prospective summer teaching positions shall be advertised to the Department faculty by the Department Head.

2. Department faculty members shall apply for summer teaching appointments in writing to the Department Head, in accordance with a time schedule announced by the Department Head.
3. Summer teaching appointments shall be made by the Department Head. Priority in summer teaching opportunities will be given first to Department faculty.

4. Certain activities which normally take place during the academic year, such as graduate examinations, may occasionally require faculty participation during the summer. Faculty members who can comply without serious inconvenience may be called upon to perform such minor duties without additional compensation.

IV. Research

A. Selection of Graduate Research Advisors

1. Process

a. A departmental research poster session will be held before the beginning of the fall semester, typically during the week before classes start, for the purpose of introducing new graduate students to departmental research opportunities. The poster session will be organized by the Graduate Advisor.

b. Divisions are encouraged to develop informal seminars or other activities designed to expose interested students to the research being done in the division. All faculty must be invited to participate in any designated divisional activity. The format of such activities should be distributed by the division chair to the graduate faculty with sufficient lead time to insure maximum faculty participation. Division chairs will be responsible for disseminating scheduling information to graduate students.

c. Students are encouraged to attend the group meetings of faculty in their areas of possible interest and to interact with the group members.

d. All graduate students entering in the fall semester must interview a minimum of five faculty members as potential research advisors by October 15. Students who enter during the summer to start research in the summer, international students supported by Graduate Assistant Research appointments, and students who came to Texas A&M to work with a specific faculty member are included in this group. Students who enter in the spring semester should complete interviews prior to March 15.
e. The department will adopt an advisor selection process based on students’ rank-ordered lists.

i. When a student has completed five faculty interviews, signatures of those faculty members are provided to the GSO. The GSO provides the student with a form requesting a rank-ordered list of choices for research advisor. Students must submit this list to the GSO by October 15.

ii. Upon receiving the rank-ordered lists, the Graduate Advisor notifies each faculty member named as a first choice. If a faculty member declines to accept a student, the Graduate Advisor notifies the next choice faculty member. This process continues until all students have been accommodated.

2. Change of Advisor

a. The selection of a research advisor is a serious matter and usually it is expected that a student will remain with his/her chosen advisor for the duration of the degree program. However, provision is made for the rare case in which a student may wish to change to another advisor. After consultation with the advisor and upon petition in writing by the student to the Graduate Advisor, a student may receive approval for such a change.

b. Faculty no longer willing to serve as the advisor for a student who is in good standing with the graduate school shall inform the student and request in writing to the Graduate Advisor that the student seek a new advisor within a specified period of time. The student is expected to select a new advisor, with approval from the Graduate Advisor, prior to the start of the following semester. If the student is supported as a Graduate Assistant Research at the time of the request, it is expected that the current faculty advisor will continue to support the student for a minimum of 30 days or until the student has been accepted by another advisor. In return, the student is expected to make a smooth and orderly transition.

B. Postdoctoral Appointments

All appointments to staff positions at the postdoctoral level must be approved by the Department Head, regardless of the source of salary funds. This requirement is normally satisfied via the employment documents which bear the Department Head's signature. Appointment periods must be stated clearly on the appropriate employment documents.
C. *Assignment of Faculty Research Facilities*

1. Allocation of research space shall be the responsibility of the Department Head in consultation with the Space committee.

2. Negotiations concerning facilities and space will be the explicit responsibility of the Department Head, who shall confer with the Space committee regarding details.

V. *Committees*

A. *General Procedures*

1. Service on departmental committees is considered to be a normal part of each faculty member’s duties. All faculty members are welcome, indeed are encouraged, to raise issues to be considered by any committee. Meetings of committees will be held only when a majority of the voting members of the committee are present. Unless otherwise specified, all committee members serve in a voting capacity. Any committee may elect to hold a closed meeting by a majority vote of the members present. However, all decisions made and all votes taken by any committee will be communicated through appropriate channels to the faculty as a whole.

2. The agenda for each meeting will be determined by the committee chair in consultation with committee members.

3. Except as otherwise noted, all committees will establish their own procedures, provided that the following conditions are met:

   a. Members of the department concerned with a given matter should be afforded an opportunity to present their views.

   b. Any faculty and staff member of the Department may make proposals to the committee in writing. Such proposals will normally be given consideration within 45 days.

   c. Each committee will establish procedures for receiving and considering proposals from undergraduate and graduate students as appropriate.

   d. Some committees include student representation. During discussion involving the evaluation of particular students or faculty members, the student representatives will be excused.
B. **Operational Committees**

Unless explicitly stated below, departmental committees will be selected by the Head, with the proviso that at least one member shall serve a two-year term to provide continuity.

*Active Departmental Committees:*

**Executive Committee** – The purpose of the Executive Committee is to review major departmental actions and make recommendations to the Department Head, and to serve as a resource for long-range planning and policy issues related to research activities within the department.

**Academic Operations Council** – The purpose of the Academic Operations Council is to advise the head and serve as his or her resource for long range planning and policy issues relevant to the academic operations of the Department.

**Advisor to the American Chemical Society Student Affiliate Chapter** – Advises and encourages development of professional interests of undergraduate chemistry majors.

**Colloquium and Seminar** – Organizes and coordinates departmental colloquium and seminar program; coordinates and supervises Department's participation in Southwest Speakers Exchange program.

**External Faculty Awards** – Solicits and reviews nominations of department faculty members for external professional society awards.

**Internal Faculty Awards** – Solicits and reviews nominations of department faculty members for internal and University-administered awards.

**Faculty/Graduate Student Working Group** – Student faculty group concerned with graduate student affairs (see details below).

**Graduate Admissions and Review** – This committee is chaired by the Coordinator of Recruiting, Admission, and Review. It establishes and periodically reviews departmental standards for admission of prospective graduate students; reviews academic records and qualifications of marginal applicants; reviews progress of probationary graduate students and makes recommendations to the Graduate College.

**Graduate Awards** – Reviews applications and nominations for awards to Department graduate students.
Graduate Curriculum – Establishes and reviews departmental standards related to graduate instructional programs; periodically reviews departmental policies regarding preliminary examinations, degree programs, student research proposals, and course requirements; reviews faculty proposals for new graduate courses.

Library – Reviews and expedites acquisitions by the University Library.

Promotion and Tenure – (elected) Reviews instructional/research performances and professional activities of departmental lecturers and tenure track faculty members; advises Department Head on promotion, tenure, and appointment recommendations (see details below).

Staff Advisory Committee – Serves the Head in an advisory capacity on a regular basis; represents the staff in the governance of the department. This committee serves as a communication link between the staff, faculty, and department administration. Member elections and appointments are self-governed.

Space – Advises Head concerning use of departmental space.

Undergraduate Curriculum – Reviews curricula and requirements of undergraduate B.A. and B.S. chemistry majors; plans program modifications and improvements (see details below).

Undergraduate Student Awards – Reviews and identifies nominees, from among undergraduate chemistry majors, for various awards, scholarships, and honors.

C. User Groups

Faculty organized to develop policy and procedures regarding specialized equipment. Recommendations are presented to Department Head.

- ESR User Group
- Shop Advisory Committee
- Information and Communications Technology
- Mass Spectroscopy User Group
- NMR User Group
- Trace Element Analysis User Group
- X-ray Diffraction User Group

D. Executive Committee (EC)

1. Structure and Membership

The committee shall be chaired by the Department Head and include seven tenured faculty members administratively located in the department. The committee members will be elected by majority vote by ballot of the
tenure-track faculty administratively located in the Chemistry Department, with one representative elected from each division (analytical, biological, inorganic, organic, physical-nuclear), and two representatives elected "at-large." No more than two members from any division may serve on the committee. Three-year terms begin January 1 and are staggered to avoid complete replacement of the committee in a single year. No one can be re-elected to the committee without a break of one year between terms of service. As soon as possible following the resignation of a committee member, a special election will be held. The newly elected member will serve only the remaining portion of the term. A quorum of any five members can act on all matters.

2. Meetings and Agendas

The Executive Committee will meet at the pleasure of the Department Head but at least four times per year. The Agenda for these meetings will be determined by the Department Head, with input by the members. Minutes will also be distributed to the faculty after each meeting, giving members the opportunity to correct minutes by email but aiming for faculty distribution within two weeks. The agreement of any two members shall be sufficient to put a topic on the agenda or bring a proposition to a vote. Votes shall be recorded in the minutes, as shall any recommendations overruled by the Department Head. If necessary, minutes distributed to the faculty may contain sections that are redacted because sensitive information was discussed. The presence of such redacted material will be noted in the minutes with a general heading indicating the nature of the redacted text (e.g., "start-up offer to Dr. X", "plans for retention of Dr. Y").

3. Responsibilities

The purpose of the Executive Committee is to review major departmental actions and make recommendations to the Department Head, and to serve as a resource for long range planning and policy issues related to research activities within the Department. The Executive Committee will represent the department as a whole in facilitating meeting the missions of the department, including its teaching mission. As part of these responsibilities, the Executive Committee shall:

a. Review recommendations by the department head concerning annual tenure-track faculty salary raises.

b. Review the departmental budget recommended by the department head

c. Make recommendations regarding areas for faculty recruiting. If the Executive Committee does not approve a particular recruitment effort, a faculty group proposing the effort may petition the faculty as a whole to
get approval for the hiring plan in question. Faculty recruitment proposals that fail to get the approval of either the Executive Committee or the faculty as a whole will not proceed.

d. Formulate a vision for the department that leads toward excellence in both research and teaching, and communicate this vision to the department. This vision should include the overall hiring, space, and infrastructure priorities that are guiding the committee and Department Head in making decisions.

e. Make recommendations regarding faculty start-up and retention packages. It is understood that the Department Head may act unilaterally when rapid action is required.

f. Make recommendations regarding graduate student recruitment and remuneration policies

g. Review controversial recommendations by the space committee and suggest issues to be addressed by the space committee

h. Review recommendations by the department head for major administrative assignments

i. make recommendations on new initiatives such as centers

j. Review and assess programs and infrastructure issues

k. Take over the current duties of the post-tenure review committee

l. Make recommendations on research-related departmental committees and membership

m. Review matching funds and support requests at the discretion of the Department Head

E. **Academic Operations Council (AOC)**

1. **Structure and Membership**

   The AOC shall be composed of the Division Chairs plus the Director of First-Year Programs, Organic Laboratory Coordinator, the Graduate Advisor, the Undergraduate Advisor, the Associate Head, a Senior Lecturer elected to a three-year term by the non-tenure track faculty, and the Department Head. The Department Head, or designee, shall chair the meetings of the AOC.
2. **Meetings and Agendas**

The AOC will establish a regular time for its meetings but at least once every two months. The Agenda for these meetings will be determined by the Department Head, with input by the members, and will be distributed prior to the meeting to all departmental faculty. The agreement of any two members shall be sufficient to put a topic on the agenda or bring a proposition to a vote. Votes shall be recorded in the minutes, as shall any recommendations overruled by the Department Head. Minutes will also be distributed to the faculty after each meeting, giving members the opportunity to correct minutes by email but aiming for faculty distribution within two weeks. It is expected that special AOC meetings may be called by the Head. For voting purposes, 6 or more members shall constitute a quorum.

3. **Responsibilities**

The purpose of the AOC is to advise the head and serve as his or her resource for long range planning and policy issues relevant to the academic operations of the Department. As part of these responsibilities, the AOC shall offer advice or make recommendations regarding:

a. The undergraduate and graduate curricula. The AOC would not displace the undergraduate or graduate curricula committees, but it could suggest issues for study by those committees and review recommendations by those committees.

b. Funding for academic operations and teaching

c. Controversial or disputed teaching assignments

d. Improving instruction

e. All committee actions that have major academic implications for the faculty and Department

f. Staff and personnel issues related to academic operations

g. Make recommendations on teaching-related departmental committees and membership

F. **Promotion and Tenure Committee**

1. **Structure and Membership**

   The committee consists of seven (7) members from the ranks of tenured, full-time, full professors administratively located (ADLOC) in the department. Committee members are elected by ballot by majority vote of
2. Responsibilities

The Chemistry P&T Committee gives the Department Head its advice and recommendations on the granting of tenure, promotions, and appropriate rank for chemistry faculty. The committee also makes recommendations on chairs, joint appointments, visiting faculty, emeritus status, Honorary degrees, and appointments to the rank of Distinguished Professor.

3. Mode of Operation

The P&T Committee meets as required throughout the year. It reviews the files of all proposed tenure-track appointments and advises the Department Head on the solicitation of evaluations by off-campus professionals and other needed documentation of teaching, research, and university and public service. Records are kept of the final disposition of committee recommendations.

4. Operating Procedures

a. Procedures for Annual Review of Non-tenured Faculty

i. Each spring the P&T Committee prepares a written evaluation of the progress of each of the non-tenured faculty members in tenure-track positions. These evaluations are based primarily upon updated vitae solicited from the faculty members and written appraisals by the appropriate division chair. The Department Head meets with each of the untenured faculty members and reviews the P&T Committee’s evaluation. This review should occur in the
spring semester of each year.

The Department Head does not participate in making the written evaluation. The committee does not discuss the written evaluation with the faculty.

b. Generating Recommendations

i. Tenure

(a) The timing of a candidate’s tenure evaluation will be determined by the candidate’s initial offer letter. In general, the tenure review will begin at the end of the candidate’s fifth year for candidates whose initial appointment is at an assistant professor level. Candidates can, however, request a one-time delay of one year in their consideration based on personal considerations. This request must be made to the Department Head before the time when an evaluation is scheduled to begin. Requests may be approved by a simple majority vote of the P&T Committee. If the candidate has missed eight or more workweeks due to reasons enumerated in the Family and Medical Leave Act, the department specifically encourages the request for a one-year extension and will automatically support this request. To be considered for tenure, a candidate is required to supply all information relevant to the tenure decision before the tenure evaluation begins. This information should consist of the following and should follow the same suggested format as used for his/her departmental file:

(1) Ten copies of his/her curriculum vitae which should include a record of publications, research, presentations, seminars, research grants, graduate students, postdoctorals, visiting scholars, teaching and service.

(2) Ten complete sets of his/her most recent and important publications (up to six reprints/preprints of original contributions to the refereed literature).

(3) A list of six outside referees who are qualified to evaluate the candidate’s research; these referees should be distinguished, active research leaders in the candidate’s field, but not previous mentors or supervisors.
(4) A narrative statement of up to three pages in length, which describes the candidate’s major accomplishments in teaching, research, and service.

(a) Letters are solicited from at least three of the suggested referees, plus others selected by the committee. The letters of recommendation will be held in confidence as permitted under a ruling by the Attorney General of the State of Texas.

(b) One committee member is selected to be responsible for assembling a complete file that contains all relevant information about a candidate’s research, teaching, and service performance. Relevant information may vary with the individual, but can include the candidate’s (i) departmental vitae, (ii) past annual reviews by the P&T Committee, (iii) solicited and unsolicited evaluations from internal and external referees, (iv) evaluation of teaching and performance from student surveys and faculty comments, including ones derived from classroom observation, (v) material published or submitted for publication by the candidate, and (vi) other material considered relevant and reliable by the committee. If desired, the candidate may submit other materials to the committee or discuss procedures with the Department Head. The candidate is also required to give a departmental seminar. The committee does not meet with faculty members under evaluation.

(c) The complete file is circulated to the committee for their individual review prior to consideration by the committee. A recommendation is prepared, discussed, and modified until a general consensus on wording is reached. A vote is then taken by secret ballot and the resulting recommendation is transmitted to the Department Head by the committee chairman. The Department Head does not participate in the committee’s evaluation of faculty.

ii. Promotion to Associate Professor

Promotion to associate professor normally is considered concurrently with the tenure decision, and one will not
normally be awarded without the other.

iii. Recognition of AAUP Tenure Probation Period

The timing of the recommendations of the committee is set so that the Department Head receives them before October 1 of the sixth year of the candidate’s probationary period. After final action is taken by the Administration (spring of the sixth year), the candidate is notified so that the decision is known before the beginning of the seventh year. Thus, an evaluation must begin in the Spring of a candidate’s fifth year of service.

iv. Promotion to Full Professor

Eligible associate professors are reviewed annually. Recommendations for promotion to Professor are made on the basis of criteria set forth in the Department of Chemistry P&T guidelines. The first complete evaluation for promotion to full professor will be made no later than the year after a faculty member has served in the associate professor rank for four years. Each year the associate professors are sent a memorandum that requests that their files be updated. When a candidate is to be considered for promotion, the file is reviewed and outside letters are solicited to evaluate the quality of the candidate’s research. The details for the review procedures, evaluation, and vote are the same as for the tenure recommendation procedure. The deadline for a recommendation for a regularized promotion usually occurs in mid-October in any given year.

v. Promotion to Distinguished Professor

Upon recommendation of the P&T committee, a faculty member may be considered for promotion to the rank of Distinguished Professor. Upon consultation with each Distinguished Professor in the Department, a document will be prepared which demonstrates that the candidate is in the upper 5% of his or her sub-discipline of chemistry and that the candidate has made at least one seminal contribution which has redirected the thought of his or her field of investigation. Letters will be solicited from prominent individuals world-wide for inclusion in the nomination package. Support by the departmental Distinguished Professors is required to submit the nomination through the College Dean to the Dean of Faculties.
vi. **Tenure Recommendation for New Faculty Hired at the Associate and Full Professor Level**

The committee advises the Department Head on all appointments which involve the granting of tenure. The committee participates in an evaluation and recommendation procedure that is equivalent to that outlined for granting of tenure.

G. **Undergraduate Curriculum Committee**

1. **Composition**

The Undergraduate Curriculum Committee shall be composed of three to five members appointed by the Head from among those faculty who are actively involved in teaching the major undergraduate course offerings of the department.

2. **Meetings and Agendas**

The Undergraduate Curriculum Committee shall meet as often as necessary to carry out its functions and responsibilities, but at least once each semester. The agenda for these meetings will be set by the chair, appointed by the Head, partly in response to requests by the committee members and any other faculty members of the department. For voting purposes, four or more members shall constitute a quorum.

3. **Function**

The purpose of the Undergraduate Curriculum Committee is to oversee matters relating to the conduct of the Department's undergraduate teaching program. This committee will periodically review the chemistry undergraduate curricula and recommend to the Department Head and faculty ways of making the program better serve the needs of the students. It will continuously monitor new developments in innovative teaching methods, techniques, and equipment and act as an information resource for the faculty.

4. **Responsibilities**

a. Reviewing all proposed changes to the undergraduate curricula, including major modifications of current courses and additions of new courses.
b. Formulating and recommending new initiatives relating to the undergraduate teaching program.

c. Advising the Department Head on ways to motivate, evaluate, and reward excellence in teaching.

d. Providing liaison with the College of Science Undergraduate Curriculum Committee and with the Undergraduate Advisors in other departments within the university through the Undergraduate Advisor.

H. Faculty/Graduate Student Working Group

It is in the best interest of the Chemistry Department to promote open lines of communication between Graduate Students and Faculty Members. Therefore, the Faculty/Graduate Student Working Group (henceforth, the Working Group) has been established.

1. Charge

The Working Group has two principal missions:

   a. To provide a forum for all Graduate Students, via their elected GSAC representatives, to voice their concerns and opinions regarding issues of interest to Graduate Students;

   b. To provide a direct conduit for information flow from the Chemistry Department Administration to the Graduate Students.

2. Composition

The working Group shall be comprised of all duly elected officers of the Graduate Student Association Chemistry (GSAC), the Department Head, the Graduate Advisor, the Associate Graduate Advisor (optional), and four additional members of the Chemistry Graduate Faculty. These four faculty members, each representing a different sub-discipline within the Chemistry Department, will be nominated by GSAC and approved by the Department Head. The Graduate Advisor will serve as the chair of the Working Group. In the absence of the Graduate Advisor, the Associate Advisor will assume the duties of chair.

   a. Term of Membership

The terms of all appointments shall be one year, commencing on 1 October.
b. **Meetings**

At least two meetings of the Working Group will be held per year; one each during the Fall and Spring semesters.

I. **Ad hoc Review Committees**

1. From time to time the Department Head, upon consultation with the Academic Operations Council, may appoint small committees to review various aspects of departmental activity. These performance reviews may evaluate academic programs as well as operational efforts involving shops, facilities, and support groups. Written reports shall be reviewed by the Head prior to distribution to the faculty.

2. Individual administrative performance will be reviewed periodically as required, consistent with re-appointment schedules for faculty and with periods no longer than four years for staff. The committee reviewing the performance of the department Head will be appointed by the Dean and contain a majority of persons elected to represent the department.

J. **Appointments to Committees**

1. The Department Head, with the concurrence of the Academic Operations Council, shall appoint the members of the Undergraduate Curriculum Committee, the Graduate and Undergraduate Awards Committees, and the Graduate Curriculum Committee to one year terms commencing in May.

2. The Department Head, with the concurrence of the Executive Committee, shall appointment the members of the Faculty Awards Committees, Facilities Committees, and the Colloquium and Seminar Committee.

3. It is recommended that no faculty member shall serve simultaneously as chair of more than one standing committee and that no faculty member shall serve as chair of a standing committee for more than three years consecutively.

VI. **Amendment of the Bylaws**

Amendments to the Department of Chemistry Bylaws shall require a favorable recommendation by the Executive Committee and a majority affirmative vote of the faculty.
VII. Conflict between the Department of Chemistry Bylaws and other Regulations.

Should any part of these Bylaws be in conflict with regulations of the College of Science, Texas A&M University or the State of Texas, those regulations take precedence over the Chemistry Department Bylaws.

BYLAWS ACCEPTED AT FACULTY MEETING NOVEMBER 26, 2002
Revised 7/8/08
Revised 3/1/12
Revised 11/1/13
Revised 5/21/15
UNIVERSITY OF FLORIDA, DEPARTMENT OF PSYCHOLOGY
CONSTITUTION AND BY-LAWS

(Replaces the Department Constitution document, last amended September 2001)

The Psychology Department is the unit of the College of Liberal Arts and Sciences that provides education, conducts research, executes curricula, and grants degrees in the field of psychology.

Within the policies and priorities of the University of Florida Board of Trustees, the University Rules as set forth in the Florida Administrative Code, and the Collective Bargaining Agreement http://www.uff-uf.org/wp-content/uploads/2012/09/2013-2016_CBA_with_signatures.pdf and the Constitution of the University (http://www.generalcounsel.ufl.edu/downloads/Constitution.pdf), and subject to the approval of the Dean of the College of Liberal Arts and Sciences, the University Senate, and President, the faculty of the Psychology Department shall exercise control over the academic affairs of the department.

The governance of the Psychology department is the shared responsibility of the faculty under the leadership of the Department Chair (DC). With the advice and consent of the faculty, the Department Chair is ultimately responsible for the budget, personnel matters, the graduate and undergraduate programs, teaching assignments, and allocation of space and other resources. The Department Chair represents the Department’s opinions and desires to the Dean, and communicates the opinions and policies of the Dean and higher administrative units to the Departmental Faculty. These responsibilities are managed through (1) regular department meetings, (2) an active committee structure, and (3) individual communications between faculty members and the Department Chair. All members of the Department should strive to maintain open communication, mutual respect, and collegiality in order to fulfill the primary mission of the Department which is the production of psychological scientific knowledge through excellence in scholarship, teaching, and service.

Contents:

1. The faculty
2. Area structure
3. Department Officers
4. Standing Department Committees
5. Meetings
6. Faculty Affairs
7. Amending the by-laws
1. **The Faculty**

1.1. The Departmental Faculty shall be defined as all tenured and tenure-accruing members in the department. The Departmental Faculty shall also include other persons who teach or do research in the Department, are paid through the Departmental budget, and are accepted by a majority vote of the tenured and tenure-accruing faculty on an annual basis.

1.2. Joint faculty status may be conferred on faculty members holding appointments in other departments. They should be proposed for joint faculty status by an Area of the Department, the proposal reviewed by the DC and the Policy and Planning Committee, and then ratified by a majority vote of the Departmental Faculty.

1.3. Adjunct, affiliate, and visiting faculty status may be conferred through appointment by the DC.

1.4. Only Departmental Faculty may vote on departmental matters, which include but are not restricted to new programs, graduate regulations, undergraduate regulations, required courses, hiring of faculty, evaluation of faculty, recommendation of faculty for Graduate Faculty status, and the promotion and tenure of Departmental Faculty. Voting on matters related to substantial Department resources will be limited to Department Faculty whose salary lines are more than 50% from the Departmental Budget and whose lines are tenured or tenure-accruing.

2. **Area Structure**

2.1. For purposes of administration the department will be divided into “Areas.” An area is a group of faculty with common teaching and research interests. The number of Areas and their designation will be determined by the Departmental Faculty on recommendation of the DC and with the advice of the Policy and Planning Committee.

2.2. Each member of the Departmental Faculty must be a member of one Area of “primary association.” The “primary” faculty of an Area will be considered to be members of that Area for the purposes of teaching, administrative, and other assignments. All “primary” faculty within an Area have voting rights in that Area.

2.2.1 Departmental Faculty may also be members of one or more Areas of “secondary association.” Area(s) of “secondary association” may be chosen by any member of the Departmental Faculty with the concurrence of a majority vote of the Area(s) concerned. In such a case, division of teaching, administrative, and other assignments will be arranged by mutual agreement of the DC, the Areas involved, and the faculty member initiating the request. Secondary area associations will not be considered in determining area affiliation of faculty serving on graduate student supervisory committees.
2.2.2 Areas may confer or rescind voting rights within the Area to joint, adjunct, affiliate, and visiting faculty, as well as Departmental Faculty of “secondary association,” by a simple majority vote.

2.3. The authorized representative of each Area will be known as the “Area Director.” Only the “primary faculty” in the Area and those other faculty to whom the area has granted voting rights shall participate in the election of the Area Director. The election of an Area Director will occur by anonymous vote of a simple majority of the Area members. Should no faculty member attain a majority, or should a tie vote occur among those receiving the greater number of votes, a second vote shall be taken between the two faculty receiving the greater number of votes. If a tie again occurs, the DC will appoint one of the two candidates.

2.3.1 The Area Director will be the primary contact person between the Area and the DC. Area Directors will be responsible for calling regular meetings of primary Area faculty, coordinating the selection of graduate students for the Area, reviewing graduate student progress, and representing the views of the Area to the DC. The Area Director, in consultation with the DC or designee, will be responsible for developing the curricular and teaching efforts of the Area members. The DC will consult with Area Directors and the Policy and Planning Committee with regard to the hiring of any faculty to be associated with the Area, space assignments, promotion and tenure, and other matters concerning faculty and students in the Area.

2.3.2 The term of an Area Director will be three years. Area Directors are eligible for re-election.

2.4. Any Area may establish rules and requirements for graduate students in the Area. However, exceptions to the departmental requirements must be approved by Graduate Studies Committee.

2.5. Each Area is responsible for a written annual evaluation of each of its graduate students.

3. **Department Officers**

3.1. **The Department Chair (DC)**

3.1.1 The DC is appointed by the Dean after consultation with the Departmental Faculty who usually will engage in an interview and voting process. The term of the DC is determined by the Dean, and may be renewed with the formal agreement of the Dean and in consultation with the Faculty, and in accordance with College procedures.
3.1.2. According to the Constitution of the University of Florida, “The program of a teaching and research department shall be conducted by the department faculty through a chair, who shall have general responsibility for the activities of the department.” The faculty acting through its regular or special meetings reserves the right to examine the actions of the DC, the Policy and Planning Committee and other standing or ad hoc committees.

3.1.3. The DC shall appoint the Associate Department Chair(s), Graduate Coordinator, Undergraduate Coordinator, and Space Coordinator. The terms of these appointments are normally two years, but may be renewed.

3.1.4. The DC is an *ex officio* member of all departmental and student supervisory committees.

3.1.5. The DC chairs Faculty and departmental meetings.

3.1.6. The DC is ultimately responsible for ensuring that required reports and requests are appropriately compiled and disseminated. Many of these tasks will be completed with advice from the Policy and Planning Committee and other relevant committees, and include:

1. Preparation of budget requests
2. Allocation of space and resources
3. Graduate Student Assistantships
4. Development of Curriculum
5. Recommendations for promotion and tenure
6. Recommendation of new faculty appointments
7. Salary recommendations and merit raises
8. Annual assignments and evaluation of faculty progress

3.1.7. When the DC is absent or ill for a brief period of time, the Associate Chair, or an acting Chair selected by the DC from the Policy and Planning Committee will serve in the interim.

3.1.8. The DC is responsible for the hiring, management, and evaluation of staff to assist in executing the daily operations of the Departmental Office, Computers, and Laboratories.

3.2. **Associate Department Chair(s)**
3.2.1. The Associate chair is appointed by the DC.

3.2.2. The Associate chair normally assumes the role of Acting Chair in the DC's absence.

3.2.3. The Associate chair provides advice to the DC concerning departmental affairs.

3.2.4. The Associate chair is a member of the Policy and Planning Committee.

3.2.5. The Associate chair may be assigned specific administrative tasks by the DC and may serve as liaison to other department committees, as directed by the DC.

3.3. **Graduate Coordinator**

3.3.1. The Graduate Coordinator is appointed by the DC.

3.3.2. The Graduate Coordinator chairs the Graduate Studies Committee and is a member of the Policy and Planning Committee.

3.3.3. The Graduate Coordinator serves as the liaison between the Graduate School and the department and its graduate students. The Graduate Coordinator ensures that the Department conforms to Graduate School regulations and communicates these regulations to faculty and graduate students. The Graduate Coordinator advises the Graduate School about matters of concern to the faculty and students, suggesting any desired modifications in Graduate School procedures. The Graduate Coordinator ensures the accuracy of information about the graduate program published in the Graduate Catalog.

3.3.4. The Graduate Coordinator coordinates, with formal area participation (e.g. through a selection committee), the selection of new graduate students and recommends to the DC the offers of assistantships or fellowships in consultation with representatives from each area. The Graduate Coordinator is also responsible for the updating of web-based information relevant to graduate recruitment.

3.3.5. The Graduate Coordinator will provide an orientation to entering graduate students, including relevant Departmental and Graduate School policies, and may offer initial advice about courses.

3.3.6. The Graduate Coordinator monitors, with input from Area Directors, graduate student progress and consults with students concerning academic difficulties or violations of departmental or Graduate School policies, including academic timetables. The Graduate Coordinator will ensure that students meet the academic requirements for graduation.
3.3.7. The Graduate Coordinator shall maintain a database on graduate students, including date of enrollment, entering standardized scores, supervisory committee, financial aid received, and progress.

3.3.8. The Graduate Coordinator oversees the process for Graduate Student awards including institutional awards such as Graduate Student Teaching award as well as departmentally controlled awards.

3.3.9. The Graduate Coordinator will provide periodic reports to the Policy and Planning Committee and the faculty.

3.4. **Undergraduate Coordinator**

3.4.1. The Undergraduate Coordinator is appointed by the DC.

3.4.2. The Undergraduate Coordinator chairs the Undergraduate Studies Committee and is a member of the Policy and Planning Committee.

3.4.3. The Undergraduate Coordinator represents the department at College and other meetings dealing with undergraduate affairs and curriculum. The Undergraduate Coordinator ensures the accuracy of information about the undergraduate program published in the Undergraduate Catalog.

3.4.4. The Undergraduate Coordinator directs the advisement of students majoring in Psychology. The Undergraduate Coordinator will make policies and requirements accessible to students (e.g. via a website). The Undergraduate Coordinator maintains records relating to undergraduates in research positions, and assists students to find suitable research opportunities. The Undergraduate Coordinator evaluates senior student records to determine whether graduation requirements have been met.

3.4.5. The Undergraduate Coordinator oversees the process for Undergraduate awards including institutional awards such as University Scholars as well as departmentally controlled awards.

3.4.6. The Undergraduate Coordinator will provide periodic reports to the Policy and Planning Committee and the faculty.

3.5. **Space Coordinator**

3.5.1. The Space coordinator is appointed by the DC.

3.5.2. The Space coordinator chairs the Space Committee and is a member of the Policy and Planning Committee.
3.5.3. The Space coordinator maintains a record of departmentally controlled space and its utilization, and will make recommendations to the Policy and Planning Committee and the DC concerning changes in space allocation, as well as related issues such as maintenance.

4. **Standing Department Committees**

4.1. **General policies**

4.1.1. The standing committees include: Policy and Planning Committee; Undergraduate Studies committee; Graduate Studies Committee; Space Committee; Merit Committee; Graduate selection committee.

4.1.2. Election or selection to serve on these committees, as well as ad hoc committees (e.g. faculty search committees) shall occur at the appropriate times; **elections shall be conducted by secret ballot.**

4.1.3. The names of the standing committee members shall be publicly available (e.g. on the Department website).

4.1.4. Graduate students may serve on some of these committees. In order to protect privacy rights, however, graduate students may not be present when the records or activities of students, faculty, or staff are being discussed or examined, nor should privileged information be made available to students.

4.2. **Policy and Planning Committee (P and P)**

4.2.1. The Policy and Planning committee shall consist of each Area director, plus the Undergraduate Coordinator, the Graduate Coordinator, the Space coordinator, the Associate Chair, and the DC. The same person may serve in more than one of these capacities. In the absence of the Area Director, another representative from that area may substitute.

4.2.2. The Policy and Planning Committee provides advice to the DC on matters including, but not limited to, the number and designation of areas, faculty hiring, promotion and tenure, allocation of space and resources, budgetary issues, and other matters concerning students and faculty within the department.

4.3. **Graduate Studies Committee (GSC)**
4.3.1. The Graduate studies committee shall consist of the Graduate Coordinator and at least two other faculty members appointed by the DC. Whenever possible, these three individuals should come from different areas of the department.

4.3.2. The Graduate studies committee provides advice to the Graduate coordinator concerning matters including but not restricted to curriculum, travel or other award selection, and student progress.

4.4. **Undergraduate Studies Committee**

4.4.1. The Undergraduate Studies Committee shall consist of the Undergraduate coordinator and at least two other faculty members appointed by the DC. Whenever possible, these three individuals should come from different areas of the department.

4.4.2. The Undergraduate Studies Committee provides advice to the Undergraduate coordinator concerning matters including but not restricted to curriculum, award selection, and hearing student grievances.

4.5. **Space Committee**

4.5.1. The Space committee shall consist of the Space coordinator and two other faculty members appointed by the DC. Whenever possible, these three individuals should come from different areas of the department.

4.5.2. The Space Committee provides recommendations to the DC concerning utilization of space, identification of laboratory space for new faculty, and any other issues relating to space.

4.6. **Merit Committee**

4.6.1. The Merit committee shall consist of one tenure-accruing member from each area of the department and one lecturer from the department. If no lecturer is willing to serve, then this position will be unfilled. These members shall be elected by simple majority of the entire faculty who are eligible to vote. Half (or approximately half) of committee members are elected each year to serve two year terms. Members may not be elected to consecutive terms.

4.6.2. The Merit Committee members shall, in accordance with the departmental guidelines [http://www.psych.ufl.edu/files/general/Merit_Committee_Procedures.pdf](http://www.psych.ufl.edu/files/general/Merit_Committee_Procedures.pdf) review on an annual basis the Annual Activity Reports (AARs) of the faculty in the departmental budgetary unit. They shall provide the DC with evaluative scores and summary comments to provide data that may assist the DC in preparing annual letters of
evaluation, determination of merit raises (if any), and other matters relating to professional progress.

4.6.3. The merit Committee shall, at the request of the DC, review any other matters relating to meritorious progress not included in the above paragraph.

4.7. **Graduate Selection Committee**

4.7.1. The graduate selection committee shall consist of one member from each area of the department, plus the Graduate coordinator. The member representing an area shall be selected via a procedure agreed upon by the primary members of each area.

4.7.2. The selection committee will be responsible for organizing and/or overseeing the prioritizing of graduate applicants with respect to admissions and financial support. The selection committee shall be responsible for assuring an appropriate distribution of awards and award types (e.g., fellowship, teaching assistantship) across the areas of the department, and in relation to target numbers to be admitted.

4.7.3. The Graduate coordinator and DC will then generate letters of offer in relation to this ranked list and funds available. The committee will meet and re-evaluate as candidates’ decisions are received.

4.8. **Other committees**

4.8.1. In addition to the above committees, ad hoc committees shall be appointed by the DC as needed. An example of such a committee would be a Faculty Search Committee. This and other ad hoc committees are given a specific charge and time frame by the DC. This and other ad hoc committees shall be dissolved once the assigned task is completed.

5. **Meetings**

5.1. **Faculty meetings**

5.1.1. Regularly scheduled faculty meetings shall be held each semester (excluding summer) with the schedule determined by the DC.

5.1.2. Additional faculty meetings may be scheduled or called by the DC or at the request of any three faculty members with full voting rights in the department.

5.1.3. Notice of faculty meetings with a tentative agenda should, whenever possible, be conveyed to department members at least 1 week in advance.
5.1.4. The DC chairs faculty meetings; in his/her absence the Associate Chair shall preside.

5.1.5. A quorum for any faculty meeting shall consist of a simple majority of faculty members with full voting rights in the department.

5.1.6. Faculty meetings evaluating tenure and promotion from Assistant to Associate shall be open to tenured faculty. Faculty meetings evaluating promotion from Associate to Full shall be open to tenured full professors.

5.1.7. The DC or Associate chair should present matters impartially at faculty meetings. They may express their opinions as individuals at the meetings outside of their administrative role.

5.2. Voting procedures

5.2.1. Votes will be held following a motion, a second, and the conclusion of discussion on the motion. Votes may be made by show of hands or voice, but will be made by secret ballot by the request of any voting member. Secret voting may be conducted by paper ballot during a faculty meeting or electronically after the meeting. Ayes, nays and abstentions will be recorded. A motion on a non-personnel matter passes if approved by a majority of the voting faculty present, provided a quorum votes.

5.2.2. Whenever possible, any vote on a personnel decision (e.g. hiring, tenure, promotion, joint appointment) shall be announced no later than one calendar week before the balloting is conducted. Full materials on the candidate(s) will be made available one week before balloting is conducted. Faculty who have previously informed the DC that they will be absent from the faculty meeting shall be allowed to vote by absentee ballot submitted to the DC or a designated staff member.

5.2.3. The DC or representative is responsible for preparing summary minutes of faculty meetings, making them available electronically to all faculty, and archiving them.

6. Faculty Affairs


The Department is committed to mentoring and advising new faculty in navigating their assigned research, teaching, and service duties. Each new tenure-track faculty member
is assigned a mentoring committee whose purpose is to actively assist and evaluate the faculty member’s early career progress, normally through the period from hiring to the time that one’s dossier is sent forward for tenure and promotion. The department guidelines for mentoring tenure-track faculty are described in detail at [http://www.psych.ufl.edu/files/general/MentoringGuidelines.pdf](http://www.psych.ufl.edu/files/general/MentoringGuidelines.pdf). Although not eligible for tenure, lecturers and other non-tenure track faculty are assigned mentoring committees to assist them in advancing toward promotion, as documented at [http://www.psych.ufl.edu/files/general/NonTenureTrackMentoringGuidelines.pdf](http://www.psych.ufl.edu/files/general/NonTenureTrackMentoringGuidelines.pdf).

6.2. Faculty grievances. The Department of Psychology adheres to all grievance procedures as described by the University of Florida Faculty Handbook and in accordance with the Collective Bargaining Agreement (Article: Grievance Procedure and Arbitration). As per the Faculty Handbook: “The term ‘grievance’ means a dispute or complaint alleging a violation of the rules of the university concerning tenure, promotion, non-renewal and termination of employment contracts, salary, work assignments, annual evaluation, lay-off and recall, and other benefits or rights accruing to a faculty member pursuant to university rules or by law. In disciplinary grievances, the burden of proof is on the university. In all other grievances, the burden of proof is on the faculty member. The purpose of a grievance procedure is to provide a prompt and efficient collegial method for the review and resolution of grievances” ([http://handbook.aa.ufl.edu/academic-appointments.aspx](http://handbook.aa.ufl.edu/academic-appointments.aspx)). As per this document, faculty are encouraged to seek informal resolution of complaints by meeting with the person whose action gave rise to the complaint. If the matter is not resolved, the faculty member may appeal to the person’s supervisor, dean or director, appropriate vice president, or the Provost.

If informal mechanisms do not lead to resolution, Formal Grievance procedures as detailed in the Collective Bargaining Agreement should be followed.

7. Amendment Procedures

7.1. Proposed amendments to the Departmental Constitution and By-Laws shall be submitted to the Policy and Planning Committee. P and P shall consider the amendment and present its recommendations to the faculty via written proposal.

7.2. The Departmental Constitution and By-Laws may be amended by 2/3 vote of the eligible faculty. This shall be considered after a written proposal is submitted to the faculty at least 7 days prior to the vote.

7.3 Amendments to this document that only require an update of website links can be made without faculty vote.
# TABLE OF CONTENTS - GUIDING DOCUMENTS

DEPARTMENT OF COMMUNICATION  
UNIVERSITY OF PITTSBURGH

BYLAWS  
Adopted July 2006  
Revised August 2007  
Revised February 2014

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BYLAWS
DEPARTMENT OF COMMUNICATION
UNIVERSITY OF PITTSBURGH

Rev. and adopted on February 26, 2014

1. PREAMBLE
In the belief that the work of an academic department can be carried out most responsibly,
effectively, and equitably when its procedures are as clearly defined and as open as possible and
provide for a high degree of participation by its members, the Department of Communication of
the University of Pittsburgh adopts the following bylaws.

1.1. Procedure. Where procedural matters are not covered by any departmental bylaw or
regulation, the transactions in a departmental meeting shall be governed by Robert’s Rules of Order
Revised.

2. THE FULL DEPARTMENT

2.1. Powers and Responsibilities. All powers and responsibilities delegated by the University of
Pittsburgh to the Department reside in the body of its voting members. The delegated powers and
responsibilities of the departmental executive officers, the departmental committees, and in fact all
departmental employees are granted by and subject to review by the voting members of the
department.

2.2. Voting. The voting membership of the department shall be defined as that group whose
members hold a full-time tenured or tenure-stream appointment or that hold a full-time non-
tenure stream (NTS) appointment at the rank of Lecturer, Lecturer/Master Teacher, or Senior
Lecturer (hereafter referred to collectively as NTS Lecturers). In those cases when the full voting
membership can vote, a quorum shall be defined as a majority of the voting members. In those
instances when only tenured and tenure-stream faculty are eligible voters, the quorum shall be
defined as two-thirds. Instances when only tenured and tenure-stream faculty may vote include: the
tenure and promotion of tenure-stream faculty; the hiring of tenure-stream and externally
recruited tenured faculty; the hiring of visiting faculty at the rank of Assistant, Associate, and Full
Professor; and all graduate faculty and graduate student issues, including all matters pertaining to
Teaching Assistants and Teaching Fellows. In general, faculty at whatever level vote on
appointments at their rank and below, and all tenured faculty have a departmental vote on
appointments with tenure regardless of rank. Voting members who are on leave or on remote
assignment may vote at meetings when they are physically present, but are not counted in the
determination of quorums unless they are physically present.

2.3. Departmental Stakeholders. Departmental stakeholders are the faculty, staff, students, and
alumni.

2.4. Decision Making. Policy issues, procedural matters, or any substantive questions are to be
discussed by the stakeholders of the department. Decisions resulting from these discussions will be
made by the voting members of the department. Any departmental stakeholder can ask the
department chair to place an issue, matter, or question on the agenda for a future faculty meeting.
The Chair will make a good faith effort to schedule the concern in a timely way. Unless otherwise
noted in these bylaws, a majority vote by a quorum of the department will carry any motion put
forward, seconded, and discussed. Voting will normally be by a show of hands or voice vote except
in the case of personnel decisions where a secret ballot will be required. At any time, however, the
request for a secret ballot on any issue will be honored by the Chair. On decisions for new
appointments, the Chair shall conduct a sequential advisory vote, determining on separate ballots
first, second, and third choices of all voting members at this meeting. The balloting for the second

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choice shall not be conducted until the results of the first ballot are known; the balloting for the third choice shall not be conducted until the results of the second ballot are known. Absentee ballots will be allowed only under extraordinary circumstances, and then only with the consent of two thirds of the department's voting members. It shall be understood that an absentee ballot shall be cast only if the voting member is fully informed on the issue at hand, especially in personnel matters. All absentee ballots shall be provided to the Department Administrator prior to faculty meetings. Proxy votes are prohibited.

2.5. Meetings. Faculty meetings will be held at least once each month for the months September through April of a given academic year. An agenda will be distributed prior to each meeting. Faculty meetings will be open to all tenured and tenure stream faculty members and to all full-time NTS Lecturers in the department, with the exception of meetings concerned with the tenure and tenure-stream issues listed in Section 2.2 (Voting) above. The decision on expanded attendance will be determined by the Bylaws of Arts and Sciences and/or the voting members of the department. Minutes recording the proceedings of department meetings will be taken, maintained and made accessible to all faculty.

2.6. Election of Chair. The Chair is appointed by the Dean of the School of Arts and Sciences. The department initiates the process by making its recommendations to the Dean concerning a successor chair. The term of the Chair is four years. During the Spring Term of the Chair's third year of service, the Chair will call for nominations for candidates for departmental chair for the subsequent four-year term. The Chair shall serve no more than two consecutive terms. An election will be held and that election will be managed by a non-candidate faculty member. The results of the secret ballot election will be shared with the voting members of the department and forwarded to the Dean of Arts and Sciences, and may include a distinction, if appropriate, between the views of tenured/tenure-stream faculty and full-time NTS Lecturers. The current Chair, who ordinarily oversees the election of a new Chair, or a delegated surrogate from among the tenured faculty in the instance of a Chair's re-election, shall be instrumental in arranging for this and other expressions of opinion and shall take these expressions under advisement. Open discussions of departmental directions and challenges are encouraged.

2.7. New Faculty Appointments, Reappointments, and Promotions. Procedures to be followed for recruiting new faculty members, appointing and reappointing them, and promoting them are described in the Chair’s Handbook (2005–2006) in Sections I., II., III., and IV. These documents clearly state that all faculty may vote on initial appointments at their own level and below. On reappointment and promotion decisions, all tenured and tenure-stream faculty may vote but NTS Lecturers may vote only on reappointment and promotion decisions below their own rank and not on decisions equal to their own rank.

2.8. Standing Committees. Standing committees focus their attention on specific aspects of the departmental mission and bring to the full faculty recommendations that emerge from their deliberations. Recommendations from a standing committee have the power of a motion that has been put forward and seconded. Therefore, when a standing committee reports, discussion can begin and a vote can follow. All standing committees have graduate student representation except Admissions and Financial Aid and Faculty Liaison. Graduate-student representatives are selected by the Graduate Student Organization. Graduate student members take full part in policy discussions and decisions, but do not have access to other students' records nor do they participate in discussions about other students or other stakeholders in the department. The standing committees in the Department of Communication are:

2.8.1. The Admissions and Financial Aid Committee. The mission of The Admissions and Financial Aid Committee is to:
• Actively recruit and review graduate applications and make decisions on selections and rejections.
• Make decisions on advance standing and externally funded applicants.
• Provide interim report to the faculty on deliberations.
• Do the initial selections for Teaching Assistants and Fellows.
• Renew Teaching Assistantships and Fellowships.
• Nominate candidates for pre-doctoral fellowships.
• Process and act upon, if necessary, information garnered in the Roll Call Meeting.

2.8.2. *The Graduate Curriculum Committee.*
The mission of *The Graduate Curriculum Committee* is to:
• Annually review the graduate curriculum for its coherence, relevance, and adherence to Arts and Sciences guidelines.
• Report to faculty on long-term curriculum planning.
• Formulate options for faculty deliberation concerning all graduate curriculum concerns.
• Update the Handbook for Graduate Study annually.
• Review proposals for new graduate courses and make recommendations to the voting members of the faculty based on the reviews.

2.8.3. *The Undergraduate Curriculum Committee*
The mission of *The Undergraduate Curriculum Committee* is to:
• Annually review the undergraduate curriculum for its coherence, relevance, and adherence to Arts and Sciences guidelines.
• Solicit proposals for new undergraduate courses and review those proposals in preparation for making recommendations to the voting members of the faculty, and eventually, to Arts and Sciences.
• Set guidelines for and monitor non-course, credit-awarding experiences, e.g., internships, independent studies, senior theses, and capstones.

2.8.4. *The Faculty Liaison Committee*
The mission of *The Faculty Liaison Committee* is to oversee and assess policies and practices related to visiting instructors and part-time faculty.

2.8.5. *The Planning and Budget Committee*
The majority of the PBC shall be elected; other members may be selected for reason of particular knowledge or expertise, such members to be agreed upon by the unit head and the elected PBC members. Faculty, staff and students must be represented on this committee and they must have ample opportunities to participate in the development of proposed plans and budgets.

2.8.6. *Ad Hoc Committees*
As the need arises, the Chair may, or may be requested to, form ad hoc Committees to address a particular need or issue. Ad Hoc committees meet, discuss the issue at hand and then make recommendations to the full faculty.

3. EXECUTIVE OFFICERS

3.1. *The Chair*
• Is the Chief Executive Officer of the Department.
• Is responsible for the administration of departmental business.
• Shall represent the Department to the administration, the University at large, and the profession in hiring and other negotiations.
• Deals with departmental stakeholders' constructive suggestions and complaints.
• Presides over meetings of the full department, the faculty, and the executive committee.
• Approves the final course schedule for any given term.
• Prepares the departmental budget and negotiates the budget with the Dean.
• Exercises jurisdiction over the expenditure of departmental funds.
• Supervises departmental staff.
• Is responsible for the execution of the Department's Bylaws, regulations, policies, procedural guidelines, and the general day-to-day functioning of the Department.
• Keeps the Department informed on matters that concern it.
• Appoints members to committees.
• Works in tandem with the Department Administrator.

3.2. The Director of Graduate Studies
• Presides over meetings of the Admissions and Financial Aid Committee.
• Presides over and is a member of the Graduate Curriculum Committee.
• Serves as Chief Recruiting Officer.
• Is responsible for the day-to-day administration of the regulations for graduate study.
• Interfaces with the Arts and Sciences graduate office on meta-departmental regulations on graduate study.
• Certifies graduate students for graduation.
• Manages the records on graduate student recruitment, retention, and placement.
• Checks compliance with University policies and procedures.
• Works in tandem with the Graduate Secretary.

3.3 The Director of Undergraduate Studies and Advising
• Chairs the Undergraduate Curriculum Committee.
• Is responsible for undergraduate advising and registration in the department.
• Oversees the internship program.
• Informs the Chair on enrollment figures during the registration process.
• Certifies undergraduate students for graduation.
• Works in tandem with the Frontline Secretary.
• Interfaces with the Arts and Sciences Administrators on meta-departmental undergraduate regulations.
• Manages the Oratory Contest, the Spiegel Competition, the Communication Club, and Phi Kappa Eta.

3.4 The Director of Debate
• Supports WPDU intercollegiate policy debate programming by organizing and supervising essential team functions, including meetings, travel, research, and practice.
• Supervises debate Teaching Assistants focusing on intercollegiate policy debate.
• Organizes and supervises policy debate preseason work sessions.
• Administers proceeds from the Robert P. Newman Debate Fund.
• Recruits prospective undergraduate and graduate students interested in joining the WPDU.
• Supervises and works in tandem with the WPDU program administrator
• Shares responsibility for management of the debate operating budget with the Director of the WPDU.

3.5 The Director of the William Pitt Debating Union
• Supports WPDU public debate programming by organizing and supervising essential team functions, including meetings, event design, advertising, research, and practice.
• Organizes and supervises the Marcella L. Finegold Memorial Public Debate Series.
• Supports WPDU outreach programming by linking the university to surrounding schools and serving as faculty liaison to the College in High School Argument program.
• Coordinates WPDU development initiatives, including alumni networking.
• Prepares and circulates news updates on WPDU activities, including maintenance of the WPDU website.
• Organizes and supervises debate Teaching Assistants focusing on public debate and debate outreach.
• Recruits prospective undergraduate and graduate students interested in joining the WPDU.
• Supervises and works in tandem with the WPDU program administrator
• Shares responsibility for management of the debate operating budget with the Director of Debate.

3.6 Director of Public Speaking
• Teaches the Practicum course for new Teaching Assistants/Fellows.
• Reviews TA/TF’s course syllabi.
• Mentors TA/TFs and part-time instructors.

3.7 The Executive Committee
• Advises the Department Chair on policy and personnel matters.
• Is composed of the Chair and two members elected every two years from the tenured faculty ranks.

4. PERFORMANCE EVALUATIONS
Performance evaluations for all stakeholders in the department will be conducted on a regular basis.

4.1 Students

4.1.1 Undergraduate Students. Undergraduate students are, of course, routinely evaluated in their courses, by their advisors in non-course registration experiences, and by appointed faculty members in non-course, non-registration experiences, the Oratory Contest, for example.

4.1.2 Graduate Students. Graduate students are evaluated in their courses and are comprehensively evaluated annually in the Roll Call session. In the Roll Call session, chaired by the Director of Graduate Studies, students are evaluated with respect to their progress toward the degree, and with respect to their teaching performances. All Teaching Assistants and Fellows are to be evaluated by their students (via the Office for the Evaluation of Teaching) in each class that they teach and are to be evaluated by a tenure or tenure-stream faculty member annually.

4.2 Part-Time Faculty
Part-time faculty members are to have their courses evaluated by the Office for the Evaluation of Teaching, and are to submit these evaluations along with a once-per-year video recording of one of their classes to the Liaison Committee.

4.3 Full-Time Faculty
Annual evaluations of the full-time faculty will be made each Spring Term. In preparation for this evaluation each faculty member will submit to the Department Chair an updated Vita and documentation on teaching, research, and service.

4.3.1 Teaching
• The Teaching Portfolio: Each full-time faculty member has to establish, and maintain current, a teaching portfolio. The teaching portfolio should contain a working draft of the faculty member’s teaching philosophy and goals; course materials such as syllabi, reading lists, instructional software, and examinations; proposals for new courses, instructional programs, and/or innovative instructional materials; records of independent study projects with undergraduate and graduate students; and peer and student evaluations of teaching.
• Peer Evaluations of Teaching are to be conducted at least once per academic year for full-time NTS Lecturers and tenure-stream faculty, and at least once every two years for tenured faculty. The peer reviewer critically reviews the teacher’s teaching portfolio, and observes (either live or by video recording) and critically evaluates the teacher’s teaching performance. Peer evaluations are submitted to the Department Chair.
• Student Evaluations of Teaching, conducted by the Office for the Evaluation of Teaching are to be conducted for each class taught per term for full-time NTS Lecturers and tenure-stream faculty members, and once per academic year for tenured faculty members.
4.3.2 Research. Research efforts are evaluated by the criteria of quality, significance, and coherence.

Quality: Indicators of quality may include:
• The acceptance of work by refereed communication or appropriate interdisciplinary journals of national or international reputation in the faculty member’s area of interest.
• Completion of a scholarly book accepted by a reputable press and judged to be of high quality.
• Selection of written work for proceedings, edited volumes, anthologies, book reviews, and book collections.
• Recognition of research such as awards, competitive grants, or reprinted articles.
• Positive evaluations by external reviewers.
• Recognition of research presented in other venues, such as conference papers, public debates, or electronic media, when judged to be of high quality.

Significance: Significance can be evidenced by:
• Signs of originality or innovation in the field of communication, such as the development of new theories or approaches, or creative use of existing ones. In the case of co-authored work, an assessment of the relative contribution of each contributor will be made.
• Impact on the field as indicated by citations or responses in journals or academic forums.
• Recognition by peers.

Coherence: There should be evidence of coherent, sustained research, guided by a discernible set of research questions or objectives. Changes of scholarly direction will be examined in terms of intellectual rationale and evidence of deepening contributions to the field.

4.3.3 Service
Service can be to the department, to the university, the profession, or to the community.
• Departmental Service includes serving on committees, mentoring new faculty members, advising students, and so on.
• University Service includes serving on university-wide committees, take a legislator to lunch programs, volunteering for university functions, and so on.
• Professional Service includes peer review of articles for publications in the Communication profession, editorial work, organizing conferences, invited paper presentations at other institutions, committee service, and holding elective office in professional organizations.
• Community Service consists of doing pro bono work for the greater good of the community.
  More specifically it consists of using one's scholarly expertise in serving the community.

5. WAIVING PROVISIONS OF THE BYLAWS
Any provision of these bylaws may be waived at any faculty meeting of the department for the duration of that meeting or part thereof, by consent of two-thirds of the voting members present. Voting shall be by secret ballot.

Any provision of these bylaws may be waived outside of a departmental meeting if two-thirds of the voting members consent. Voting shall be by secret ballot in response to a written proposal to waive the provision, indicating the duration of the proposed waiver. The written proposal shall be given to the chair who will then distribute the proposal to the voting members for their consideration and vote.

Two-thirds of the voting members in both cases above will be determined according to eligibility rules established in section 2.2 above. The intent of this provision is to restrict waiver votes to
appropriate groups: tenured and tenure-stream faculty for graduate faculty issues (as identified in section 2.2 above) and entire faculty for all other waiver votes.

6. GRIEVANCE PROCEDURES
Violations of by-laws should be reported to the Chair.

7. AMENDMENTS
Amendments to these bylaws may be proposed upon petition by at least one-third of the departmental voting membership. Copies of the proposed amendment shall be distributed to all members of the department and the date of the meeting in which the proposed amendment is to be discussed and acted upon shall be announced at least two weeks in advance of any formal action. Two-thirds of the voting membership must approve of the proposed amendment for its passage. Instances when only tenured and tenure-stream faculty may vote on bylaw revision include: changes affecting the tenure and promotion of tenure-stream faculty; the hiring of tenure-stream and externally recruited tenured faculty; the hiring of visiting faculty at the rank of Assistant, Associate, and Full Professor; and all graduate faculty and graduate student issues, including all matters pertaining to Teaching Assistants and Teaching Fellows.
These Bylaws of the Department of Computer Science supplement the criteria, procedures, requirements, and schedules specified in the handbook on *Procedures for Appointments, Reappointments, and Promotions in Arts & Sciences*, which is available from the Office of the Dean of the Faculty of Arts & Sciences, and the *Faculty Handbook*. In cases of conflicting requirements, these Bylaws defer to these documents, and the Bylaws should be appropriately amended to avoid future confusion. Unless otherwise specified, the term “Dean” refers to the Dean of the Faculty of Arts & Sciences.

1. **Composition of the Faculty**

1.1. **Regular Faculty**

The regular faculty of the Department consist of the tenure-track faculty, research faculty, practice faculty, and lecturer faculty.

**Tenure-Track Faculty.** The tenure-track faculty of the Department consist of persons holding the positions of Professor of Computer Science, Associate Professor of Computer Science, and Assistant Professor of Computer Science. The position of Professor carries tenure. The position of Associate Professor may be tenured or may be fixed-term and untenured. The position of Assistant Professor is fixed-term and untenured.

**Research Faculty.** The research faculty of the Department consist of persons holding the positions of Research Professor of Computer Science, Associate Research Professor of Computer Science, and Assistant Research Professor of Computer Science.

**Practice Faculty.** The practice faculty of the Department consist of persons holding the positions of Professor of the Practice of Computer Science, Associate Professor of the Practice of Computer Science, and Assistant Professor of the Practice of Computer Science.

**Lecturer Faculty.** The lecturer faculty of the Department consist of persons holding the position of Lecturer.

1.2. **Non-Regular Faculty**

The non-regular faculty of the Department consist of persons who participate substantially in the programs of the Department and who hold the positions Adjunct Professor of Computer Science, Adjunct Associate Professor of Computer Science, Adjunct Assistant Professor of Computer Science, Visiting Professor of
Computer Science, Visiting Associate Professor of Computer Science, Visiting Assistant Professor of Computer Science, Instructor of Computer Science, and other non-regular faculty positions as listed in the Faculty Handbook.

1.3. Emeritus Faculty

Emeritus status can be bestowed upon retired tenure-track, research, and practice faculty.

2. Honor Code

Faculty members of the Department are required to uphold these Bylaws and to act fairly, honestly, and honorably in all aspects of Department and University life, especially regarding

- dealings with and reviews of students, staff, and other faculty members,
- research, teaching, and committee work,
- funding matters, and
- respecting privacy and confidentiality.

Departures from proper behavior can be recorded in the Department file, with notification to the faculty member.

3. Meetings of the Faculty

Decisions not otherwise delegated are made either in faculty meetings or in meetings of the Executive Committee.

3.1. Faculty Meetings

Faculty meetings are those at which primary business of the Department is discussed and acted upon, except for consideration of appointment, renewal, promotion, or tenure of faculty, where the Faculty Handbook requires consideration by certain subsets of the faculty. The term “faculty meeting” when used in these Bylaws refers to a general, unrestricted meeting of the entire Department faculty. Regular faculty with primary appointments in Computer Science are encouraged to attend faculty meetings and have voting privileges. Regular faculty with secondary appointments in Computer Science, non-regular faculty, and emeritus faculty are also encouraged to attend faculty meetings, but do not have voting privileges.

The following Department policies are among those decided at faculty meetings:

- General departmental policies and planning.
- Recruitment strategies and priorities.
- Undergraduate curriculum and degree requirements, in consultation with the Undergraduate Committee.
- Graduate curriculum and degree requirements, in consultation with the Graduate Committee.
- Funding policies for graduate students, in consultation with the Graduate Committee.
- Annual review of the status of each graduate student in the Department, in consultation with the Graduate Committee.
3.2 Executive Committee Meetings

- Major laboratory acquisitions, in consultation with the Laboratory Committee.
- Department colloquia and social events.

**Schedule of Faculty Meetings.** There are at least nine faculty meetings in each academic year from September through May. Faculty meetings are scheduled by the Chair during weekdays typically at regular intervals, such as every other week. Other faculty meetings and meetings of subsets of the faculty are called by the Chair or designee upon five day’s notice, except in the case of emergency meetings, which can be called with lesser notice. If three members of the Department faculty submit a written request and agenda for a faculty meeting, the Chair calls a meeting incorporating that agenda within one month.

**The Agenda.** For faculty meetings and meetings of subsets of the faculty, the Chair or designee prepares the agenda and circulates it before each meeting. The agenda is circulated at least three days in advance of the meeting, except in the case of emergency meetings.

**Minutes.** All decisions made at faculty meetings are recorded and distributed in minutes of the meetings. The minutes are confidential and their contents are not to be released in any manner for outside distribution, except at the discretion of the Chair.

The Chair designates the preparer(s) of the minutes. The minutes of a faculty meeting are subject to revision by any faculty member by submission of corrections or elaborations. The amendments are appended verbatim to the draft of the minutes prior to the following faculty meeting. The following meeting will start with discussion of the minutes and proposed amendments. Faculty determine and accept the final form of minutes and appendix to be entered into the record.

**Quorum, Proxies, and Voting.** Every attempt should be made to schedule faculty meetings and meetings of subsets of the faculty so that as many voting faculty as possible can attend, subject to practical constraints.

*Voting faculty members should make every attempt to attend meetings.*

A quorum is reached when a majority of the voting faculty in residence are present or have given valid proxies. Proxies are valid only for meetings in which non-secret ballots are used for voting, and if given in writing or by electronic mail, with a copy to the Chair. Unless otherwise qualified, matters are settled by ordinary ballot (such as a show of hands or voice vote) and by a majority vote of those voting.

**Faculty in Residence and Outside Activities.** Faculty members are considered in residence when they are not on leave and not traveling on personal business outside North Carolina or on University business or when they have given valid proxies to a voting member. Faculty members on leave but present may be considered in residence by arrangement with the Chair.

Faculty members are required to give the Chair advance notice of any trips away from the University during periods of paid Duke employment, whether through University funds as in the academic year or through research funds as in the summer. Permission from the Chair is necessary for cumulative absences of more than two weeks during any semester of the academic year. Missed class time must be made up by arrangement with the Chair, as required in the *Faculty Handbook.*

*All consulting activities and any potential conflicts of interest need to be reported to the Chair, who will forward the information to the Provost, also as stipulated in the *Faculty Handbook.*

3.2. Executive Committee Meetings

Executive Committee meetings are those in which renewal, promotion, and tenure of tenure-track faculty are discussed. The Executive Committee consists of all tenured faculty with primary appointments in Computer Science and the Assistant or Associate Chair. Only tenured faculty may vote. Appropriate subsets of this group meet to consider promotion to Professor, as specified in Section 5.5 and the *Faculty Handbook.* Meetings of the Executive Committee are convened at the call of the Chair.
All transactions of Executive Committee meetings are confidential, because of the nature of the business conducted. Only the Chair can authorize the release of any information about the transactions.

3.3. Communications and Notice

Electronic mail is considered to be sufficient and appropriate notice and distribution in the Department. Faculty, staff, and students are expected to check their electronic mail at least every working day, while in residence.

When the participants involved agree, electronic mail may be used to present, discuss, and decide issues that would otherwise require a meeting. Typically this mode of decision-making is used to tie up “loose ends” of issues that were discussed and agreed upon in principle in meetings. Remote participation by electronic mail is permissible, even desirable, in that it allows input by faculty members not in residence who would otherwise be unable to participate.

4. Administration of the Department

The administration of the Department is performed by and under the supervision of the Chair, the Director of Graduate Studies (DGS), the Director of Undergraduate Studies (DUS), and (at the discretion of the Chair) the Assistant or Associate Chair.

4.1. The Chair

Appointment. The Chair is appointed by the Dean in consultation with the Provost. The Dean solicits advice from each member of the Department faculty before making a recommendation.

Term. The Chair is normally appointed for a three-year or five-year term, with possible renewal by the Provost and Dean after consultation with the Department faculty, as described above. Normally the Chair serves no more than two consecutive terms. An initial five-year term may be given, especially if the appointment is made from outside the University.

Duties. The Chair is the official link between the Department and the administration of the University, other computer science departments around the world, the computer industry, and the general public. As a link to the administration, the Chair presents departmental needs, objectives, and evaluations of achievement to the Dean, and keeps colleagues informed of University policy. Specific duties in that regard include the following:

- The Chair is responsible for the annual budget proposal for presentation to the Dean, and oversees the use of departmental funds and resources.
- The Chair helps faculty members in their efforts to get research funding.
- The Chair is ex officio a member of the Laboratory Committee.
- The Chair, in consultation with the teaching faculty, DUS, DGS, and Assistant or Associate Chair, is responsible for student advising, scheduling of courses, teaching assignments, and teaching loads.
- The Chair is responsible for nominating the DUS, DGS, and Assistant or Associate Chair.
- The Chair appoints all departmental committees. In the case of faculty review committees, prior consultation with the Dean is required.
4.2 The Director of Graduate Studies

Appointment and Term. Appointment of the Director of Graduate Studies (DGS) is made by the Dean of the Graduate School upon the Chair’s recommendation. The term of office is normally three years and renewable.

Duties. The Director of Graduate Studies is the liaison officer between the Department and the Office of the Graduate School. The DGS keeps the faculty and graduate students of the Department informed of Graduate School regulations and policies, and advises the Dean of the Graduate School concerning the Department’s graduate programs. Specific duties of the DGS include the following:

- The DGS advises the Chair or Assistant or Associate Chair on the scheduling of graduate courses and supervises registration.
- The DGS is the registration and program advisor for the graduate students. The DGS in consultation with the Chair, can appoint faculty members as supplemental advisors.
- The DGS nominates doctoral committees to the Dean of the Graduate School, and supervises the scheduling of all Master’s and Ph.D. examinations.
- The DGS prepares, in consultation with the Chair, the annual budget request for Graduate Award funds and other University funds supporting graduate students.
- The DGS carries out the Department’s correspondence with current graduate students.
- The DGS acts for the Department in approving course credits and equivalence for courses taken away from Duke.
- The DGS serves ex officio as chair of the Graduate Committee.

4.3 The Director of Undergraduate Studies

Appointment and Term. Appointment of the Director of Undergraduate Studies (DUS) is made by the Dean of Undergraduate Affairs upon the Chair’s recommendation. The term of office is normally three years and is renewable.

Duties. The Director of Undergraduate Studies is the liaison officer between the Department and the Office of Undergraduate Affairs. The DUS keeps the Department faculty informed of policies affecting the undergraduate programs and courses, and advises the Dean of Undergraduate Affairs concerning the Department’s undergraduate programs and courses. Specific duties of the DUS include the following:

- The DUS advises the Chair or Assistant or Associate Chair on the scheduling of undergraduate courses and supervises registration.
- The DUS is the registration and program advisor for the undergraduate students. The DUS in consultation with the Chair, can appoint faculty members as supplemental advisors.
- The DUS supervises administration of the Program II curriculum and the honors programs for departmental majors.
• The DUS acts for the Department in approving course credits and equivalence for courses taken away from Duke.

• The DUS serves ex officio as chair of the Undergraduate Committee.

4.4. Assistant or Associate Chair

The office of Assistant or Associate Chair is not required by the policies of the School of Arts and Sciences. However, if the Chair wishes to reduce the administrative load of the office, an Assistant or Associate Chair may be appointed from the faculty.

Appointment and Term. Appointment of the Assistant or Associate Chair is made by the Dean upon the Chair’s recommendation. The term of office is normally three or four years, though it cannot extend beyond the end of a term appointment, and it is renewable.

Duties. The Assistant or Associate Chair performs duties delegated by the Chair, such as the following:

• Sit in for the Chair at meetings and functions that the Chair is unable to attend.

• Function as Acting Chair when the Chair is not accessible for an extended period of time, unless other arrangements are made.

• Assist the DUS and DGS.

• Function as Acting DUS and Acting DGS in their absence.

• Industrial and public relations.

• Coordination of faculty searches and reviews.

• Preparation of the course schedule, in consultation with the DUS, DGS, and Chair.

• Making TA assignments, in consultation with the DGS and Chair.

4.5. Committees

Committees handle work delegated by the Department and serve as an important forum for ideas to be developed before presentation to the full faculty for further discussion. Each committee has a committee chair, who acts as the Chair’s designee for preparing agendas and calling meetings consistent with the regulations of Section 3.

Executive Committee. The Executive Committee and its functions are described in Section 3.2.

Graduate Committee. The Graduate Committee advises the Department on matters pertaining to the graduate programs. The committee reviews the graduate curriculum at least every four years, and may recommend changes to the faculty. The committee acts for the Department in recommending candidates for graduate awards.

Graduate Admissions Committee. The Graduate Admissions Committee acts for the Department in correspondence with prospective graduate students and in recommending candidates to the Graduate School for admission to graduate study in the Department and for fellowships.

Undergraduate Committee. The Undergraduate Committee advises the Department on matters pertaining to the undergraduate programs. The committee reviews the undergraduate curriculum for Computer Science majors at least every four years, and may recommend changes to the faculty. The committee acts for the Department in recommending candidates for undergraduate awards.
Laboratory Committee. The Laboratory Committee and the Chair oversee the operation of the Department’s Computing Laboratory. The Chair delegates to this committee the task of advising the Computing Laboratory manager and staff on matters of policy, funding, operations, priority, and equipment acquisition.

Teaching Excellence Committee. The Teaching Excellence Committee is composed of the DUS, DGS, and Assistant or Associate Chair. This committee reviews the teaching performance of all faculty in the Department. The committee provides the Chair with a ranked list (excluding committee members) of the best teachers in the Department for possible consideration in salary recommendations and teaching honors. It also alerts the Chair to cases where faculty teaching performance seems unsatisfactory.

Other Standing Committees. The Department may authorize other standing committees to carry out specific ongoing tasks.

Ad Hoc Committees. The Chair may appoint ad hoc committees to deal with matters not considered by standing committees.

5. Appointment, Renewal, and Promotion of Tenure-Track Faculty

5.1. General Criteria for Tenure-Track Faculty

Decisions about appointment, renewal, and promotion of tenure-track faculty are based on demonstrated excellence in scholarly research, teaching, and student development and on dedicated service to the Department and University.

5.2. Initial Appointment

Search Committee. Tenure-track faculty positions are authorized by the Provost, upon the recommendation of the Dean. When the Dean authorizes a faculty recruitment search, the Chair nominates an ad hoc search committee consisting of at least three eligible faculty members with appropriate representation of ranks to supervise the search. Eligible faculty are those regular faculty with primary appointments in Computer Science; any regular faculty member being considered for the position is excluded from eligibility. If the search is strictly for an appointment at the level of Professor or Associate Professor, eligible faculty are restricted to those on the Executive Committee. The search committee, including the Chair as ex officio member, is responsible for soliciting names of suitable candidates and for placing advertisements in appropriate professional journals and electronic media. The committee gathers information and letters of reference on candidates, periodically keeps the faculty informed on the progress of the search, and draws up a ranked list of the candidates. The eligible faculty as a whole choose which subset of candidates to invite for a visit.

The graduate students in the department are encouraged to interview and evaluate the candidates when they visit. Their formal input, in the form of a report, is provided to the eligible faculty and taken into account.

Initial appointments to the position of Assistant Professor are for a fixed four-year term. The procedures for appointment to a second fixed term are discussed in Section 5.3. Tenure is required for continuation in the tenure track beyond a second fixed term; the tenure process is described in Section 5.4.

Initial appointments to the positions of Professor (respectively, Associate Professor) require 8–12 (respectively, 6–12) external letters of reference from internationally recognized experts chosen by the tenured eligible faculty. For Associate Professor, letters are requested initially from at least eight external evaluators. The candidate suggests no more than three evaluators. Appointment may be made without tenure to the position of Associate Professor for a single fixed four-year term. Continuation as Associate Professor beyond the four-year term is not possible without tenure; the tenure process is discussed in Section 5.4.
**Department Action.** Recommendations for appointment are considered in confidence at two or more meetings of the eligible faculty. Voting is by secret ballot and does not occur at the first such meeting. The Chair does not vote except in the case of a tie. Decisions are made based on the facts of the case and the opinions of the chosen evaluators. For tenured appointments in open-rank searches, non-tenured eligible faculty do not vote and participate in discussions of the tenure case, but instead give their opinions on the appointment to the search committee, and those opinions are taken into account.

**Submission to the Dean.** The Department’s recommendation is submitted by the Chair, along with a report from the committee and all correspondence from evaluators and potential evaluators, to the Dean. The Chair has the primary responsibility in advising the Dean as to the next course of action precisely when the Department recommendation is not approved by two-thirds of those voting. In the case of a term appointment, the Dean’s concurrence and action is sufficient. If the appointment carries tenure, the matter is submitted through the Dean to the Advisory Committee on Appointments, Promotion, and Tenure and to the Provost. After a decision has been made, the Dean writes the appropriate letter to the candidate.

### 5.3. Renewal of Term Appointment as Assistant Professor

**Initiation of the Process.** All aspects of the decision for renewal of appointment as Assistant Professor are completed during the year preceding the last year of the first term appointment.

**Review Committee.** The Chair recommends an ad hoc review committee consisting of at least three eligible faculty members with appropriate representation of ranks to the Dean. Eligible faculty are those on the Executive Committee. The Chair does not serve on the review committee, unless approved to do so by the Dean. Once the Dean approves the committee, the candidate is informed by the Chair that the review is in progress and is given the names of the members of the review committee. The review committee collects data on the candidate and gathers at least four external letters of reference from nationally recognized experts chosen by the eligible faculty. All chosen evaluators are provided documentation and background information on the candidate. The candidate suggests no more than two evaluators. The committee prepares a report on its recommendations for presentation to the eligible faculty.

**Department Action and Submission to the Dean.** Same wording as in the corresponding subsections of Section 5.2. In exceptional cases, promotion (without tenure) can be considered.

### 5.4. Consideration for Tenure

**Initiation of the Process.** The Department may consider recommending tenure at any time, but all aspects of the decision are completed at least one year before the end of the final term appointment. The final date for the Department recommendation to be forwarded by the Chair to the Dean is about 18 months prior to the end of the final term appointment. Recommendation of tenure for an Assistant Professor includes recommendation of promotion to Associate Professor.

**Review Committee.** Same wording as in the corresponding subsection of Section 5.3, with the following exceptions: 6–12 external letters of reference are required from internationally recognized experts chosen by the eligible faculty. Letters are requested initially from at least eight external evaluators. The candidate suggests no more than three evaluators.

**Department Action and Submission to the Dean.** Same wording as in the corresponding subsections of Section 5.2.
5.5. Promotion from Associate Professor (with Tenure) to Professor

Initiation of the Process. The Department may consider promotion from Associate Professor (with tenure) to Professor at any time. The Professors in the Department should conduct an annual review of the status of each Associate Professor in order to decide whether consideration for promotion is appropriate.

Review Committee. Same wording as in the corresponding subsection of Section 5.3, with the following exceptions: The eligible faculty include only the Professors. 8–12 external letters of reference are required from internationally recognized experts chosen by the eligible faculty. The candidate suggests no more than three evaluators.

Department Action and Submission to the Dean. Same wording as in the corresponding subsections of Section 5.2.

5.6. Information Given the Candidate Concerning Renewal or Promotion

Notice of Standards and Procedures. Each faculty member is advised by the Chair early in the appointment of the standards and procedures employed by the Department and by the University in decisions affecting renewal, promotion, and tenure.

Opportunity to Submit Material. The candidate is informed of the time when decisions affecting renewal or promotion are to be made, and the candidate has the opportunity to submit material pertinent to a thorough consideration of his or her circumstances, as outlined in the Personnel Procedures in Arts & Sciences Supplementing the Provost’s Procedures, located in the Chair’s Handbook. Deadlines for candidates to submit materials are specified in Appendix A.

Notice of Decision. After the Department has voted and made its recommendation, the Chair will inform the faculty member of the recommendation in writing, following the guidelines in the handbook on Procedures for Appointments, Reappointments, and Promotions in Arts & Sciences. After the Provost’s final decision, the Chair or Dean, as described in the handbook, will give the faculty member an explanation of the decision and its reasons.

5.7. Joint Appointment

A faculty member whose primary appointment is in another department may be considered for a secondary appointment in Computer Science at any time. The recommendation to make such an appointment is considered at two or more meetings of the eligible faculty. Eligible faculty are those regular faculty with primary appointments in Computer Science. External letters may be requested but are not necessary. A recommendation for appointment requires an affirmative vote of a majority of the eligible faculty in residence. Voting is by secret ballot and does not occur at the first such meeting. The Chair does not vote except in the case of a tie. If the Department recommends a secondary appointment, the Chair reports the Department’s action to the Dean, and if the appointment is approved, the Dean writes a letter of appointment to the candidate.

6. Appointment, Renewal, and Promotion of other Regular Faculty

6.1. General Criteria for Research Faculty

Research faculty differ from tenure-track faculty in that they are not obliged to take on specific regular duties in the instructional programs of the Department, although they may participate in those programs by ad hoc agreement. Except for occasional service in teaching, research faculty do not generally receive compensation from regular Department funds, but rather they are supported from external research funds.
Consequently, decisions about appointment, renewal, and promotion of research faculty are based on assessment of scholarly accomplishment and promise and on availability of external research funding to support their work.

**Assistant Research Professor.** An Assistant Research Professor should hold a Ph.D. in Computer Science or an allied field. If the degree is in a non-Computer Science field, evidence of research in a Computer Science subfield is necessary. A non-Ph.D. can be considered if very strong research capability (on par with a Ph.D. dissertation) is demonstrated.

**Associate Research Professor.** An Associate Research Professor should meet the Assistant Research Professor criteria and in addition should have an established research record, comparable in publication record to a tenure-track Associate Professor, recognizing the important role played by conferences, book chapters, and other non-journal research documents. The faculty member should be active in the submission and management of research proposals and in collaboration with faculty and graduate students. Since research faculty are typically associated with research projects headed by other faculty, a lesser weight on sole and first-authorship is applied here than may be applied in tenure-track faculty review decisions.

**Research Professor.** A Research Professor should have demonstrated excellence and leadership in research. The publication record should be comparable to that of a Professor.

### 6.2. General Criteria for Lecturer and Practice Faculty

Lecturer and Practice faculty differ from tenure-track faculty in that they are not obliged to participate in any research activities, although they may become involved in such programs. These ranks allow the Department to retain a few excellent teachers and dedicated administrators without the need for these persons to qualify for tenure based on research performance. Decisions about appointment, renewal, and promotion of practice faculty are based on assessment of teaching and service and on the stated departmental needs in these areas.

**Lecturer.** A Lecturer should hold a Master’s or Ph.D. in Computer Science or an allied field or have appropriate professional experience in Computer Science. Teaching experience with favorable documentation is highly recommended.

**Assistant Professor of the Practice.** An Assistant Professor of the Practice should hold a Ph.D. in Computer Science or an allied field or have appropriate professional experience in Computer Science. Teaching or administrative experience with favorable documentation and professional achievements are required.

**Associate Professor of the Practice.** An Associate Professor of the Practice should meet the criteria of Assistant Professor of the Practice, demonstrate excellence in teaching or administration, provide active educational service to the Department, and pursue professional distinction external to the University.

**Professor of the Practice.** A Professor of the Practice should have extensive teaching experience with established excellence in teaching and a substantial and continuing service record in Department educational and administrative activities. National leadership is expected in computer science education and professional activities, for example, by leadership in national committees or by authorship of highly-regarded computer science textbooks.

### 6.3. Term

The term of an appointment to a non-tenure-track regular faculty position is not fixed by University policy. Terms for research and lecturer faculty can be for up to four years. Appointments will normally be made for up to four years for Assistant Professor of the Practice and up to six years for Associate Professor of the Practice and Professor of the Practice, with the exception that renewal as Professor of the Practice (i.e., in which the previous term was at the level of Professor of the Practice) can have a term of up to ten years.
6.4. Initial Appointment

Search Committee. All regular faculty positions are authorized by the Provost, upon the recommendation of the Dean. A national search is required for all regular-rank positions except that of Lecturer, from which an incumbent cannot be promoted. When a faculty recruitment search is authorized, the search committee procedures of Section 5.2 are followed, with the following definition of eligible faculty: For lecturer faculty appointments, the eligible faculty are those tenure-track, practice, and lecturer faculty with primary appointments in Computer Science. For practice faculty appointments, the eligible faculty are those tenure-track and practice faculty with primary appointments in Computer Science. For research faculty appointments, the eligible faculty are the Chair and those Department faculty members providing the external research funding.

Initial appointments to the positions of Research Professor and Professor of the Practice require 6–12 external letters of reference from nationally recognized experts chosen by the eligible faculty; the candidate suggests no more than three evaluators. At least two such external letters are required for initial appointments to the positions of Associate Research Professor, Assistant Research Professor, Associate Professor of the Practice, Assistant Professor of the Practice, and Lecturer; the candidate suggests no more than half the evaluators. Internal letters (i.e., from persons at Duke but outside the Department) may be substituted for external letters in the latter two cases if the candidate has spent substantial time at Duke.

Department Action and Submission to the Dean. Same wording as in the corresponding subsections of Section 5.2.

6.5. Renewal of Term Appointment

Initiation of the Process. All aspects of the renewal decision are completed during the year preceding the last year of the term appointment. The Department recommendation is forwarded by the Chair to the Dean 16 months prior to the end of the term appointment.

Review Committee. Same wording as in the corresponding subsection of Section 5.3, with the following exceptions: For lecturer faculty renewals, the eligible faculty are those tenure-track and practice faculty with primary appointments in Computer Science. For practice faculty renewals, the eligible faculty are those tenure-track and practice faculty with primary appointments in Computer Science; eligible faculty must have a higher rank than the candidate or else the position of Professor or Professor of the Practice. For research faculty renewals, the eligible faculty are the Chair and those Department faculty members providing the external research funding. External letters may be requested but are not necessary for renewal of appointment to the position of Associate Research Professor if there was a prior review of the candidate for the same position within the previous six years during which four external letters were gathered. External and/or internal letters may be requested but are not necessary for the positions of Assistant Research Professor, Associate Professor of the Practice, Assistant Professor of the Practice, and Lecturer.

Department Action and Submission to the Dean. Same wording as in the corresponding subsection of Section 5.2.

6.6. Promotion

Initiation of the Process. Promotion is considered if requested by the candidate, but not more often than once every four years, unless approved by the Chair.

Review Committee. Same wording as in the corresponding subsections of Section 5.3, with the following exceptions: The eligible faculty are defined as in Section 6.5. Promotion to the positions of Research Professor, Associate Research Professor, and Professor of the Practice require 6–12 external letters of reference from nationally recognized experts chosen by the eligible faculty; the candidate suggests no more than three
evaluators. External and/or internal letters are recommended but not necessary for promotion to Associate Professor of the Practice; if letters are requested, the candidate suggests no more than half the evaluators.

**Department Action and Submission to the Dean.** Same wording as in the corresponding subsections of Section 5.2. Renewal of appointment is possible in the case of a failed promotion case.

### 6.7. Notice of Decisions

Same wording as in Section 5.6.

### 7. Appointment, Renewal, and Promotion of Non-Regular Faculty

Nominations for appointments, renewal, and promotion to the non-regular faculty are considered at two or more faculty meetings. All non-regular faculty appointments are for a fixed term of not more than four years. A dossier containing data on the candidate, including a curriculum vitae and copies of publications, is prepared and circulated to the faculty one week in advance of the meeting. Voting does not occur at the first such meeting. A recommendation for appointment, renewal, or promotion requires an affirmative vote of a majority of the voting faculty in residence. Voting is by secret ballot, with the Chair voting only in case of a tie. The Chair writes appointment letters for non-regular faculty, needing only to send the Dean a copy of the signed letter and the candidate’s curriculum vitae after the offer is accepted.

### 8. Amendment of the Bylaws

Amendments to these Bylaws take effect if, after being circulated at least a week in advance, they are adopted at two successive faculty meetings, in each case by two-thirds of the votes cast and by a majority of the voting faculty in residence. The second meeting must be called within a month of the first.
Appendix A: APT Deadlines for Candidate’s Materials to the Department

<table>
<thead>
<tr>
<th>For reviews involving tenured faculty</th>
<th>Complete dossiers due to the Dean by</th>
<th>Candidate’s material due to the Department by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion to Assoc. Prof. with tenure (academic-year review)</td>
<td>December 1</td>
<td>September 1</td>
</tr>
<tr>
<td>Promotion to Assoc. Prof. with tenure (calendar-year review)</td>
<td>September 1</td>
<td>May 1</td>
</tr>
<tr>
<td>Promotion to Full Professor</td>
<td>November 1</td>
<td>August 15</td>
</tr>
</tbody>
</table>

| For all regular rank reviews not involving tenure (POP, research faculty, lecturer, reappointment of tenure-track Asst. Prof.) | |
|---------------------------------------------|----------------|----------------|----------------|
| Appointment ends June 30 | March 1 | December 1 |
| Appointment ends July 31 | April 1 | January 1 |
| Appointment ends August 31 | May 1 | February 1 |
| Appointment ends December 31 | September 1 | May 1 |