

**BY-LAWS OF THE  
DEPARTMENT OF CHEMICAL AND BIOMEDICAL ENGINEERING  
FAMU-FSU COLLEGE OF ENGINEERING**

*(Adopted by the Faculty of the Department of Chemical and Biomedical Engineering,  
at the ChE-BME Department General Faculty Meeting held October 12, 2005.)*

*(Amended by the Faculty of the Department of Chemical and Biomedical Engineering,  
at the ChE-BME Department General Faculty Meeting held November 5, 2008.)*

*(Amended by the Faculty of the Department of Chemical and Biomedical Engineering,  
at the ChE-BME Department General Faculty Meeting held February 20, 2013.)*

*(Amended by the Chair of the Department of Chemical and Biomedical Engineering,  
per FSU Provost request November 8, 2019)*

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Approved, Chair, Department of Chemical and Biomedical Engineering

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Date

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Approved, Dean, FAMU-FSU College of Engineering

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Date

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**ARTICLE I: NAMES AND ORGANIZATION**

**I.1. Names**

The Department of Chemical and Biomedical Engineering (which herein after may be referred to as the "Department") is one of five (5) academic departments within the FAMU-FSU College of Engineering (which herein after may be referred to as the "College"), a joint school of engineering between Florida A&M University and Florida State University within the State of Florida State University System.

## **I.2. Organization**

The Department of Chemical and Biomedical Engineering shall be operated under the academic procedures and management responsibilities established by the FAMU-FSU College of Engineering, the Universities, and the Department itself.

## **ARTICLE II: PURPOSE**

### **II.1. Mission**

The mission of the Department of Chemical and Biomedical Engineering is to provide rigorous and fundamentally sound educational programs in chemical and biomedical engineering at all levels – undergraduate (BS) and graduate (MS and PhD). The Department also seeks to promote the conduct of basic and applied research in forefront areas of chemical and biomedical engineering.

### **II.2. Vision**

The vision for the future of the Department of Chemical and Biomedical Engineering as an educational unit is to be recognized as a place of excellence in chemical and biomedical engineering education, and to attain national research leadership in multiple areas of engineering. To attain this vision, the Department should satisfy its major stakeholders -- students, industrial employers, alumni, departmental faculty, the college, the universities, the community, the Accreditation Board for Engineering and Technology (ABET), and other professional societies.

## **ARTICLE III: MEMBERSHIP AND JURISDICTION**

### **III.1. Membership**

The voting members of this organization shall be all persons employed by the Department who hold the academic rank of Professor, Associate Professor, Assistant Professor, Instructor, Research Associate, and Associate/Assistant in Teaching/Research/Engineering, including persons holding the aforementioned ranks that have the status modifiers Adjunct, Joint, Visiting, and Acting. Specifically excluded from voting status are persons who hold the ranks of Instructor, Assistant Professor, Associate Professor, and Professor that have the status modifiers

Courtesy or Affiliate. Also specifically excluded from voting status are persons who hold the non-faculty titles of Post-Doctoral Research Assistant/Associate/Fellow, Graduate Teaching/Research Assistant/Associate, or any other non-faculty title. Herein after, a voting member shall be referred to as a faculty member.

### **III.2. Jurisdiction**

The full faculty shall be the basic legislative body of the Department. The faculty shall be responsible for initiating, discussing, and approving changes to the academic policies and procedures of the Department, and shall be responsible for making recommendations on other departmental matters to the Chair of the Department subject to the Chair's authority.

## **ARTICLE IV: DEPARTMENT STRUCTURE**

### **IV.1. Department Chair**

The Chair of the Department of Chemical and Biomedical Engineering shall serve as the chief operating and financial officer of the Department.

The Chair shall be appointed by the Dean of the FAMU-FSU College of Engineering with the advice of the faculty of the Department.

The Chair shall serve a term of four years, normally beginning at the start of the academic year (August) of appointment. Reappointment of the Chair for further terms shall be made at the discretion of the Dean of Engineering with the advice of the faculty.

During the final year of the Chair's term of office, an *ad hoc* committee of 3 tenured faculty of the Department, appointed by the Dean, shall be formed for the purpose of evaluation of the Chair. This committee shall solicit comments from the faculty of the Department and provide a written evaluation report to the Dean.

The duties of the Department Chair shall include:

#### **Administrative**

1. Scheduling and presiding over faculty meetings, and setting the agenda for such meetings;
2. Assigning committee membership and chairs;

3. Formulating and approving faculty activity assignments in accordance with established guidelines;
4. Preparation of the annual faculty evaluations, with the advice of the Department Promotion and Tenure Committee;
5. Preparation of promotion and tenure documents for eligible faculty;
6. Coordination of recruitment of new faculty, and hiring of Department staff;
7. Assignment and maintenance of office, conference, and laboratory space in the two College of Engineering buildings, and assignment of departmental equipment;
8. Supervision of office and other support staff, delegation of said supervision, and determination of assigned duties of office and support staff;
9. Assure Department compliance with the safety and environmental regulations of the Universities;
10. Fundraising and public relations for the Department;
11. Service on the College of Engineering Executive Council;
12. Appointment of a faculty member to represent the Chair at meetings or other functions in the Chair's absence;
13. Other duties as assigned by the Dean.

#### Academic

14. Responsibility for upholding the academic quality and cohesiveness of the undergraduate and graduate curricula in consultation with the Undergraduate and Graduate Committees;
15. Scheduling of courses and assignment of teaching responsibilities;
16. Coordination of actions for all accreditation or other reviews of the Department's operations;
17. Certification of the academic credentials of all graduates from the Department;
18. Assignment of teaching assistants to the Department's courses.

#### Financial

19. Preparing a Departmental budget request to be submitted to the Dean, and reporting the budget to the faculty during the Fall Term of each academic year;
20. Overseeing all expenditures from the Department E&G and Expense budgets, all budgets containing Foundation funds donated to the Department, and any budgets containing return on overhead funds allocated to the Department;

21. Recommendation to the Dean of Engineering regarding faculty and staff salaries, raises, merit increases, bonuses, and promotional increases.

#### **IV.2. Secretary of the Faculty**

The Secretary of the Faculty shall be chosen for a term of one year by a majority vote of the faculty at the faculty meeting in April of each year, to begin service the following August. In the event that there are no volunteer candidates for this position, the Chair shall appoint the Secretary of the Faculty. The Secretary shall have the responsibility for keeping minutes of the faculty meetings, posting a copy of these minutes on the Department's Blackboard web site, and maintaining a summary of all actions voted on by the faculty.

#### **IV.3. Department Committees**

The Department shall have three standing committees: Undergraduate Committee, Graduate Committee, and Promotion and Tenure Committee. *Ad hoc* committees shall be formed by the Chair as deemed necessary, or at the request of at least three tenured faculty members.

##### General Committee Framework

The Undergraduate and Graduate Committees are responsible for planning, maintaining, and reviewing the Department's curriculum content in accordance with the perceived demands of its stakeholders. The Department Chair, the Undergraduate Committee Chair, and the Graduate Committee Chair serve as the *de facto* Curriculum Committee, and, in consult with the graduate degree program coordinators and the general faculty as needed, implement the curricula.

##### Undergraduate Committee

The principal responsibility of the Undergraduate Committee shall be the ongoing review and modification of the undergraduate educational objectives and outcomes, curriculum, and advising procedures as part of the Department's continuous self-assessment process. Another responsibility of the Undergraduate Committee is developing procedures for and implementing an undergraduate student performance assessment. The Chair of the Undergraduate Committee shall be appointed by the Department Chair for a one-year term. The Undergraduate Committee shall consist of at least five members of the faculty. All recommendations for changes in the undergraduate curriculum shall originate in this committee.

##### Graduate Committee

The principal responsibility of the Graduate Committee shall be the ongoing review and modification of the graduate curriculum as part of the Department's continuous self-assessment process. Another major responsibility of the Graduate Committee is developing procedures for and implementing a graduate student performance assessment. The Chair of the Graduate Committee shall be appointed by the Department Chair, for a one-year term. The Graduate Committee shall consist of at least three members of the graduate faculty. All recommendations for changes in the graduate curriculum shall originate in this committee.

#### Promotion and Tenure Committee

The Promotion and Tenure committee shall serve two main purposes. First, this committee shall review yearly evidence of performance documents, prepared by all faculty members, and make recommendations to the Chair as part of the annual evaluation procedure. For non-tenured faculty, these recommendations shall include comments regarding appropriate progress towards tenure.

Second, this committee shall also perform a review of all folders submitted for either promotion or tenure. The committee shall follow appropriate College of Engineering and University guidelines associated with this process. This committee shall also periodically review the Department's promotion and tenure policies to ensure compliance with College and University regulations and make recommendations to the faculty for changes deemed necessary.

The Promotion and Tenure Committee shall consist of three tenured Full Professors from the Department chosen by a plurality vote of the faculty each year. The chosen members shall select a Chair, who shall also serve as the representative to the College of Engineering Promotion and Tenure Committee.

#### Ad Hoc Committees

The Chair shall appoint *ad hoc* committees, including the Chairs of such committees, as required to conduct the business of the Department. The time limit for the existence of an *ad hoc* committee shall be determined by the Chair and announced to the faculty at the committee's formation.

## **ARTICLE V: MEETINGS**

### **V.1. Faculty Meetings**

#### **Meetings**

The faculty of the Department shall meet in regular session once each month during the regular academic year. The dates and times of the meetings shall be established by the Chair in consultation with the course schedule and the faculty. The schedule of the meetings shall be made available to all faculty members at the beginning of each academic term.

In an extraordinary circumstance, a faculty meeting may be called by the Chair as deemed necessary, or at the written request of at least three tenured faculty members. At least forty-eight (48) hours notice should be given for any meetings under extraordinary circumstances.

The Chair shall be responsible for the preparation of an agenda for each meeting; this agenda shall be distributed to the faculty prior to the day of the meeting.

The Chair shall preside at all faculty meetings where possible. In the absence of the Chair, the Chair shall designate another faculty member to serve in this position.

#### **Quorum and Voting**

At any duly called faculty meeting, one-half (50% or greater) of the total voting membership of the faculty shall be physically present at the meeting to constitute a quorum. A simple majority of the quorum of voting faculty members present at a faculty meeting renders a decision on a motion. A voice vote or secret ballot shall be called for at the discretion of the Department Chair.

#### **Proxies**

In the event of a faculty member's absence from a faculty meeting, the faculty member may vote by proxy by notifying the Department Chair by e-mail or written document of his/her voting intention. The Department Chair shall register the proxy vote the same as an in-person vote in any decision rendered. Proxies shall not be used to constitute a quorum at any meeting.

#### **Meeting Agenda and Conduct**

The order of business at each faculty meeting shall be:

1. Call to order.
2. Approval of the minutes from the last meeting.
3. Announcements by the Chair.
4. Reports of the standing committees.

5. Reports of *Ad Hoc* committees.
6. Unfinished business.
7. New business.
8. Announcement of the date and time of the next faculty meeting.
9. Adjournment.

Meetings shall be conducted in accordance with Robert's Rules of Order, latest revision, except as otherwise provided by in these By-Laws.

## **V.1. Committee Meetings**

### Meetings

The committees of the Department shall meet in regular session as needed to conduct the Department's business during the regular academic year. The dates and times of the meetings shall be established by the Committee Chair in consultation with the course schedule and the committee members. The schedule of the meetings shall be made available to all committee members and all other faculty members at the beginning of each academic term.

The Committee Chair shall be responsible for the preparation and distribution of an agenda for each meeting; and shall preside at all committee meetings where possible.

### Quorum and Voting

At any duly called committee meeting, one-half (50% or greater) of the total voting membership of the committee shall be physically present at the meeting to constitute a quorum. A simple majority of the quorum of voting faculty members present at a committee meeting renders a decision on a motion. A voice vote or secret ballot shall be called for at the discretion of the Committee Chair.

### Proxies

In the event of a faculty member's absence from a committee meeting, the faculty member may vote by proxy by notifying the Committee Chair by e-mail or written document of his/her voting intention. The Committee Chair shall register the proxy vote the same as an in-person vote in any decision rendered. Proxies shall not be used to constitute a quorum at any meeting.

Meetings shall be conducted in accordance with Robert's Rules of Order, latest revision, except as otherwise provided by in these By-Laws.



**ARTICLE VI: AMENDMENTS TO THE BY-LAWS**

**VI.1. Procedure**

Any three members of the faculty may propose amendment(s) to these By-Laws. Such action shall be initiated by submitting the proposed amendment(s) to the Department Chair. The Department Chair shall cause such proposed amendment(s) to the By-Laws to be (1) distributed to the faculty via printed media and by e-mail; (2) read at the next faculty meeting immediately following distribution to the faculty; and, (3) voted upon by the faculty at the next meeting following the meeting of the first reading.

**VI.2. Quorum and Voting**

A super-majority of two-thirds (2/3) of the faculty shall be physically present at any faculty meeting at which any amendment(s) to the By-Laws may be considered to constitute a quorum. A super-majority affirmative vote of two-thirds (2/3) of the faculty members present and voting at a faculty meeting at which a quorum is met shall be required for the adoption of proposed By-Law amendment(s).

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# By-Laws Amendments, Department Procedures, and Evaluation Criteria Department of Chemical and Biomedical Engineering

*(Adopted by the Faculty of the Department of Chemical and Biomedical Engineering,  
at the ChE-BME Department General Faculty Meeting held November 5, 2008.)*

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## 1. DEPARTMENTAL PROCEDURES

### 1.1. Assignment of Faculty Responsibilities

An annual assignment of responsibilities is required by the universities. These written assignments are developed by the Chair in consultation with the individual concerned, and normally include assignments in teaching, research and service. Evaluation of the faculty member will be made on the basis of these mutually agreed upon assignments.

Changes in the assigned responsibilities may be made if departmental or university needs arise. Such changes will be made only after consultation and will be made a matter of written record for purposes of evaluation.

### 1.2. Faculty Evaluation

(See sections below for the criteria and procedures for, respectively, **promotion and tenure**, and the **third year review of untenured tenure-track assistant professors**.)

#### 1.2.1. Faculty Activities Report (FAR)

Each faculty member prepares a FAR (a departmental template is provided) by March 1 of each year covering activities in the areas of teaching, research and service undertaken during the preceding **calendar** year (this calendar year requirement is current university policy and set in the UFF bargaining agreement). The FAR then is submitted to the Chair for use by him/her and the Faculty Evaluation Committee in performing the annual evaluation. The Faculty Evaluation Committee as specified in current By-Laws is the Department Promotion and Tenure Committee (P&T Committee).

### 1.2.2. Annual Faculty Evaluation

Each faculty member other than the Chair (who is evaluated by the Dean) will be evaluated annually by the Chair, who will be advised in this matter by the P&T Committee (members of the P&T Committee will give advice on other members but not on themselves). The results of this evaluation are used as the basis for merit pay increase recommendations (see 'Merit Pay Increases' below), and the 'Annual Faculty Evaluation Summary'. This summary is filled out by the Chair and discussed with the faculty member in accordance with university policy. It then is submitted to the Dean and becomes a part of the faculty member's permanent file.

The evaluations will be conducted in March and April, after the submission deadline for the FAR, and will be based upon performance over the prior **calendar** year (January 1st to December 31st). Research, teaching, and service will be evaluated separately, and their relative contributions to the overall assessment will be weighted in accord with the faculty member's assignment of responsibilities. Teaching will be evaluated as detailed under 'Teaching Evaluation' below. Research will be evaluated in accord with the current standards in the profession. The most weight will be given to refereed articles in reputable journals (i.e., journals rated by the ISI, journals with higher impact factors, and journals with high ratings within the field of study), active funded research projects and supervision of graduate students. Service will be evaluated in accord with the degree and efficacy of its performance.

### 1.2.3. Teaching Evaluation

All non-tenured tenure-track faculty members will have their teaching observed each semester by a tenured member of the Department. Tenured faculty can request that their teaching be observed by another tenured faculty member at any time. In cases where there is evidence (such as poor student evaluations) that a tenured faculty member is encountering problems with his/her teaching, the Chair can require that his/her teaching be observed by another tenured member. Non-tenure track faculty will be observed at the discretion of the Chair with advice from the P&T Committee. In accordance with university policy, any faculty member being observed must be given at least **two weeks** notice of the upcoming observation, and **a report of the observation must be submitted to the faculty member within 10 working days of its occurrence**. Performance on teaching will be evaluated annually by the Chair, with the advice of the P&T Committee, based upon reports of such observation, results of student

evaluations, and review of course folders including syllabi and teaching materials. All faculty members are required to prepare course binders (with appropriate assessment documents) for all courses taught in all semesters, including summer.

#### 1.2.4. Annual Letters pertaining to Progress toward Promotion and/or Tenure

Each April and May, the Chair, in consultation with the P&T Committee, writes letters (which are to be included with the annual evaluation summary) apprising all faculty below the rank of full professor of their progress toward promotion and/or tenure. In the case of the third year of service of non-tenured tenure-track assistant professors, a particularly thorough review is conducted (see appendix below).

### **1.3. Teaching Load**

The normal teaching load in the Department for non-tenured assistant professors is one course per term. Tenured associate and full professors with average research productivity will teach three courses per academic year (fall and spring). The chairs of the undergraduate and graduate committees will be granted one course reduction per year. Faculty with little or no significant research, including limited or no external funding, graduate student supervision or publications, will be given higher teaching responsibilities as determined by the Chair. The Chair, in consultation with a faculty member, may alter this normal assignment in recognition of special circumstances. The teaching loads of non-ranked and/or non-tenure track faculty are to be determined by the Chair on a case-by-case basis.

### **1.4. Supplemental Summer Appointments**

The Chair shall be responsible for making supplemental summer appointments. In accordance with university policy, during February or March, s/he will request each member of the Department to state in writing whether s/he is interested in receiving a supplemental summer appointment to teach courses recommended by the Department. Insofar as financial resources allow, the Chair will endeavor to ensure that as many faculty as possible teach summer courses, subject to the following ordered proviso: priority will be given to assistant professors without external funding or other summer support, faculty who requested supplemental summer assignments in previous years but did not receive one in any of those years (the greater that

number of years, the higher the priority), and faculty who do not have other research or funding sources for the summer.

### **1.5. Academic Policies**

With respect to such matters as grading practices, posting and keeping of office hours, and the University Honor Code, etc., the Department follows those procedures as stated in the faculty handbooks and as required by the College of Engineering.

### **1.6. Faculty Senators**

The Department will participate in the election of faculty senate candidates through the College of Engineering procedure.

### **1.7. Hiring**

The Chair is responsible to request from the Dean permission to fill vacant faculty lines and to initiate new faculty lines. S/he will solicit the views of all the ranked faculty of the Department and take due account of these views in making requests to the Dean. The Dean will authorize the Department to hire on any open lines.

The Chair will appoint a faculty search committee who will make recommendations of candidates to interview. The candidates are to be evaluated according to the following procedure. The decision about who to interview is made by the majority of the search committee in consultation with the Department Chair. The Department Chair then will recommend to the Dean the faculty members to hire, based upon the recommendation of the search committee.

In the case of a new incoming faculty member who wishes to be appointed with tenure, the decision about whether to recommend that the university make the appointment and grant tenure are made by majority vote of all tenured associate and full professors (associate professors vote even in the case of the appointment of a full professor). Non-tenured ranked faculty, however, shall be given the opportunity to express their views at Department meetings at which such candidates are discussed.

## **1.8. Graduate Admissions**

The graduate committee provides rankings of the graduate student applicants to the Chair. S/he then is responsible for compiling an overall ranking of the applicants and making offers of funding and admission in accord with this ranking, taking into account the budgetary limitations.

## **1.9. Student Participation**

There are three student organizations (two undergraduate and one graduate), the presidents of which are selected by departmental students in a manner determined by them. The president of the graduate student association is charged with soliciting, and conveying to the Chair, the views of the graduate students on departmental issues of concern to them. At the discretion of the Chair, the president of the graduate student association may be invited to attend (a) certain department meetings (or parts of them) and (b) certain interviews of potential hires.

### 1.9.1. Procedures for TA selection

All doctoral students in the Department are required to perform significant TA duties at least one time during their studies. It is recommended that second year or higher students be assigned to this duty. Assignments will be made by the Chair based upon recommendations from the graduate committee and the availability of funds.

## **2. CRITERIA FOR PROMOTION AND TENURE**

### **2.1. Procedure**

Department procedure shall meet all relevant procedures of the College of Engineering and the universities.

#### 2.1.1. Faculty Evaluation File

For each faculty member there is a faculty evaluation file containing: Assignments of Responsibilities, Faculty Activities Reports, Annual Faculty Evaluation Summaries, and Annual Letters pertaining to progress toward Promotion and/or Tenure. There may also be additional material, such as student and/or peer evaluations of teaching, book reviews, and unsolicited, signed letters pertaining to teaching, research, or service.

### 2.1.2. Recommendation for Promotion and/or Tenure

Assistant Professors hired July 1, 2019 or later shall receive a tenure review in their third year. Assistant Professors hired before July 1, 2019 and who have not yet had a 2nd-year review may choose between a 2nd and 4th year set of reviews or a 3rd year review. Assistant Professors hired before July 1, 2019 and who have already had a 2nd year review shall have a 4th year review. These reviews are mentoring opportunities during which the department/unit's Promotion and Tenure Committee shall provide specific feedback and advice reflecting expectations for tenure and how the faculty member is progressing toward meeting those expectations. The faculty member shall meet with the department/unit's chair to discuss the report. Tenure Review Report(s) shall be included in the tenure binder. Assistant Professors hired with credit toward tenure shall have credited years included in the determination of the timing of the third-year review unless an alternative schedule is mutually agreed upon by the faculty member and his or her supervisor.

## **2.2. Criteria**

Department criteria shall meet or exceed all relevant College of Engineering and appropriate university requirements.

### 2.2.1. Ranked Faculty

**Research:** In the area of **research**, scholarly publication of at least two accepted refereed articles per year for all years in the Department, and awards of significant federal funding (sufficient to support graduate students and to conduct research) ordinarily will be considered adequate for promotion to associate professor and tenure. Faculty members should be the corresponding or lead author on a significant number of their publications. All articles and books that are presented as evidence of research must be substantial contributions, published in reputable journals or by reputable publishers (i.e., journals rated by the ISI, journals with higher impact factors, and journals with high ratings within the field of study). Consideration of the number of citations of faculty authored publications also will be utilized in assessment of the quality of the work. These documents will be evaluated by the Department with the help of external referees selected by the candidate and the Department Chair. Faculty candidates are

expected to perform above departmental averages in publication activity and graduate student supervision. The Department will recommend promotion of candidates who bring a "recognized standing in the discipline and profession" that will benefit the long-term development of the Department. In light of this, the independence of a candidate's work in a clearly defined area is as important as the quantity of publications. Evaluation of grant activity and student supervision will emphasize the contributions to the independent establishment of a research program in the Department (e.g., PI vs. co-PI) and on its impact on our graduate program (e.g., PhD vs. MS).

Teaching: In the area of **teaching**, evaluation of course binders, student assessment, and faculty assessment of the courses will be considered. Faculty must meet minimum teaching objectives, including reasonable student assessment scores. Those with consistently poor teaching evaluations will in general not be recommended for promotion. However, provision can be made for those showing significant yearly improvements in their teaching.

Service: In the area of **service**, duties for an non-tenured faculty member ideally should be kept to a minimum, but any duties or offices that are undertaken will certainly be given due weight in promotion and tenure considerations. For promotion to full professor, faculty members must show sustained unselfish contributions to departmental welfare and improvement through leadership and initiative in service to the Department, College, universities, and profession. Collegiality is expected of all faculty and will be considered in promotion and tenure decisions.

For promotion to full professor, continued publication, significant graduate student supervision (including doctoral graduate students in the Department), and active involvement in external funding is required. Faculty should attain national and international recognition for sustained and substantial contributions to their fields of research.

#### 2.2.2. Non-Ranked and Non-Tenure Track Faculty

Non-ranked and non-tenure track faculty will be assessed for promotion in accord with their annual evaluations, as reflected in their Annual Letters pertaining to Progress toward Promotion. These evaluations, in turn, depend upon their weighted performances in their areas of responsibility (as per their annual assignments). A record of excellence over a period of years that accords with the policies of the College of Engineering and the University normally suffices for promotion.



### **3. CRITERIA AND PROCEDURES FOR THIRD YEAR REVIEW OF NON-TENURED TENURE-TRACK ASSISTANT PROFESSORS**

#### **3.1. Background**

The background and purpose of the third year review are best summed up on the FSU Provost's website under the discussion of tenure, from which the following quotation is taken:

"The process of earning tenure generally lasts six years, during which the candidate's teaching, research, and service are evaluated by faculty peers. Annual evaluations are required and should be taken very seriously. *There is also the expectation at The Florida State University that a careful and detailed evaluation will occur at the end of the third year, specifically to serve as the basis for advice to the candidate on the progress being made toward a positive tenure evaluation.* At any time during the six-year probationary period, the individual can be notified, with specific advance notice, without cause, that his/her contract will not be renewed."

(<http://www.fsu.edu/~acaffair/tenure/tenure2.html>; italics added)

#### **3.2. Procedure**

1. The review is initiated by the Department Chair and the Promotion and Tenure Committee (P&T Committee).
2. This committee evaluates all the available evidence of the teaching, research, and service achievements of the faculty member under review, and, on the basis of this, recommends appropriate action to the Department.
3. The action of the P&T Committee and the reasons for it shall be conveyed to the faculty member in writing by the end of April in that member's third year of service. Although, as noted above, "at any time during the six-year probationary period, the individual can be notified, with specific advance notice, without cause, that his/her contract will not be renewed", the third year review is a point at which this issue is considered particularly seriously.

### **3.3. Materials for Review**

The following materials should be assembled by the end of March in the third year of service:

#### 3.3.1. Evidence Regarding Teaching

1. A listing of the teaching responsibilities of the faculty member for the period.
2. Copies of the syllabi, tests, quizzes, examinations, other teaching materials, and student evaluations of courses.
3. Copies of faculty reports of classroom observations.
4. Copies of the student evaluations of all classes taught during the period.
5. A description of the faculty member's role in supervising graduate students.

#### 3.3.2. Evidence Regarding Research

1. Copies of publications, works accepted for publication, and any other works that the faculty member would like considered (such as papers or books submitted for publication, papers delivered at professional meetings, or works in progress).
2. Documentation of research grants awarded or copies of proposals for such grants.
3. Evidence of collaborative research.

#### 3.3.3. Evidence Regarding Service

1. A list of any committee memberships at any level of the university, or outside it, and collaborative research and teaching, that the faculty member considers relevant, with descriptions of the faculty member's role where this is not obvious.(2) Descriptions of any other relevant service activities.

### **3.4. Criteria**

As teaching, research, and, often, service, are mutually interdependent activities in a department that has both major undergraduate teaching responsibilities and a doctoral program, the Department seeks faculty who will make significant and innovative contributions at all levels and in all areas. However, faculty who are new to the profession are normally expected to

devote their major efforts to teaching and research, saving service responsibilities for a time when they have become better established in the profession.

In the area of official **service**, then, some service on committees at any level of the university is normally considered sufficient. Unofficially, of course, there is the expectation that the faculty member will play a role in completing the small tasks that are the duty of all Department faculty members. Faculty members are expected to make all efforts to attend departmental seminars and participate in Department faculty meetings and other official functions, including workshops and course evaluations.

In the area of **teaching**, the most weight is to be placed on peer evaluation, although due consideration is also given to student evaluations. The peer evaluators will be looking for:

1. Energetic teachers using imaginative methods in presenting, with clarity, engineering principles, problems, and materials to students.
2. Challenging and high expectations for student performance.
3. Coverage of pertinent materials and, where relevant, recent research results (including those of the faculty member).
4. The cultivation of the intellectual growth and independent maturity of the students, both undergraduate and graduate.

In the area of **research**, the Department is looking for evidence of significant research that will extend beyond the work in the PhD, postdoctoral position, and any previous appointment by the time of tenure. Publication is one crucial piece of this evidence. Here are the Department's tenure criteria in this regard:

- Scholarly publication on the order of two or more accepted refereed articles per year for all years in the Department will ordinarily be considered adequate for promotion to Associate Professor and tenure.
- All articles and books that are presented as evidence of research must be substantial contributions, published in reputable journals or by reputable publishers (i.e., journals rated by the ISI, journals with higher impact factors, and journals with high ratings within the field of study), and will be evaluated by the Department with the help of external referees.

Given these criteria, the Department would expect to see **all** of the following:

1. Approximately six articles written since employment in the Department and published or accepted for publication by the time of the third year review.
2. Active involvement in the graduate program, including supervision of doctoral students, master's students, and service on graduate committees.
3. Submission of three or more proposals per year to external funding agencies with funding that includes support of graduate students.

The Department will consider not only the quantity of publications but also the candidate's efforts to establish his/her own program in a clearly defined area in this Department. For the tenure evaluation, the Department will emphasize the outcome of these efforts.

#### **4. MERIT RAISE CRITERIA**

In order to evaluate merit raises for the Department, information from all faculty members' performance is to be assessed. The quantitative assessment of merit will be made by the following.

1. For each faculty member, a score of 0 to 5 (with 5 being the highest score) will be made for each category of teaching, research, and service as appropriate to the assignment of duties.
2. In the case of research assignments, the score will be based upon three year averages on the number of peer reviewed publications, graduate students supervised, and research funding. Departmental averages will be computed for publications, graduate student supervision, and research funding. Merit should indicate a high degree of excellence, above and beyond the department average. Scores from 0 to 5 will be made based upon comparison to departmental averages and expectations.
3. Scores for teaching will be based upon student evaluations, the Chair's evaluation, and/or peer evaluation. Scores will be assigned by the evaluation committee in consultation with the Chair.
4. Scores for service will be made by the Chair, the faculty evaluation committee, and, where appropriate, consultation with committee chairs. The Chair's discretion for such activities as meritorious service will be included in assigning the score.

5. Each score for service, teaching, and research will be multiplied by the percentage of each activity on the assignment of duties. The composite scores will be computed and the faculty ranked accordingly. Merit raises will be allocated according to this ranking. Only faculty exceeding the Department average for the composite score will be considered for merit raises.
6. Regarding salary compression, only faculty members who fall within the ranking (above average as stated in 5 above) qualify for salary compression considerations. Faculty members who have a salary significantly below the Department mean for that ranking will be considered for additional raises.

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**Amendments to the By-Laws**  
**Department of Chemical and Biomedical Engineering**  
**Florida State University\***

*(Adopted by the Faculty of the Department of Chemical and Biomedical Engineering on February 20, 2013. This document is a reorganization and revision of the "By-Laws Amendments, Department Procedures, and Evaluation Criteria" document approved by the ChE-BME Department Faculty at the General Faculty Meeting held November 5, 2008; this new version supersedes the previous version. \*Because these changes were mandated by Florida State University, they apply only to faculty having a primary appointment through FSU.)*

- 1. Department Procedures**
- 2. Faculty Assignments and Responsibilities**
- 3. Annual Evaluation**
- 4. Promotion and Tenure – Procedures And Criteria**
- 5. Second And Fourth Year Reviews Of Non-Tenured Tenure-Track Assistant Professors – Procedures And Criteria**
- 6. Merit Raise Criteria**

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**1. DEPARTMENTAL PROCEDURES**

**1.1. Academic Policies**

With respect to such matters as grading practices, posting and keeping of office hours, and the University Honor Code, etc., the Department follows those procedures as stated in the faculty handbooks and as required by the College of Engineering.

**1.2. Faculty Senators**

The Department will participate in the election of faculty senate candidates through the College of Engineering procedure.

### **1.3. Hiring**

The Chair is responsible to request from the Dean permission to fill vacant faculty lines and to initiate new faculty lines. S/he will solicit the views of all the ranked faculty of the Department and take due account of these views in making requests to the Dean. The Dean will authorize the Department to hire on any open lines.

The Chair will appoint a faculty search committee who will make recommendations of candidates to interview. The candidates are to be evaluated according to the following procedure. The decision about who to interview is made by the majority of the search committee in consultation with the Department Chair. The Department Chair then will recommend to the Dean the faculty members to hire, based upon the recommendation of the search committee.

In the case of a new incoming faculty member who wishes to be appointed with tenure, the decision about whether to recommend that the university make the appointment and grant tenure are made by majority vote of all tenured associate and full professors (associate professors vote even in the case of the appointment of a full professor). Non-tenured ranked faculty, however, shall be given the opportunity to express their views at Department meetings at which such candidates are discussed.

### **1.4. Graduate Admissions**

The graduate committee provides rankings of the graduate student applicants to the Chair. S/he then is responsible for compiling an overall ranking of the applicants and making offers of funding and admission in accord with this ranking, taking into account the budgetary limitations.

### **1.5. Student Participation**

There are three student organizations (two undergraduate and one graduate), the presidents of which are selected by departmental students in a manner determined by them. The president of the graduate student association is charged with soliciting, and conveying to the Chair, the views of the graduate students on departmental issues of concern to them. At the discretion of the Chair, the president of the graduate student association may be invited to attend (a) certain department meetings (or parts of them) and (b) certain interviews of potential hires.

### 1.5.1. Procedures for TA selection

All doctoral students in the Department are required to perform significant TA duties at least one time during their studies. It is recommended that second year or higher students be assigned to this duty. Assignments will be made by the Chair based upon recommendations from the graduate committee and the availability of funds.

## **1.6. FSU Substantive Change Monitoring and Reporting Policy (SACS)**

Faculty and staff members are expected to be familiar with and follow the Florida State University Substantive Change Policy as found on the FSU university web site:  
<http://provost.fsu.edu/sacs>.

## **2. FACULTY ASSIGNMENTS AND RESPONSIBILITIES**

### **2.1. Assignment of Faculty Responsibilities**

An annual assignment of responsibilities is required by the universities. These written assignments are developed by the Chair in consultation with the individual concerned, and normally include assignments in teaching, research and service. Evaluation of the faculty member will be made on the basis of these mutually agreed upon assignments.

Changes in the assigned responsibilities may be made if departmental or university needs arise. Such changes will be made only after consultation and will be made a matter of written record for purposes of evaluation.

### **2.2. Teaching Load**

The normal teaching load in the Department for non-tenured assistant professors is one course per term. Tenured associate and full professors with average research productivity will teach three courses per academic year (fall and spring). The chairs of the undergraduate and graduate committees will be granted one course reduction per year. Faculty with little or no significant research, including limited or no external funding, graduate student supervision or publications, will be given higher teaching responsibilities as determined by the Chair. The Chair, in consultation with a faculty member, may alter this normal assignment in recognition of



special circumstances. The teaching loads of non-ranked and/or non-tenure track faculty are to be determined by the Chair on a case-by-case basis.

### **2.3. Supplemental Summer Appointments**

The Chair shall be responsible for making supplemental summer appointments. In accordance with university policy, during February or March, s/he will request each member of the Department to state in writing whether s/he is interested in receiving a supplemental summer appointment to teach courses recommended by the Department. Insofar as financial resources allow, the Chair will endeavor to ensure that as many faculty as possible teach summer courses, subject to the following ordered proviso: priority will be given to assistant professors without external funding or other summer support, faculty who requested supplemental summer assignments in previous years but did not receive one in any of those years (the greater that number of years, the higher the priority), and faculty who do not have other research or funding sources for the summer.

## **3. ANNUAL EVALUATION**

(See sections below for the criteria and procedures for, respectively, **promotion and tenure**, and **the second and fourth year review of untenured tenure-track assistant professors**.)

### **3.1. Faculty Activities Report (FAR)**

Each faculty member prepares a FAR (a departmental template is provided) by March 1 of each year covering activities in the areas of teaching, research and service undertaken during the preceding **calendar** year (this calendar year requirement is current university policy and set in the UFF bargaining agreement). The FAR then is submitted to the Chair for use by him/her and the Faculty Evaluation Committee in performing the annual evaluation. The Faculty Evaluation Committee is the Department Promotion and Tenure Committee (P&T Committee).

### **3.2. Annual Faculty Evaluation**

Each faculty member other than the Chair (who is evaluated by the Dean) will be evaluated annually by the Chair, who will be advised in this matter by the P&T Committee (members of

the P&T Committee will give advice on other members but not on themselves). The results of this evaluation are used as the basis for merit pay increase recommendations (see 'Merit Pay Increases' below), and the 'Annual Faculty Evaluation Summary'. This summary is filled out by the Chair and discussed with the faculty member in accordance with university policy. It then is submitted to the Dean and becomes a part of the faculty member's permanent file.

The evaluations will be conducted in March and April, after the submission deadline for the FAR, and will be based upon performance over the prior **calendar** year (January 1st to December 31st). Research, teaching, and service will be evaluated separately, and their relative contributions to the overall assessment will be weighted in accord with the faculty member's assignment of responsibilities. Teaching will be evaluated as detailed under 'Teaching Evaluation' below. Research will be evaluated in accord with the current standards in the profession. The most weight will be given to refereed articles in reputable journals (i.e., journals rated by the ISI, journals with higher impact factors, and journals with high ratings within the field of study), active funded research projects and supervision of graduate students. Service will be evaluated in accord with the degree and efficacy of its performance.

### **3.3. Teaching Evaluation**

All non-tenured tenure-track faculty members will have their teaching observed each semester by a tenured member of the Department. Tenured faculty can request that their teaching be observed by another tenured faculty member at any time. In cases where there is evidence (such as poor student evaluations) that a tenured faculty member is encountering problems with his/her teaching, the Chair can require that his/her teaching be observed by another tenured member. Non-tenure track faculty will be observed at the discretion of the Chair with advice from the P&T Committee. In accordance with university policy, any faculty member being observed must be given at least **two weeks'** notice of the upcoming observation, and **a report of the observation must be submitted to the faculty member within 10 working days of its occurrence.** Performance on teaching will be evaluated annually by the Chair, with the advice of the P&T Committee, based upon reports of such observation, results of student evaluations, and review of course folders including syllabi and teaching materials. All faculty members are required to prepare course binders (with appropriate assessment documents) for all courses taught in all semesters, including summer.

### **3.4. Annual Letters pertaining to Progress toward Promotion and/or Tenure**

Each April and May, the Chair, in consultation with the P&T Committee, writes letters (which are to be included with the annual evaluation summary) apprising all faculty below the rank of full professor of their progress toward promotion and/or tenure. In the case of the second and fourth year of service of non-tenured tenure-track assistant professors, a particularly thorough review is conducted (see Section 5 below).

### **3.5. Faculty Performance Ratings**

Faculty performance shall be assessed using the 2013 Annual Evaluation Summary Form (see Appendix 1). The following ratings shall apply in the evaluation:

- Substantially Exceeds FSU's High Expectations
- Exceeds FSU's High Expectations
- Meets FSU's High Expectations
- Official Concern
- Does Not Meet FSU's High Expectations

The evaluation process shall not require a forced distribution of evaluation ratings.

### **3.6. Performance Improvement Plan (PIP)**

A Performance improvement Plan is required when a non-tenured faculty member receives a "Does Not Meet FSU's High Expectations" rating. Tenured faculty members may be placed on a PIP if they receive an overall performance rating of "Does Not Meet FSU's High Expectations" on three or more of the previous six performance evaluations.

## **4. PROMOTION AND TENURE – PROCEDURES AND CRITERIA**

### **4.1. Procedures**

Department procedures shall meet all relevant procedures of the College of Engineering and Florida State University.

#### 4.1.1. Faculty Evaluation File

For each faculty member there is a faculty evaluation file containing: Assignments of Responsibilities, Faculty Activities Reports, Annual Faculty Evaluation Summaries, and Annual Letters pertaining to progress toward Promotion and/or Tenure. There may also be additional material, such as student and/or peer evaluations of teaching, book reviews, and unsolicited, signed letters pertaining to teaching, research, or service.

#### 4.1.2. Recommendation for Promotion and/or Tenure

In accord with Department's By-Laws, the Department's promotion and tenure committee conducts an annual review of all faculty members eligible for promotion and/or tenure the following year and makes a preliminary determination, based on the material in the evaluation file, as to whether the candidate has met the University, College, and Department standards for promotion and/or tenure. The candidate is informed in writing of the result of this preliminary review, and may withdraw from consideration within five working days of receipt of this notification. If the candidate does not withdraw from consideration, the requisite letters from outside sources (if applicable) will be sought at this time, and a binder will be prepared. Matters then proceed in accord with the faculty handbooks and the annual promotion and tenure memorandum from the deans of the faculties. Faculty members being appraised for promotion and/or tenure are kept informed at each step in the process and may withdraw from consideration at any level.

### **4.2. Criteria**

Department criteria shall meet or exceed all relevant College of Engineering and appropriate university requirements.

#### 4.2.1. Ranked Faculty

Research: In the area of **research**, scholarly publication of at least two accepted refereed articles per year for all years in the Department, and awards of significant federal funding (sufficient to support graduate students and to conduct research) ordinarily will be considered adequate for promotion to associate professor and tenure. Faculty members should be the corresponding or lead author on a significant number of their publications. All articles and

books that are presented as evidence of research must be substantial contributions, published in reputable journals or by reputable publishers (i.e., journals rated by the ISI, journals with higher impact factors, and journals with high ratings within the field of study). Consideration of the number of citations of faculty authored publications also will be utilized in assessment of the quality of the work. These documents will be evaluated by the Department with the help of external referees selected by the candidate and the Department Chair. Faculty candidates are expected to perform above departmental averages in publication activity and graduate student supervision. The Department will recommend promotion of candidates who bring a "recognized standing in the discipline and profession" that will benefit the long-term development of the Department. In light of this, the independence of a candidate's work in a clearly defined area is as important as the quantity of publications. Evaluation of grant activity and student supervision will emphasize the contributions to the independent establishment of a research program in the Department (e.g., PI vs. co-PI) and on its impact on our graduate program (e.g., PhD vs. MS).

Teaching: In the area of **teaching**, evaluation of course binders, student assessment, and faculty assessment of the courses will be considered. Faculty must meet minimum teaching objectives, including reasonable student assessment scores. Those with consistently poor teaching evaluations will in general not be recommended for promotion. However, provision can be made for those showing significant yearly improvements in their teaching.

Service: In the area of **service**, duties for a non-tenured faculty member ideally should be kept to a minimum, but any duties or offices that are undertaken will certainly be given due weight in promotion and tenure considerations. For promotion to full professor, faculty members must show sustained unselfish contributions to departmental welfare and improvement through leadership and initiative in service to the Department, College, universities, and profession. Collegiality is expected of all faculty and will be considered in promotion and tenure decisions.

For promotion to full professor, continued publication, significant graduate student supervision (including doctoral graduate students in the Department), and active involvement in external funding is required. Faculty should attain national and international recognition for sustained and substantial contributions to their fields of research.

#### 4.2.2. Un-Ranked and Non-Tenure Track Faculty

Un-ranked and non-tenure track faculty will be assessed for promotion in accord with their annual evaluations, as reflected in their Annual Letters pertaining to Progress toward Promotion. These evaluations, in turn, depend upon their weighted performances in their areas of responsibility (as per their annual assignments). A record of excellence over a period of years that accords with the policies of the College of Engineering and the University normally suffices for promotion.

### **5. SECOND AND FOURTH YEAR REVIEWS OF NON-TENURED TENURE-TRACK ASSISTANT PROFESSORS – PROCEDURES AND CRITERIA**

#### **5.1. Background**

The background and purpose of the second and fourth year reviews are best summed up on the FSU Provost's website under the discussion of tenure, from which the following quotation is taken:

"The process of earning tenure generally lasts six years, during which the candidate's teaching, research, and service are evaluated by faculty peers. Annual evaluations are required and should be taken very seriously. There is also the expectation at The Florida State University that a careful and detailed evaluation will occur at the end of the second and fourth years, specifically to serve as the basis for advice to the candidate on the progress being made toward a positive tenure evaluation. At any time during the six-year probationary period, the individual can be notified, with specific advance notice, without cause, that his/her contract will not be renewed."

<http://provost.fsu.edu/faculty/tenure/meaning.html>

#### **5.2. Procedure**

1. The reviews are initiated by the Department Chair and the Promotion and Tenure Committee (P&T Committee).
2. This committee evaluates all the available evidence of the teaching, research, and service achievements of the faculty member under review, and, on the basis of this, recommends appropriate action to the Department.

3. The action of the P&T Committee and the reasons for it shall be conveyed to the faculty member in writing by the end of April in that member's second and fourth years of service. Although, as noted above, "at any time during the six-year probationary period, the individual can be notified, with specific advance notice, without cause, that his/her contract will not be renewed", the second and fourth year reviews are points at which this issue is considered particularly seriously.

### **5.3. Materials for Review**

The following materials should be assembled by the end of March in the second and fourth years of service:

#### 5.3.1. Evidence Regarding Teaching

1. A listing of the teaching responsibilities of the faculty member for the period.
2. Copies of the syllabi, tests, quizzes, examinations, other teaching materials, and student evaluations of courses.
3. Copies of faculty reports of classroom observations.
4. Copies of the student evaluations of all classes taught during the period.
5. A description of the faculty member's role in supervising graduate students.

#### 5.3.2. Evidence Regarding Research

1. Copies of publications, works accepted for publication, and any other works that the faculty member would like considered (such as papers or books submitted for publication, papers delivered at professional meetings, or works in progress).
2. Documentation of research grants awarded or copies of proposals for such grants.
3. Evidence of collaborative research.

#### 5.3.3. Evidence Regarding Service

1. A list of any committee memberships at any level of the university, or outside it, and collaborative research and teaching, that the faculty member considers relevant, with descriptions of the faculty member's role where this is not obvious.
2. Descriptions of any other relevant service activities.

## 5.4. Criteria

As teaching, research, and, often, service, are mutually interdependent activities in a department that has both major undergraduate teaching responsibilities and a doctoral program, the Department seeks faculty who will make significant and innovative contributions at all levels and in all areas. However, faculty who are new to the profession are normally expected to devote their major efforts to teaching and research, saving service responsibilities for a time when they have become better established in the profession.

### 5.4.1. Teaching

In the area of **teaching**, the most weight is to be placed on peer evaluation, although due consideration is also given to student evaluations. The peer evaluators will be looking for:

1. Energetic teachers using imaginative methods in presenting, with clarity, engineering principles, problems, and materials to students.
2. Challenging and high expectations for student performance.
3. Coverage of pertinent materials and, where relevant, recent research results (including those of the faculty member).
4. The cultivation of the intellectual growth and independent maturity of the students, both undergraduate and graduate.

### 5.4.2. Research

In the area of **research**, the Department is looking for evidence of significant research that will extend beyond the work in the PhD, postdoctoral position, and any previous appointment by the time of tenure. Publication is one crucial piece of this evidence. Here are the Department's tenure criteria in this regard:

- Scholarly publication on the order of two or more accepted refereed articles per year for all years in the Department will ordinarily be considered adequate for promotion to Associate Professor and tenure.
- All articles and books that are presented as evidence of research must be substantial contributions, published in reputable journals or by reputable publishers (i.e., journals rated by the ISI, journals with higher impact factors, and journals with high ratings within



the field of study), and will be evaluated by the Department with the help of external referees.

Given these criteria, the Department would expect to see **all** of the following:

1. Approximately four articles written since employment in the Department and published or accepted for publication by the time of the second year review.
2. Active involvement in the graduate program, including supervision of doctoral students, master's students, and service on graduate committees.
3. Submission of three or more proposals per year to external funding agencies with funding that includes support of graduate students.

The Department will consider not only the quantity of publications but also the candidate's efforts to establish his/her own program in a clearly defined area in this Department. For the tenure evaluation, the Department will emphasize the outcome of these efforts.

#### 5.4.3. Service

In the area of official **service**, some service on committees at any level of the university is normally considered sufficient. Unofficially, of course, there is the expectation that the faculty member will play a role in completing the small tasks that are the duty of all Department faculty members. Faculty members are expected to make all efforts to attend departmental seminars and participate in Department faculty meetings and other official functions, including workshops and course evaluations.

#### **5.5. Reporting**

The required narrative from the P&T committee that summarizes the second and fourth year reviews should come from the committee to the Chair and then to the Dean. The suggested format, which may be modified or expanded, is shown in Appendix 2.

### **6. MERIT RAISE CRITERIA**

Meritorious performance is now defined in the collective bargaining agreement as "Performance that meets or exceeds the expectations for the position classification and department/unit." In order to evaluate merit raises, performance information from all FSU

faculty members with a primary appointment in the Department and no administrative appointments outside the Department shall be assessed. Merit criteria may not mandate a merit pay award for all members of the Department.

The quantitative assessment of merit will be made by the following based on the Annual Evaluation Summary.

1. For each faculty member, a score of 1 to 5 (with 5 being the highest score) will be made for each category of teaching, research, and service as appropriate to the assignment of duties.

<b>Rating</b>	<b>Numerical Score</b>
Substantially Exceeds FSU's High Expectations	5
Exceeds FSU's High Expectations	4
Meets FSU's High Expectations	3
Official Concern	2
Does Not Meet FSU's High Expectations	1

2. In the case of research assignments, the score will be based upon three year averages on the number of peer-reviewed publications, graduate students supervised, and research funding. Departmental averages will be computed for publications, graduate student supervision, and research funding. Merit should indicate a high degree of excellence, above and beyond the department average.
3. Scores for teaching will be based upon three year averages of student evaluations, the Chair's evaluation, and/or peer evaluation. Scores will be assigned by the evaluation committee in consultation with the Chair.
4. Scores for service based upon three year averages will be made by the Chair, the faculty evaluation committee, and, where appropriate, consultation with committee chairs. The Chair's discretion for such activities as meritorious service will be included in assigning the score.
5. Each score for service, teaching, and research will be multiplied by the percentage of each activity on the assignment of duties. The composite scores will be computed and the faculty ranked accordingly. Merit raises will be allocated according to this

ranking. Only faculty meeting or exceeding a composite score of 3 or greater will be eligible for merit raises.

6. Regarding salary compression, only faculty members who meet or exceed a composite score of 3 or greater will qualify for salary compression considerations. Faculty members who have a salary significantly below the Department mean for that ranking will be considered for additional raises.
7. For faculty members whose primary appointment and/or salary is the responsibility of other departments or University units, it is the responsibility of the Department Chair to provide in a timely manner the necessary merit raise ratings information to those departments/units for their internal merit raise determination

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