PREAMBLE

Good – even excellent – bylaws do not guarantee that the Florida State University Coastal and Marine Laboratory (FSUCML) business will be conducted efficiently and equitably. Under these bylaws, the FSUCML will prosper as it should only if its faculty members act conscientiously and responsibly at faculty meetings and on FSUCML and University committees – this in addition to conducting research, mentoring well, and rendering service to the public and outside organizations. These bylaws adhere to and are consistent with University policies found in the Office of Faculty Development and Advancement (http://fda.fsu.edu) and the FSU-UFF Collective Bargaining Agreement (http://uff-fsu.org/uff-at-work/bargaining/). In the process of refining and improving FSUCML operations, faculty and staff members are expected to be familiar with and follow, the Florida State University Substantive Change Policy (https://sacs.fsu.edu/substantive-change-policy/).
MISSION AND VISION

The mission of the FSUCML is to conduct pioneering, interdisciplinary research on coastal and marine ecosystems, to mentor the next generation of problem solvers, and to leverage scientific outcomes and expertise through engagement with stakeholders to optimize marine management and conservation.

Our vision for the next 10 years is to become a leader in conducting and supporting exceptional research that advances marine ecosystem science and conservation, addressing questions that are local to global in scope, range from the molecular to the ecosystem in scale, and involve the human communities within which the marine laboratory is imbedded. We will continue to build a comprehensive team of passionate scientists and staff who appreciate the regional pristine environment and support the collaborative nature of the lab.

ARTICLE I. MEMBERSHIP

Section 1. Membership

Membership in the FSUCML shall include:

- Full time or part time non-tenure-track and tenure-track faculty (hereafter referred to as “FSUCML faculty”) and full time, temporary, or part-time appointees, including those serving as instructors, visiting faculty appointees, courtesy appointees, adjunct appointees, postdoctoral fellows, research associates, and associates in research.
- Administrative and Professional personnel;
- University Service Personnel System personnel.

Section 2. Faculty positions

Candidates for FSUCML faculty positions shall be recommended to the Vice President for Research subsequent to an affirmative majority vote of the faculty.

Candidates for FSUCML Courtesy Research Faculty positions shall be recommended to the FSUCML Faculty by affirmative majority vote.

Section 3. Voting members

Only the following shall be entitled to vote in FSUCML faculty meetings and by mail ballot: FSUCML faculty members and other faculty affiliated with the FSUCML who have been granted voting privileges in writing. All FSUCML faculty members holding Graduate Faculty Status (GFS) in the Department of Biological Science or the Department of Earth Ocean and Atmospheric Sciences shall be entitled to participate in evaluation of, and to vote on matters pertaining to FSUCML graduate policy. Such voting rights are also provided to FSUCML faculty under the Department of Biological Science bylaws (ratified 09-18-2009).

ARTICLE II. OFFICERS

Section 1. Director

A. Authority and duties of the Director
   1. The Director shall serve as the chief administrative officer of the FSUCML.
   2. The Director shall call and preside over faculty meetings and prepare agendas for such meetings.
3. The Director, in conjunction with the Executive Committee, shall establish committees for the conduct of FSUCML affairs, as provided in Article IV.
4. The Director shall call and preside over meetings of the Executive Committee on a regular basis, at least monthly during the academic year.
5. The Director shall regularly report to the Executive Committee and the faculty the actions he or she performs in administering FSUCML affairs.
6. The Director shall be responsible for keeping a personnel evaluation file for each FSUCML faculty member.
7. The Director shall establish the Assignments of Responsibilities for each FSUCML faculty member. This will be issued annually in writing, and will outline duties and responsibilities in research, mentoring, service, and other specific duties and responsibilities.
8. The Director shall apprise annually, in writing, each FSUCML faculty member who is eligible for promotion of his or her progress toward promotion (based in part on input from the FSUCML Faculty Evaluation Committee, Article IV Section 1 B3).
9. The Director, after consultation with the Faculty Evaluation Committee and the Executive Committee, shall make recommendations to the GFS-issuing department concerning the termination or restriction of Graduate Faculty Status for any faculty member.
10. The Director, serving as principal financial officer of the FSUCML, shall:
    a. supervise receipt and expenditures of all moneys;
    b. prepare an annual operating budget, which the Director shall present to the faculty as early in the academic year as circumstances permit;
    c. prepare an annual financial report, which will be presented to the members of the FSUCML as soon as is practicable after the end of the fiscal year.
11. The Director shall supervise and coordinate the recruiting of new faculty members.
12. The Director, after receiving recommendations of the Faculty Evaluation Committee, shall make recommendations for salaries of faculty to the Vice President for Research.
13. Except when provided for otherwise, the Director or the Director’s designee shall serve as liaison officer and FSUCML representative to officers and bodies outside the FSUCML.

Section 2. Associate Director of Research (est. 2012)

The Director shall appoint a faculty member of the FSUCML to serve as Associate Director of Research on a three-year rotating basis. Authorities and duties of the Associate Director of Research (ADOR) are listed below. An additional stipend goes with the responsibility.

1. The ADOR shall have oversight of developing scientific equipment requests that support the needs of FSU scientists.
2. The ADOR shall have oversight of scheduling for the R/V Apalachee to resolve scheduling conflicts by prioritizing vessel use.
3. The ADOR shall have oversight of scheduling and distribution of experimental space at the marine laboratory for FSUCML, FSU, and visiting scientists. This includes the use of communal laboratory spaces relative to need and timeframe of use.
4. The ADOR shall review and approve research plans submitted by scientists applying to work at the FSUCML to ensure compliance with state and federal permitting requirements, ACUC protocols, and scientific validity with an eye to ensuring that scientists do not overlap in terms of their use of space and that the work will have no adverse effects on the surrounding habitats.
5. The ADOR shall ensure that ACUC protocols for the laboratory are submitted in a complete and timely fashion and is available or designated an alternate for all ACUC on-site reviews of the FSUCML.

6. The ADOR and director shall lead in developing NSF facilities improvement proposals for the lab to ensure timely completion of proposal requirements and submission.

7. The ADOR shall have the ability to sign for the Director, in the Director’s absence.

ARTICLE III. FACULTY MEETINGS

Section 1. Kinds and frequency of meetings
The faculty of the FSUCML shall meet in regular session once each month during the regular academic year on the third Wednesday of each month.

Additional sessions may be called by the Director or the Director’s designated representative (1) on the Director’s own initiative, or (2) at the request of the faculty.

Section 2. Presiding over meetings
The Director shall normally preside at faculty meetings. In the absence of the Director, another voting member designated by the Director shall preside.

Section 3. Agenda items
The Director shall solicit agenda items from the faculty prior to each faculty meeting. The Director shall prepare the agenda, and distribute copies to the members prior to the meeting.

Section 4. Quorum
Two-thirds of the voting members of the FSUCML shall constitute a quorum at any faculty meeting.

Section 5. Robert's Rules of Order
Meetings shall be conducted in accordance with Robert's Rules of Order, latest revision, except as otherwise provided in these bylaws.

Section 6. Minutes
One of the FSUCML Administrative Assistants shall serve as secretary. In the absence of the secretary, the Director shall appoint a substitute. The duties of the secretary shall be:
- to record the minutes of FSUCML meetings;
- to distribute copies of minutes to all FSUCML faculty members as soon as practicable and prior to the next meeting;
- to keep in the FSUCML office and on the FSUCML Server K drive a complete file of FSUCML minutes.
- to be responsible for preparation and distribution of ballots for all secret votes and serve as teller by counting and reporting all ballot votes.

Section 7. Minutes disposition
The first order of business at each meeting shall be disposition of the minutes of the previous meeting.

Section 8. Obligation to attend

Each voting member of the FSUCML shall consider attendance at FSUCML meetings an obligation to be disregarded only for good reason. The secretary shall record in the minutes the names of all voting members absent from each meeting.

Section 9. By-law distribution

Copies of these bylaws shall be distributed with the announcement of the first faculty meeting of the academic year and shall be maintained on the FSUCML website under Policies and Procedures.

ARTICLE IV. COMMITTEES

All committees except the Promotion Committee shall serve in an advisory capacity to the Director. Election of committee members shall occur in April by either paper or electronic secret ballot. Formal announcement of FSUCML committees shall occur immediately thereafter and go into effect at the beginning of the fall semester.

Section 1. Standing Committees

A. The Executive Committee

1. This committee shall be the principal coordinating committee of the FSUCML.
2. The committee shall consist of the following members:
   - the Director, who shall Chair the Executive Committee;
   - a non-voting staff member appointed by the Director;
   - one member elected by the FSUCML from the ranks of faculty members entitled to vote; who can also call meetings in the absence of the Director.
   - The Director may invite non-voting representatives of units outside the FSUCML when subjects relevant to their programs arise.
3. All committee members shall serve one-year renewable terms.
4. The committee shall meet on a regular basis as often as needed, but at least monthly.
5. Meetings of the committee shall be held only when a majority of the voting members or their faculty proxies are present.
6. The committee shall function as an advisory body in implementing FSUCML policies dealing with the following matters:
   - budgetary policy, except for faculty salaries;
   - academic program;
   - non-elective committee appointments;
   - FSUCML planning and development.

B. The FSUCML Faculty Evaluation Committee

1. This committee shall evaluate FSUCML faculty members annually for effectiveness in research, in mentoring, and in service in accord with the percentage of effort stated in the Assignments of Responsibilities for each faculty member. It shall also make recommendations regarding promotion within the FSUCML and requests for graduate faculty status (GFS) of faculty members to be submitted to the Department of Biological Science and/or the Department of Earth, Ocean, and
Atmospheric Science, or other appropriate department. General criteria for nomination to, and
maintenance of, GFS are listed in the University’s Faculty Handbook, and additional criteria specific
to these Departments are listed in their separate policy statements. Recommendations shall be made
to the faculty when a faculty vote is necessary, or directly to the Director, who shall convey them to
appropriate officers and committees outside the FSUCML.

2. This committee shall consist of three members.
   • Two shall be appointed by the Director from the outside.
   • One shall be elected by the FSUCML from the ranks of faculty members entitled to a vote.
   • Members may serve no more than two consecutive one-year terms.
   • The committee shall elect its Chair. Its procedures and criteria for evaluation shall be ratified by
     a three-fourths vote of the faculty. Current procedures and criteria are available on the
     FSUCML’s web site and attached here as an appendix.

3. The committee shall review annually each faculty member in terms of his or her overall performance
   of professional responsibilities, according to the standards set forth by Office for Faculty
   Development and Advancement policies and procedures. The written report is used by the Director
   in developing the annual evaluation letter. The written report will be made available to the person
   reviewed upon his or her request. Criteria and procedures must be detailed enough that any
   reasonable faculty member can understand what performance is required to earn each performance
   rating. Faculty performance will be assessed using the following ratings:
   • 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

4. The committee shall forward to the Director their written recommendations regarding merit or other
   salary increases for each faculty member. Merit Evaluations require that all faculty members be
   reviewed for merit. Merit criteria may not mandate a merit pay award for all members of the
   department.

5. When any member of the committee is being evaluated, that member shall be absent from the
   committee's deliberations and voting.

6. The committee normally shall consider grievances and counter offers to the faculty.

C. Strategic Planning Committee

1. This committee shall review, on behalf of and in consultation/collaboration with FSUCML and the
   FSU broader community, the strategic plan for the FSUCML. In doing so, the SPC will review
   annually the strategic goals and actions to evaluate the metrics by which progress is determined,
   identify whether the goals have been met, and develop new ideas for how to advance specific
   initiatives and activities that will allow accomplishing goals.

2. This committee shall consist of 6 members appointed by the Director: 2 members of the FSUCML
   faculty, the Facilities Director; and three members from faculty in other departments across the FSU
   campus.

D. Strategic Research Committee
The purpose of the Strategic Research Committee is to enhance research development, promote collaborations within the FSUCML and across the broader FSU community, and synergize efforts around identified research priorities.

1. Members of the committee include all FSUCML research faculty and the Director.

2. Meeting shall occur on a quarterly basis

3. Each faculty member shall provide a list of current, pending, and incubation-stage projects for discussion and exchange of ideas.

Section 2. Other Committees

The Director, with the advice of the Executive Committee, shall establish such additional committees as are needed to conduct the affairs of the FSUCML. The functions and membership of each committee shall be made known to the FSUCML as soon as practicable in the fall term of each year.

ARTICLE V. "SUNSET" PROVISION

These bylaws shall cease to apply after the April 2019 faculty meeting unless they are approved again by a ballot vote of a majority of the voting members of the faculty.

ARTICLE VI. AMENDMENTS TO THE BYLAWS

Any voting member of the FSUCML may propose an amendment to these bylaws. A proposed amendment must be made available to the voting members at or before a FSUCML meeting that occurs at least two weeks prior to the date of the meeting at which a vote on adoption is to be taken. To be adopted, a proposed amendment must receive an affirmative vote by two-thirds of the members present and voting, assuming a quorum. In the event of an emergency, a proposed amendment may be adopted at the same meeting in which it is presented if it receives an affirmative vote by three-fourths of the members present and voting. All voting on proposed amendments shall be conducted by secret ballot.
Appendix I. REVIEW ANNUALLY

Committee Appointments

1. Executive Committee – Meets monthly, One year renewable terms
   a) Director - Dr. Felicia Coleman
   b) Non-voting staff member, Associate Director, Travis Mohrman (appointed 10/24/2017)
   c) Faculty Member, Dr. Sandra Brooke (apptd 2/5/2018)

2. Faculty Evaluation Committee – 1-2 consecutive 1-y terms
   a) Outside faculty members (2) – appointed by Director from other FSU departments
      i. Dr. Scott Steppan (Department of Biological Science – apptd 2/8/2018)
      ii. Dr. William Landing (Department of Earth Ocean & Atmospheric Sciences -apptd. 2/6/2018)
   b) FSUCML Faculty Member Dr. Jeroen Ingels (apptd 2/5/2018)

3. Strategic Planning Committee – appointed by the Director
   a) FSUCML Faculty (2)
   b) FSUCML Facilities Director
   c) Outside faculty members (3) from other FSU departments

4. Strategic Research Committee – All FSUCML faculty members
Appendix II – FSUCML Faculty Evaluation & Promotion

Faculty at the FSUCML are considered Specialized Faculty hired in the Research Faculty I, Research Faculty II, Research Faculty III series. Information about Annual Evaluations can be found on the website for the Office of Faculty Development and Advancement - https://fda.fsu.edu/faculty-development/annual-evaluation-faculty

Annual Evaluations

The FSUCML Director evaluates annually (in the spring semester) the professional progress of each of the FSUCML research faculty and courtesy faculty. Each Research Faculty member submits a Professional Development Plan (PDP) that contains a review of the previous year’s activities in scholarship, training, and service, and a clearly stated plan for the coming year. This plan is reviewed by the faculty evaluation committee and by the Director prior to the beginning of the fiscal year. When sufficient progress occurs in these three areas, then the Director recommends contract renewal to the Vice President for Research and from there to the Provost.

The PDP forms the cornerstone of the Assignment of Responsibilities (AOR), the annual evaluation, and the promotion evaluation processes at FSUCML. It stands as an individualized tool that the faculty member prepares annually and provides the standard against which an individual’s progress is measured. I propose that the PDP shift to a multi-year perspective. Goals listed in the PDP would represent the intentions of the individual across the term of the contract while objectives will present the specific activities that the individual faculty member has planned - in each of the three areas - for the period under review. The PDP is already a flexible document easily amended as necessary by the Director and the faculty member and included in the individual’s personnel file.

Faculty Evaluation Form -
http://fda.fsu.edu/sites/g/files/upcbnu636/files/Media/Files/Annual%20Evaluation/facultyevaluationform.pdf

Assignment of Responsibilities Worksheet:
http://fda.fsu.edu/sites/g/files/imported/storage/original/application/5d1e5979a7d42f1da2f67e7e479fb8fa.pdf

Assignment of Responsibilities Form:

Progress Towards Promotion -
http://fda.fsu.edu/sites/g/files/upcbnu636/files/Media/Files/Annual%20Evaluation/specializedsample.pdf

Evaluation Criteria

The criteria upon which faculty members are reviewed for advancement include (but are not limited to) the following:

PROFESSIONAL ACCOMPLISHMENT

- Increased effectiveness in the performance of duties
- Demonstrated expertise in the field of specialty
- Publications and citations in refereed journals and professional publications
- Presentations at professional meetings
PROFESSIONAL RECOGNITION
External funding
Increased recognition as an authority in the field of specialization
Invited talks at meetings and universities
Membership and/or positions of responsibility in professional organizations
Reviewer for professional publications and funding agencies
Organization of professional conferences, local seminars, workshops
Professional awards and other recognitions

PROFESSIONAL SERVICE
Service to the FSUCML – hosting visitors, arranging workshops and seminars, participation in FSUCML events
Enhancement of FSUCML research and facilities via external funding, publications,
Service to the Florida State University, Community, and Profession – degree of involvement in professional societies, direction of undergraduate and graduate research, community, and professional service in support of the FSUCML mission

Promotion

The opportunity for promotion from Research Faculty I to Research Faculty II, and from Research Faculty II to Research Faculty III will be evaluated by the Advancement and Promotion Committee (APC) composed of four faculty member appointed by the FSUCML director, one from the FSUCML and one each from the departments of Biological Science, Earth Ocean and Atmospheric Science, and the High Magnetic Laboratory. Promotion will be based on the same criteria as those used to determine contract advancement, with the following additional contribution:

PERSONAL STATEMENTS (6-page maximum)

Faculty are required to write personal statements thatarticulate their goals for mentoring graduate students, research and original creative work as well as the strategies they have used to achieve their goals. Content should also include service. Guidelines for developing these statements are on the web here - http://www.fda.fsu.edu/sites/g/files/imported/storage/original/application/2d95103c2432d9ea44a14fca2d0a5b49.pdf

LETTERS OF RECOMMENDATION (3-5)
Letter from scientists within the FSUCML (1)
Letter from scientists within the College of Arts and Sciences (1)
Letters from external experts (exclusive of colleagues of the candidate) (3)

The recommendation by the APC will be forwarded to the FSUCML Director for evaluation. The Director shall then forward her/his recommendation for promotion and salary increase to the Vice President for Research and from thence to the Provost for approval. The opportunity for promotion will occur in a minimum of five-year intervals, with the requirement that there be five years between date of hire and the first promotion and also between the first and second promotion. Promotion will follow all other University Policies and Procedures.
Appendix III. Faculty Mentoring Program

The Faculty Mentoring Program is intended to be a useful way of helping new faculty members adjust to their new environment. Whether it is academe itself that is new, or simply the Florida State University, assistance from a well-respected mentor can be an invaluable supplement to the guidance and assistance that the Director provides during the early years at a new university. The program’s success will depend on the new faculty members, their mentors and their department chairs all taking an active role in the acclimation process. An outline of the responsibilities of each is outlined below.

The Responsibility of the Director

As soon as the appointment is made, the director assigns a mentor. For faculty appointed as Associate or Full Scholar Scientist, assignment of a mentor is less critical, but highly encouraged, to serve as a means of acclimating the new faculty member to FSU. The director is responsible for advising new faculty on matters pertaining to academic reviews, and advancement. As the mentor may also be asked to provide informal advice, it is also the director’s responsibility to see that mentors have current information on FSU’s academic personnel process.

The Responsibility of the Mentor

The mentor should contact the new faculty member in advance of his/her arrival at the University and then meet with the new faculty member on a regular basis over at least the first two years. The mentor should provide informal advice to the new faculty member on aspects of research, mentoring, and committee work or be able to direct the new faculty member to appropriate other individuals. Often the greatest assistance a mentor can provide is simply the identification of which staff one should approach for which task. Funding opportunities both within and outside of the campus are also worth noting. The mentor should treat all interactions and discussions in confidence. There is no evaluation or assessment of the new faculty member on the part of the mentor, only supportive guidance and constructive feedback.

The Responsibility of the New Faculty Member

The new faculty member should keep his/her mentor informed of any problems or concerns as they arise. When input is desired, new faculty should leave sufficient time in the grant proposal and paper submission process to allow his/her mentor the opportunity to review and critique drafts. It is the new faculty member’s responsibility to schedule meetings with his/her mentor, with a suggested frequency of unofficial evaluation twice in the first year and once a year thereafter.

The Mentor

The most important tasks of a good mentor are to help the new faculty member achieve excellence and to acclimate to FSU. Although the role of mentor is an informal one, it poses a challenge and requires dedication and time. A good relationship with a supportive, active mentor can contribute significantly to a new faculty member’s career development and satisfaction.

Qualities of a Good Mentor
• Accessibility – the mentor is encouraged to make time to be available to the new faculty member. The mentor might keep in contact by dropping by, calling, sending e-mail, or extending a lunch invitation. It is very helpful for the mentor to make time to read / critique proposals and papers and to provide periodic reviews of progress.
• Networking – the mentor should be able to help the new faculty member establish a professional network.
• Independence – the new faculty member’s intellectual independence from the mentor must be carefully preserved and the mentor must avoid developing a competitive relationship with the new faculty member.

Goals for the Mentor

Short-term goals

• Familiarization with the campus and its environment, including the FSU system of shared governance between the Administration and the Faculty Senate.
• Networking—introduction to colleagues, identification of other possible mentors.
• Developing awareness—help new faculty understand policies and procedures that are relevant to the new faculty member’s work.
• Constructive criticism and encouragement, compliments on achievements.
• Helping to sort out priorities—budgeting time, balancing research, mentoring, and service.

Long-term goals

• Developing visibility and prominence within the profession.
• Achieving career advancement.

Benefits for the mentor

• Satisfaction in assisting in the development of a colleague
• Ideas for and feedback about the mentor’s own mentoring / scholarship
• A network of colleagues who have passed through the program
• Retention of excellent faculty colleagues
• Enhancement of department quality

Changing Mentors

In cases of changing commitments, incompatibility, or where the relationship is not mutually fulfilling, either the new faculty member or mentor should seek confidential advice from his/her Chair. It is important to realize that changes can and should be made without prejudice or fault. The new faculty member, in any case, should be encouraged to seek out additional mentors as the need arises.

Typical Issues

• How does one establish an appropriate balance between mentoring students, research and committee work? How does one say “no?”
• What criteria are used for mentoring excellence, how is mentoring evaluated?
• How does one obtain feedback concerning mentorship? What resources are available for mentoring enhancement?
• How does one identify and recruit good graduate students? How are graduate students supported? What should one expect from graduate students? What is required in the graduate program?
• What are the criteria for research excellence, how is research evaluated?
• How does the merit and promotion process work? Who is involved?
• What committees should one be on and how much committee work should one expect?
• What social events occur at the lab?
• What seminars and workshops does the lab organize?
• What responsibilities come with appointment in the Office of Research?