

## Bylaws for the Coastal and Marine Laboratory at Florida State University

These are the bylaws for the Coastal and Marine Laboratory (CML) at Florida State University. These bylaws were last approved on May 12, 2022, by a unanimous vote of all members of the research faculty of the CML and on August 4, 2022, by the Vice President for Research and the Office of Faculty Development and Advancement.

These bylaws shall stay in place until a ballot vote of a majority of the voting members of the faculty approves its changes, following procedures in section IC of these bylaws.

### Table of Contents

Preamble.....	4
Mission and Vision.....	4
I. Bylaws.....	5
A. Adherence with Other Governing Documents.....	5
B. Bylaws Revision.....	5
C. Substantive Change Statement.....	5
II. Membership and Voting Rights.....	5
A. Faculty Membership.....	5
B. Center/Institute Membership.....	5
C. Faculty Voting Rights.....	5
D. Non-faculty Voting Rights.....	5
III. Organization and Governance.....	6
A. Leadership and Committees.....	6
B. Faculty Meetings.....	6
C. Director Selection.....	7
D. Faculty Recruitment.....	7
E. Unit Reorganization.....	7
IV. Curriculum.....	
V. Annual Evaluation of Faculty on Performance and Merit.....	10
A. Peer Involvement in Annual Performance and Merit Evaluation.....	10
B. Criteria for Evaluation of Specialized Faculty.....	10
VI. Promotion of Faculty.....	11
A. Progress Toward Promotion Letter.....	11
B. Peer Involvement in Evaluation of Promotion of Faculty.....	11
C. Criteria for Promotion of Specialized Faculty.....	11
D. CML Standards for Promotion to Research Faculty II.....	11
1. Research.....	11
2. Instruction.....	12
3. Service.....	12
E. CML standards for promotion to Research Faculty III.....	13
1. Research.....	13
2. Instruction.....	13
3. Service.....	13

Appendices.....	15
Appendix I. Standing Committees.....	15
A. The CML Research Faculty Evaluation (RFEC) Committee.....	15
B. Boating and Field Safety Committee.....	15
Appendix II. Annual CML Evaluation and Merit Increase procedures and criteria.....	16
A. Annual Evaluation Procedures.....	16
B. Items Required for the Annual Review.....	17
C. General Guidelines for Performance Rating.....	18
1. Performance metrics for Faculty I.....	18
a. “Substantially Exceeds FSU’s High Expectations”.....	18
i. Research.....	18
ii. Instruction.....	18
iii. Service.....	18
b. “Exceeds FSU’s High Expectations”.....	19
i. Research.....	19
ii. Instruction.....	19
iii. Service.....	19
c. “Meets FSU’s High Expectations”.....	19
i. Research.....	19
ii. Instruction.....	20
iii. Service.....	20
d. “Official Concern”.....	20
e. “Does Not Meet FSU’s High Expectations”.....	20
2. Performance metrics for Faculty II.....	20
a. “Substantially Exceeds FSU’s High Expectations”.....	20
i. Research.....	20
ii. Instruction.....	20
iii. Service.....	21
b. “Exceeds FSU’s High Expectations”.....	21
i. Research.....	21
ii. Instruction.....	21
iii. Service.....	21
c. “Meets FSU’s High Expectations”.....	21
i. Research.....	21
ii. Instruction.....	22
iii. Service.....	22
d. “Official Concern”.....	22
e. “Does Not Meet FSU’s High Expectations”.....	22
3. Performance metrics for Faculty III.....	22
a. “Substantially Exceeds FSU’s High Expectations”.....	22
i. Research.....	22
ii. Instruction.....	23
iii. Service.....	23
b. “Exceeds FSU’s High Expectations”.....	23
i. Research.....	23
ii. Instruction.....	23

iii. Service.....	23
c. “Meets FSU’s High Expectations”.....	24
i. Research.....	24
ii. Instruction.....	24
iii. Service.....	24
d. “Official Concern”.....	24
e. “Does Not Meet FSU’s High Expectations”.....	24
D. Merit increase procedures.....	24
Appendix III. CML Faculty Advancement & Promotion.....	26
A. Committee recommendations regarding promotion.....	26
B. Director’s letter for the promotion binder.....	27
Appendix IV. Faculty Mentoring Program.....	28
A. The Responsibility of the Director.....	28
B. The Responsibility of the Mentor.....	28
C. The Responsibility of the New Faculty Member.....	28
D. The Mentor.....	28
1. Qualities of a Good Mentor.....	29
2. Goals for the Mentor.....	29
3. Benefits for the mentor.....	29
4. Changing Mentors.....	29
5. Typical Issues.....	29
Appendix V. Officers.....	29
A.	
Director.....	29
B. Associate Director of	
Research.....	30
C. Assistant	
Director.....	30

## Preamble

Florida State University's Coastal and Marine Laboratory (CML) is located in a biologically rich and ecologically sensitive region. The laboratory supports coastal and marine research and education by FSU faculty, students, and their collaborators to advance the mission of the Laboratory. To accomplish this, it provides facilities for access to regional marine environments through support of a diversity of boats and aquatic research equipment, as well as access to seawater systems for maintenance and study of aquatic organisms. The CML is home to a staff that supports these facilities, and resident Research Faculty whose work makes the CML a critical resource for FSU, the region where the lab is located, and to wide-reaching communities benefited by their work. The faculty have diverse expertise in coastal and marine science and investigate fundamental and applied research questions. The CML produces knowledge and informs environmental management relevant to challenges at the local, national and international scale.

These bylaws adhere to and are consistent with University policies (<https://regulations.fsu.edu/>), the Office of Faculty Development and Advancement regulations and policies (<http://fda.fsu.edu>) and the FSU-UFF Collective Bargaining Agreement (<http://uff-fsu.org/uff-at-work/bargaining/>). All members of the CML faculty are expected to be familiar with and follow these bylaws in conducting their work.

The benefits and value of a diverse and inclusive work environment are fundamental elements underlying creation and implementation of these bylaws. Florida State University is an equal opportunity employer and educational provider committed to a policy of non-discrimination for any member of the University's community on the basis of race, creed, color, sex, religion, national origin, age, disability, genetic information, veterans' status, marital status, sexual orientation, gender identity, gender expression, or any other legally protected group status. It is expected that all members of the CML community are provided equitable opportunities to succeed and enrich the strength, skill, and character of the laboratory. It is also expected that all faculty, staff, and students of the CML will help create a work and educational environment that promotes fairness, respect, and trust, free from discrimination, harassment, or retaliation.

## Mission and Vision

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

Our **vision** is to be a leader in conducting and supporting exceptional research that advances coastal and marine ecosystem science and conservation, addresses questions that are local to global in scale, molecular to ecosystem in scope, and benefit the human communities within which the marine laboratory is embedded. We will continue to build a comprehensive team of scientists and staff who appreciate the regional environment and support the collaborative nature of the lab.

## **I. Bylaws**

**A. Adherence with Other Governing Documents.** At all times, CML policy shall adhere to and be consistent with all university policies found in the FSU Constitution, the BOT-UFF Collective Bargaining Agreement, the Faculty Handbook, and the Annual Memorandum on the Promotion and Tenure Process issued by the Office of Faculty Development and Advancement.

**B. Bylaws Revision.** These bylaws are to be reviewed annually by the CML faculty for consistency, revised as appropriate, and subjected to a reaffirmation ballot whenever changes are made. Subsequent revisions may be initiated by a majority vote of at least a quorum of the faculty members subject to evaluation or upon the initiative of the Director but resulting changes shall require 2/3 majority ballot by voting members.

**C. Substantive Change Statement.** Faculty and staff members are expected to be familiar with and follow the Florida State University Substantive Change Policy as found on the university web site <https://sacs.fsu.edu/substantive-change-policy/>

## **II. Membership and Voting Rights**

**A. Faculty Membership.** The faculty of the CML shall consist of those persons associated or affiliated with the CML holding permanent full-time appointments of Research Faculty (rank I, II, or III).

**B. Center/Institute Membership.** In addition to the faculty defined in II.A, the following are members of the CML: Visiting Research Faculty, Courtesy Faculty, Post doctoral Research Associates (Post docs), Administrative and Professional personnel (A&P), University Service Personnel System personnel (USPS), and Other Personnel Services (OPS) working 30 hours or more per week.

**C. Faculty Voting Rights.** All CML faculty defined in II.A shall be entitled to vote in CML faculty meetings and by electronic ballot. All CML faculty members holding Graduate Faculty Status (GFS) in the departments of Biological Science, Earth Ocean and Atmospheric Science, or other relevant departments shall be entitled to participate in evaluation of, and to vote on matters pertaining to, CML graduate policy.

**D. Non-faculty Voting Rights.** CML members defined in section II.B may be granted voting privileges in writing by the Director for issues relevant to their work assignments after self-nominating and receiving a 2/3 majority vote from the voting faculty. An up-to-date list of faculty with CML voting rights will be maintained by the CML administration on the shared drive, and be accessible to all CML members.

## **III. Organization and Governance**

**A. Leadership and Committees.** The CML leadership includes the Director, Associate Director of Research, and Assistant Director. The Director and Associate Director of Research

are responsible for leading the research and academic programs of the laboratory, while the Assistant Director is responsible for maintaining the lab's physical plant and day-to-day operations (see sec. IV). The leadership reports to the CML Faculty on all aspects of laboratory operations at faculty meetings or through ad hoc communications or meetings as needed. Committees of faculty are formed as needed to respond to laboratory needs as they arise, such as for recruiting new leadership, faculty, or staff, revising the bylaws or other governance, and responding to opportunities or challenges for the laboratory as they arise. The Director and faculty may call for the formation of ad hoc committees as issues arise requiring group problem solving and engagement. The CML has two standing committees described in Appendix I of these bylaws, the Research Faculty Evaluation Committee (RFEC) and the Boating and Field Safety Committee.

**B. Faculty Meetings.** The faculty of the CML shall meet in regular session once each month during the regular academic year at a day and time agreed upon by the voting faculty members at the first meeting of a new academic year (September). Additional sessions may be called by the Director or the Director's designated representative (1) at the Director's own initiative, or (2) at the request of the faculty.

1. 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.
2. 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. The first order of business at each meeting shall be the disposition of the minutes of the previous meeting.
3. Quorum. Two-thirds of the voting members of the CML shall constitute a quorum at any faculty meeting.
4. Proxy voting. Faculty members unable to attend a meeting may provide a proxy vote by submitting it in writing (email or hardcopy) to the Director or a designated staff member, no later than the day before the meeting when the vote is held.
5. Minutes. One of the CML 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 CML faculty meetings.
  - to distribute copies of minutes to all CML faculty members as soon as practicable and prior to the next meeting.
  - to keep a complete record of the CML Faculty Meeting Minutes on a shared drive accessible to CML faculty, Director, and managing staff (e.g. Assistant Director).
  - to be responsible for preparation and distribution of ballots for all secret votes and serve as teller by counting and reporting all ballot votes.

6. Obligation to attend. Each voting member of the CML shall consider attendance at CML 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.

**C. Director Selection.** In the event that the position of CML Director is vacant, the Vice President for Research will form a committee to conduct a search to fill the position in a timely fashion. The search committee is expected to include at least two CML faculty members.

**D. Faculty Recruitment.** When opportunities arise to fund new faculty positions, the Director shall call a faculty meeting to form a search committee to supervise and coordinate the recruitment process. Search committees shall be comprised of the Director, at least two CML faculty members, one CML graduate student, and at least one FSU faculty member from an academic department where the new recruit will likely hold Graduate Faculty status. At any faculty meeting, CML faculty may propose that the Director negotiate with the Vice President for creation of new faculty positions based on well-documented needs and opportunities; if the proposal is supported by a 2/3 positive vote of all CML faculty, the Director will take the request to the Vice President for Research. If approved by the Vice President, a Faculty meeting shall be called to form the search committee.

The search committee shall identify a preferred candidate for consideration by the CML Faculty at a special faculty meeting. At that faculty meeting, a ranked list of acceptable candidates shall be created by a ranked preference vote of the CML faculty. The CML Director shall then communicate the results of the faculty vote to the Vice President for Research.

Candidates for CML Courtesy Faculty positions, as defined by the FSU Human Resources Department, shall be nominated by the Director and approved by a 2/3 positive vote by the CML Faculty.

**E. Unit Reorganization.** The Director and faculty may propose modifications to the organization outlined here for consideration by the Vice President for Research. The Director or faculty will propose all reorganization at a faculty meeting (routine or special) where the proposal will be entertained. Unit reorganizations should not be made routinely and can be disruptive, justifying special voting rules to assure general support. Therefore, reorganizations must be approved by a 2/3 vote of all CML faculty held in person or through videoconferencing technology with all members present, followed by ratification at the next Faculty Meeting held at least one month after the original vote.

**IV Curriculum not applicable.**

**V. Annual Evaluation of Faculty on Performance and Merit**

Faculty at the CML 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>), with CML modifications

listed below (be sure to get the most current versions of each form before beginning to fill them out). Important forms and guidance available at that website include:

- Faculty Evaluation Form
- Assignment of Responsibilities Worksheet
- Assignment of Responsibilities Form
- Progress Towards Promotion

CML procedures for evaluation of Research Faculty are to be consistent with current policies and procedures of The Office of Research, and the Office of Faculty Development and Advancement to comply with all relevant section of the Collective Bargaining Agreement in place at the time of the evaluation (<https://hr.fsu.edu/sections/employee-labor-relations/collective-bargaining>).

Additional information on the Annual Evaluation Procedures and Criteria for CML Research Faculty is provided in Appendix II of these bylaws.

#### **A. Peer Involvement in Annual Performance and Merit Evaluation**

Peer Involvement in Annual Performance and Merit Evaluation is detailed in Appendix I (Committees – Research Faculty Evaluation Committee) and Appendix II (Annual CML Evaluation and Merit Increase Procedures and Criteria) of these bylaws.

#### **B. Criteria for Evaluation of Specialized Faculty**

The CML Research Faculty shall develop and maintain specific written criteria and procedures by which to evaluate faculty members consistent with the criteria specified in Article 10 of the Collective Bargaining Agreement and subject to approval of the CML Director and OVPR. These criteria and procedures shall be the sole basis upon which faculty performance is measured.

The CML evaluation criteria and procedures are detailed in Appendix II of these bylaws and are to be reviewed periodically by the CML faculty for consistency, revised as appropriate, and subjected to a reaffirmation ballot whenever changes are made. Subsequent revisions may be initiated by a majority vote of a quorum of the faculty members subject to evaluation or upon the initiative of the Director but resulting changes shall also require 2/3 positive vote by all CML faculty members.

### **VI. Promotion of Faculty**

- A. Progress Toward Promotion Letter.** Each year, every faculty member who is not yet at the highest rank for their position will receive a letter that outlines progress toward promotion.



**B. Peer Involvement in Evaluation of Promotion of Faculty.** Peer involvement in promotion process for Research Faculty takes place throughout the applicant's career by participation of faculty representatives on the RFEC.

**C. Criteria for Promotion of Specialized Faculty.** This document sets forth CML standards used to recommend candidates for promotion as a supplement to university-level guidelines and procedures from the Office of Faculty Advancement and Promotion (<https://facultyhandbook.fsu.edu/sites/g/files/upcbnu471/files/FacHandbook2021-Dec-13.pdf>). The guidance provided here seeks to help candidates set priorities and to assure that faculty and administrators fully understand the process as implemented by the CML. Promotion is awarded at the university level by the President, but promotion process begins within the unit.

The standard for promotion is a significant achievement in advancing knowledge of the coastal and marine realm. This advancement is attained through organization and incorporation of new and established knowledge into educational curricula, through research and discovery, and through contributions to the functioning of the unit, the university, and the profession at large. The traditional three areas of evaluation are therefore research, instruction, and service. The relative weighting of excellence in these three areas will be based on the annual assignment of each applicant. The decision to recommend a candidate for promotion is based on the evidence presented in the candidate's binder concerning activities in these three areas. The standards below are those used by the CML in making this judgment.

## **D. CML Standards for Promotion to Research Faculty II**

### **1. Research**

Applicants for promotion should provide evidence of a program of independent scholarly research that contributes to the mission and goals of the CML. The scholarly effort should be of sufficient quality and quantity to indicate establishment of a national reputation in the candidate's intellectual discipline and a high probability of continued growth. Papers based on research performed at FSU and published regularly in prominent, primary refereed journals and/or other scholarly products distributed through standard mechanisms for the field, constitute the most important evidence of scholarly excellence. Receipt of extramural grants or contracts to support the unfunded portion of the faculty member's salary, required costs of research, and costs of graduate education for CML-associated graduate students are all expected elements for a successful application. Receipt of fellowships, invitations to write review chapters and to present seminars and/or symposia at other institutions and at national and international meetings, direction of graduate research, service on editorial boards, and other elements of research accomplishment appropriate to the candidate's area of expertise are supportive elements.

Sub-disciplines of coastal and marine science may differ in the levels of these indicators considered to reflect excellence in research. The research effort should demonstrate intellectual independence from prior mentors and current collaborators. At the time of promotion, the CML will consider evidence in letters from experts outside FSU in the candidate's discipline, considering the stature and reputation of the letter writers.

## **2. Instruction**

Evidence of a commitment to excellence in instruction – specifically mentoring of undergraduate and graduate students and post-docs – according to assigned duties, as judged by any peer evaluation. Excellence in instruction includes introduction of students to modern research approaches, to the latest discoveries and techniques as well as debates within the field. Excellence can be documented in many ways, but success of students in obtaining competitive scholarships and fellowships, publication of peer-reviewed papers, and other honors and awards will be considered primary evidence of excellence. Financial support of graduate students (research costs and/or stipends) by CML Faculty will be viewed as important contributions to student mentorship. Also, documentation that students are advancing to graduation consistent with norms and expectations of their academic home is evidential of successful graduate instruction. In general, quality of mentoring as indicated by these measures will be valued more highly than quantity of students advised.

## **3. Service**

Evidence of a level of professional service appropriate for the annual assignment of responsibilities will contribute positively to an application for promotion. Such activities may include membership on committees at the CML, associated with the Office of Research or academic units where graduate students are mentored, and/or at the university level. The CML has a small faculty whose support is critical for its success, so participation on CML committees and in preparation of CML facilities grant proposals will be considered most supportive of this promotion. Journal and/or grant peer-reviews, involvement in advising natural resource agencies at all levels, and possibly extramural committees related to scholarly achievement, the administration of scientific societies, and/or educational or other appropriate outreach beyond the university are also positive contributors to a portfolio of service.

## **E. CML standards for promotion to Research Faculty III**

### **1. Research**

Applicants for this promotion should provide evidence of a strong program of independent scholarly research that contributes to the mission and goals of the CML. The scholarly effort should be of sufficient quality and quantity to indicate an established national and international reputation in the candidate's intellectual discipline and a high probability of continued excellence after promotion. Papers based on research performed at FSU and published regularly in prominent, primary refereed journals and/or other scholarly products distributed through standard mechanisms for the field, constitute the most important evidence of scholarly excellence. A history of extramural grants or contracts to support the unfunded portion of the faculty member's salary, required costs of research, and costs of graduate education for CML-associated graduate students are necessary for a successful application. Receipt of fellowships, invitations to write review chapters and to present seminars and/or symposia at other institutions and at national and international meetings, direction of graduate research, service on editorial boards, and other elements of research accomplishment appropriate to the candidate's area of expertise support documentation of national and international prominence.

Sub-disciplines of coastal and marine science may differ in the levels of these indicators

considered to reflect excellence in research. The research effort should demonstrate intellectual independence. Evidence of leadership of research teams at the CML or with colleagues at FSU or other institutions in support of national or international prominence may be supportive of promotion, but is not required for fields where such team-based research is uncommon. At the time of promotion, the CML will consider evidence in letters from experts outside the university in the candidate's discipline, considering the stature and reputation of the letter writers.

## **2. Instruction**

Evidence of a commitment to excellence in instruction – specifically mentoring of graduate students at the MSc. and Ph.D. levels – according to assigned duties, as judged by any peer evaluation. Excellence in instruction includes introduction of students to modern research approaches, to the latest discoveries and techniques as well as debates within the field. Excellence in instruction also includes mentoring post-docs and undergraduates in research. Excellence can be documented in many ways, but success of students in obtaining competitive scholarships and fellowships, publication of peer-reviewed papers, and other honors and awards will be considered primary evidence of excellence. Financial support of graduate students (research costs and/or stipends) by CML Faculty will be viewed as important contributions to student mentorship. Also, documentation that students are advancing to graduation consistent with norms and expectations of their academic home is evidential of successful graduate instruction. In general, quality of mentoring as indicated by these measures will be valued more highly than quantity of students advised.

## **3. Service**

Evidence of a level of professional service appropriate for the annual assignment of responsibilities will contribute positively to an application for promotion. Such activities may include membership on committees at the CML, associated with the Office of Research or academic units where one mentors graduate students, and/or at the university level. The CML has a small faculty whose support is critical for its success, so participation on CML committees and in preparation of CML facilities grant proposals. Journal and/or grant peer-reviews, involvement in advising natural resource agencies at all levels, and possibly extramural committees related to scholarly achievement, the administration of scientific societies, and/or educational or other appropriate outreach beyond the university are also positive contributors to a portfolio of service.

## Appendices

### Appendix I. Standing Committees

#### A. The CML Research Faculty Evaluation (RFEC) Committee

1. This committee shall evaluate CML faculty members annually for effectiveness in research, instruction, and service consistent with the percentage of effort stated in the Assignments of Responsibilities for each faculty member, following criteria detailed in Appendix II of these bylaws.
2. This committee shall consist of four members.
  - Two shall be appointed by the Director from outside the CML. These will be selected from different academic units with significant interactions with the CML, such as one from the FSU Department of Biology, one from the Department of Earth Ocean and Atmospheric Sciences or one from EOAS and one from Geography.
  - Two shall be elected by the CML Faculty from their ranks.
  - 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 CML faculty during the annual review of the CML bylaws.
3. The committee shall review annually each faculty member in terms of their overall performance of professional responsibilities, according to the standards set forth by Office for Faculty Development and Advancement policies and procedures, and in line with the Collective Bargaining Agreement (Article 10) and CML procedures detailed in Appendix II.

#### B. Boating and Field Safety Committee

This committee manages all boating and field safety policies for operations associated with the CML. Membership will include, but not be limited to, the CML Assistant Director (Chair), the Marine Operations lead, the ADOR, two CML faculty, one main campus faculty user, and one graduate student user. The Committee maintains and enforces the CML Boating Safety Manual and assists the Marine Operations Lead in safe and effective management of boating activities associated with the CML.

## **Appendix II. Annual CML Evaluation and Merit Increase procedures and criteria**

### **AA Annual Evaluation Procedures**

The following specifications and procedures are required for the annual evaluation of CML Research Faculty:

1. At the start of the calendar year, the CML Director contacts the Research Faculty Evaluation Committee (RFEC) to initiate the annual evaluation procedure, for which the due date is communicated in a memorandum by the Office of Faculty Advancement and Promotion annually (usually end of April, beginning of May; <https://fda.fsu.edu/faculty-development/annual-evaluation-faculty>). RFEC members whose terms have ended must be replaced by the first CML faculty meeting of the new year.
2. Each year, the RFEC will convene in advance of the evaluation process to nominate an RFEC chair, review the written evaluation criteria in this document, discuss their collective obligations and procedures, and establish the timeline for producing the individual and consensus ratings for each faculty member.
3. The period under review is the previous three calendar years (for time at FSU only) to achieve an overall perspective on the performance of the research faculty member.
4. The RFEC members will individually score each Research Faculty member based on the required items submitted and criteria appropriate for their rank as outlined below.
  - a. They shall exclude themselves, their spouse, or others deemed a conflict of interest. When any member of the committee is being evaluated, that member shall be absent from the committee's deliberations and decisions on the performance rating of that faculty member.
  - b. RFEC members shall assign each research faculty member a score from 0 to 50 for each of the three categories: teaching, research, and service based on the required forms submitted to the RFEC and the criteria and guidelines below. These scores are then weighted for each category relative to the faculty member's AOR effort distributions in each category (average percentages over three years; cf. Collective Bargaining Agreement). These scores are then averaged across RFEC members to come to a final score for each research faculty member.
  - c. The obtained score for each Research Faculty member shall be ranked using the following ratings (more details on these rankings and their criteria are mentioned below):
    - Substantially Exceeds FSU's High Expectations (40-50)
    - Exceeds FSU's High Expectations (30-39)
    - Meets FSU's High Expectations(20-29)
    - Official Concern (10-19)
    - Does Not Meet FSU's High Expectations (0-9)

- d. The individual scores are discussed among the RFEC for the purpose of reaching a consensus rating in the three areas and an overall total score and rating for each Research Faculty Member.
  - e. The RFEC Chair shall submit the ratings of each Research Faculty to the Director and individually to each Research Faculty member, using the template provided by the Office of Faculty Development and Advancement. The RFEC chair produces a summary letter to be shared with the Director and each Research Faculty member regarding their ratings.
  - f. The RFEC Chair shall meet with the Director to discuss each Faculty member's review and the basis of each recommended score before the Director completes their annual review.
  - g. The Director will evaluate each CML faculty member based on the criteria listed below, complete the Annual Evaluation Summary Form, and compose an evaluation letter that includes a narrative explanation of the ratings and any additional comments, including a statement on progress to promotion. The Director's evaluation will be conducted with consideration of the RFEC scores and evaluation summary letter.
5. The Director's evaluation and the RFEC evaluation will be forwarded to the Vice President for Research, who adds their evaluation as required by the Provost's procedure, and submit the final evaluation to the Provost's Office.
  6. If the Research Faculty member is not satisfied with the evaluation, the faculty member may submit a rebuttal and request a review of the evaluation following procedures outlined in Article 10.7 of the Collective Bargaining Agreement and in correspondence with instructions issued by the Office for Faculty Development and Advancement.
  7. All subsequent steps related to the evaluation will follow those outlined by the FSU Collective Bargaining Agreement and instructions issued by the Office for Faculty Development and Advancement.

### **AB Items Required for the Annual Review**

Research Faculty are expected to submit the following for use in the annual evaluation process. The following three items are provided to the Research Faculty Evaluation Committee:

- A Summary of Accomplishments (SOA) Report generated from the Faculty Expertise & Advancement System (FEAS; website <https://fda.fsu.edu/FEAS>) for the previous three calendar year activities in research, instruction, and service. Research Faculty are encouraged to keep their FEAS data updated throughout the year. Each faculty member is responsible for the accuracy and completeness of their own data and can add additional information that is deemed important for the evaluator.
- An Open Statement on Instruction, Research, and Service to explain, elaborate, and place unique performance information into context, and in relation to the assignment. A maximum of three pages is allowed to cover elements of Instruction, Research, and Service, limited to activities in the three-year evaluation period. Faculty may wish to include plans for the coming year in their narrative to provide context.

- The Assignment of Responsibilities (AOR) that cover the previous three calendar years. Since AORs follow the semester model, the last four AORs are required to retrieve the appropriate percentage distributions for each AOR category (Instruction, Research, and Service) in the past three calendar years.

## **AC Guidelines for Performance Rating**

The CML's annual merit review will evaluate Research Faculty using five categories ranked from best to worst with the following general descriptions. Expectations for each category vary based on the rank of the person evaluated. Since the CML only employs research faculty, instruction is evaluated for academic advising, service on student committees, and student supervision and guidance.

### **1. Performance metrics for Faculty I**

#### **a. "Substantially Exceeds FSU's High Expectations" (40-50 points)**

This describes a faculty member whose accomplishments according to their assignment of responsibilities far exceed performance expectations during the evaluation period. These accomplishments will include the following:

##### **i. Research**

- Publication of highly significant research above normal expectations of assigned responsibilities;
- Year 1-3: Securing external funding with at least one project that supports one or more technical staff person, graduate student, or post doc for two or more years; After year 3, Maintaining funded projects supporting technical staff, graduate students, or post docs and/or adding new ones with evidence of building a research program of related and synergistic projects consistent with the CML mission;
- Demonstrated recognition by peers as an authority in the field of specialty through presentation at national or international events and institutions and receipt of professional awards or recognition;

##### **ii. Instruction**

- Year 1-3: Serving on M.S. and/or Ph.D. supervisory committees; After year 3, supervising/advising and mentoring a post-doc and/or students at the undergraduate and graduate levels, serving on M.S. and/or Ph.D. supervisory committees;
- Documented use of modern instructional and mentoring approaches and techniques;
- Providing significant financial support to mentees through grant acquisition.

##### **iii. Service**

- Proposes and takes on service responsibility at the CML;
- Engages in professional development activities and uses strategies learned to enhance the CML;
- Takes on a leadership role outside the CML.

#### **b. "Exceeds FSU's High Expectations" (30-39 points)**

This describes a faculty member whose accomplishments according to their assignment of responsibilities exceed performance expectations during the evaluation period. These accomplishments will include elements of all of the following:

**i. Research**

- Publication of significant research above normal expectations of assigned responsibilities;
- Year 1-3: Securing external funding with at least one project that partially supports one or more technical staff person, graduate student, or post doc for one year; After year 3, evidence of a trajectory of growth in funded projects supporting graduate students or post docs with evidence of building a research program of related and synergistic projects consistent with the CML mission;
- Demonstrated recognition by peers as an authority in the field of specialty through presentation at national or international events and institutions or receipt of professional awards or recognition;

**ii. Instruction**

- Year 1-3: Serving on M.S. and/or Ph.D. supervisory committees; After year 3, supervising/advising and mentoring a post-doc and/or students at the undergraduate and graduate levels, serving on M.S. and/or Ph.D. supervisory committees;
- Demonstration of knowledge of modern instructional and mentoring approaches and techniques;
- Providing financial support to mentees through grant acquisition.

**iii. Service**

- Proposes and takes on service responsibility at the CML;
- Engages in professional development activities and uses strategies learned to enhance the CML;

**c. “Meets FSU’s High Expectations” (20-29 points)**

This describes a faculty member whose accomplishments according to their assignment of responsibilities meet performance expectations during the evaluation period. These accomplishments may include the following:

**i. Research**

- Publication of research at normal expectations of assigned responsibilities;
- Year 1-3: Securing external funding with at least one project that partially supports one graduate student or technical staff person; After year 3, evidence of a trajectory of growth in funded projects supporting technical staff, graduate students, or post docs consistent with the CML mission;
- Demonstrated recognition by peers as an authority in the field of specialty through presentation at national or international events and institutions;

**ii. Instruction**

- Year 1-3: Serving on M.S. and/or Ph.D. supervisory committees; After year 3, supervising/advising and mentoring students at the undergraduate and graduate levels and serving on M.S. and/or Ph.D. supervisory committees;
- Demonstration of knowledge of modern instructional and mentoring approaches and



- techniques;
  - After year 3, providing financial support to mentees through grant acquisition.
- iii. Service**
- Proposes and takes on service responsibility at the CML;
  - Engages in professional development activities;

**d. “Official Concern” (10-19 points)**

This describes a Research Faculty member who has difficulty in completing assigned responsibilities during the evaluation period in a manner that is consistent with the high standards of the university.

**e. “Does Not Meet FSU’s High Expectations” (0-9 points)**

This describes a Research Faculty member who fails to meet expectations during the evaluation period according to their assignment of responsibilities.

**2. Performance metrics for Faculty II**

**a. “Substantially Exceeds FSU’s High Expectations” (40-50 points)**

This describes a faculty member whose accomplishments according to their assignment of responsibilities far exceed performance expectations during the evaluation period. These accomplishments will include the following:

**i. Research**

- Publication of highly significant research substantially above normal expectations of assigned responsibilities;
- Maintaining funded projects supporting technical staff, graduate students, and post docs and adding new ones with evidence of expanding a research program of related and synergistic projects consistent with the CML mission;
- Demonstrated recognition by peers as an authority in the field of specialty through presentation at national and international events and institutions and receipt of professional awards or recognition;

**ii. Instruction**

- Supervising/advising and mentoring post-docs and/or students at both the undergraduate and graduate levels, serving on M.S. and/or Ph.D. supervisory committees;
- Documented use and development of modern instructional and mentoring approaches and techniques, which may include giving class lectures and/or assisting with courses at FSU or other institutions consistent with assignment;
- Providing significant financial support to 3 or more mentees through grant acquisition.

**iii. Service**

- Proposes and takes on service responsibility and leadership at the CML;
- Engages in multiple professional development activities and uses strategies learned to enhance the CML;

- Takes on a leadership role outside the CML.

**b. “Exceeds FSU’s High Expectations” (30-39 points)**

This describes a faculty member whose accomplishments according to their assignment of responsibilities exceed performance expectations during the evaluation period. These accomplishments will include elements of all of the following:

**i. Research**

- Publication of highly significant research above normal expectations of assigned responsibilities;
- Maintaining funded projects supporting technical staff, graduate students, or post docs and adding new ones with evidence of expanding a research program of related and synergistic projects consistent with the CML mission;
- Demonstrated recognition by peers as an authority in the field of specialty through presentation at national or international events and institutions or receipt of professional awards or recognition;

**ii. Instruction**

- Supervising/advising and mentoring post-docs and/or students at both the undergraduate and graduate levels, serving on M.S. and/or Ph.D. supervisory committees;
- Documented use of modern instructional and mentoring approaches and techniques, which may include through teaching courses at FSU or other institutions consistent with assignment;
- Providing financial support to 2 or more mentees through grant acquisition.

**iii. Service**

- Proposes and takes on service responsibility at the CML;
- Engages in professional development activities and uses strategies learned to enhance the CML;

**c. “Meets FSU’s High Expectations” (20-29 points)**

This describes a faculty member whose accomplishments according to their assignment of responsibilities meet performance expectations during the evaluation period. These accomplishments may include the following:

**i. Research**

- Publication of significant research at normal expectations of assigned responsibilities;
- Maintaining funded projects supporting technical staff, graduate students, or post docs and adding new ones with evidence of expanding a research program of related and synergistic projects consistent with the CML mission;
- Demonstrated recognition by peers as an authority in the field of specialty through presentation at national or international events and institutions;

**ii. Instruction**

- Supervising/advising and mentoring post-docs and/or students at both the undergraduate and graduate levels, serving on M.S. and/or Ph.D. supervisory committees;
- Documented use of modern instructional and mentoring approaches and techniques,

which may include through teaching courses at FSU or other institutions consistent with assignment;

- Providing financial support to at least 1 mentee through grant acquisition.

**iii. Service**

- Proposes and takes on service responsibility at the CML;
- Engages in professional development activities and uses strategies learned to enhance the CML;

**d. “Official Concern” (10-19 points)**

This describes a Research Faculty member who has difficulty in completing assigned responsibilities during the evaluation period in a manner that is consistent with the high standards of the university.

**e. “Does Not Meet FSU’s High Expectations” (0-9 points)**

This describes a Research Faculty member who fails to meet expectations during the evaluation period according to their assignment of responsibilities.

**3. Performance metrics for Faculty III**

**a. “Substantially Exceeds FSU’s High Expectations” (40-50 points)**

This describes a faculty member whose accomplishments according to their assignment of responsibilities far exceed performance expectations during the evaluation period. These accomplishments will include the following:

**i. Research**

- Publication of highly significant research substantially above normal expectations of assigned responsibilities;
- Maintaining funded projects supporting technical staff, graduate students, and post docs and adding new ones with evidence of expanding a research program of related and synergistic projects consistent with the CML mission;
- Demonstrated recognition by peers as an internationally recognized authority in the field of specialty through presentation at national and international events and institutions and receipt of professional awards or recognition;

**ii. Instruction**

- Supervising/advising and mentoring post-docs and/or students at both the undergraduate and graduate levels, serving on M.S. and/or Ph.D. supervisory committees;
- Documented use and development of modern instructional and mentoring approaches and techniques, which may include through teaching courses at FSU or other institutions consistent with assignment;
- Providing significant financial support to 3 or more mentees through grant acquisition.

**iii. Service**

- Service is expected to take on a greater role in Research III faculty than in Research II and may be reflected in the AOR through consultation with the faculty member and Director;

- Proposes and takes on service responsibility and leadership at the CML;
- Engages in multiple professional development activities and uses strategies learned to enhance the CML;
- Takes on a leadership role outside the CML.

***b. “Exceeds FSU’s High Expectations” (30-39 points)***

This describes a faculty member whose accomplishments according to their assignment of responsibilities exceed performance expectations during the evaluation period. These accomplishments will include elements of all of the following:

**i. Research**

- Publication of highly significant research above normal expectations of assigned responsibilities;
- Maintaining funded projects supporting technical staff, graduate students, or post docs and adding new ones with evidence of expanding a research program of related and synergistic projects consistent with the CML mission;
- Demonstrated recognition by peers as an international authority in the field of specialty through presentation at national or international events and institutions or receipt of professional awards or recognition;

**ii. Instruction**

- Supervising/advising and mentoring post-docs and/or students at both the undergraduate and graduate levels, serving on M.S. and/or Ph.D. supervisory committees;
- Documented use of modern instructional and mentoring approaches and techniques, which may include through teaching courses at FSU or other institutions consistent with assignment;
- Providing financial support to 2 or more mentees through grant acquisition.

**iii. Service**

- Service is expected to take on a greater role in Research III faculty than in Research II and may be reflected in the AOR through consultation with the faculty member and Director;
- Proposes and takes on service responsibility at the CML;
- Engages in professional development activities and uses strategies learned to enhance the CML;

***c. “Meets FSU’s High Expectations” (20-29 points)***

This describes a faculty member whose accomplishments according to their assignment of responsibilities meet performance expectations during the evaluation period. These accomplishments may include the following:

**i. Research**

- Publication of significant research at normal expectations of assigned responsibilities;
- Maintaining funded projects supporting technical staff, graduate students, or post docs and adding new ones with evidence of expanding a research program of related

and synergistic projects consistent with the CML mission;

- Demonstrated recognition by peers as a national (US) authority in their field of specialty through presentation at national or international events and institutions;

**ii. Instruction**

- Supervising/advising and mentoring post-docs and/or students at both the undergraduate and graduate levels, serving on M.S. and/or Ph.D. supervisory committees;
- Documented use of modern instructional and mentoring approaches and techniques, which may include through teaching courses at FSU or other institutions consistent with assignment;
- Providing financial support to at least 1 mentee through grant acquisition.

**iii. Service**

- Service is expected to take on a greater role in Research III faculty than in Research II and may be reflected in the AOR through consultation with the faculty member and Director;
- Proposes and takes on service responsibility at the CML;
- Engages in professional development activities and uses strategies learned to enhance the CML;

**d. “Official Concern” (10-19 points)**

This describes a Research Faculty member who has difficulty in completing assigned responsibilities during the evaluation period in a manner that is consistent with the high standards of the university.

**e. “Does Not Meet FSU’s High Expectations” (0-9 points)**

This describes a Research Faculty member who fails to meet expectations during the evaluation period according to their assignment of responsibilities.

**ADMerit increase procedures**

When Florida State University provides an opportunity for faculty merit increases, the allocations and amounts of merit increases for the CML portion of those increases will be allocated by the Director. The Director will follow all guidelines provided by the Office of the Provost and Vice President for Research and in accordance with the Collective Bargaining Agreement. In addition, and when not in conflict with those guidelines, the Director will adhere to the following practices:

1. Ranking based on recent Annual Evaluations - The recommendations by the Director shall be based on the last three Annual Evaluations for each Faculty member, according to their respective Assignment of Responsibilities. In addition, the Director may consider previous merit increases and other matters of equity. For faculty with fewer than three annual evaluations, merit assessment will be based on the years available. Only faculty that have completed one or more full years of service may be considered for merit raises or bonuses.
2. Ranking Structure & Merit Distribution - Merit raise distributions will be awarded to faculty receiving evaluations of ‘substantially exceeds’, ‘exceeds’, and ‘meets’ FSU’s high expectations. Merit raises will be in amounts proportional to the faculty member’s average

evaluation scores, averaged over the last three years of service or as long as available (greatest for 'substantially exceeds' and least for 'meets'). Scores will be combined by weighting each area score (research, instruction, service) relative to the assignment. No Merit increases will be awarded to those whose scores place them in the overall evaluation ranks of 'Official Concern' or 'Does not Meet FSU's High Expectations'.

### Appendix III. CML Faculty Advancement & Promotion

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.

Promotion criteria and procedures are consistent with Article 14 and Appendix J of the [FSU-BOT UFF Collective Bargaining Agreement](#), in generating specialized faculty (in-unit and out-of-unit) promotion recommendations. Principles and procedures in [University Criteria for Specialized Faculty Promotion - Faculty Handbook, Section 5](#) must be followed. This section documents CML standards and procedures for recommending research faculty for promotion, and is intended to supplement University-level guidance (<https://fda.fsu.edu/faculty-development/promotions-for-specialized-faculty>).

Research Faculty I nearing the end of their 4<sup>th</sup> year in rank are eligible to prepare promotion binders following University guidelines for promotion in their 5<sup>th</sup> year of employment. It is recommended that the Faculty member consult with their Faculty Mentor and the Director to determine their readiness for promotion at that time.

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 an Advancement Promotion Committee (APC) comprised of the Research Faculty Evaluation Committee (RFEC) and the CML Director. To assure the APC is appropriately composed for each applicant, an additional member will be recruited from an academic department where the applicant advises graduate students if none is on the committee at that time. The Director will consult with the RFEC Chair to recruit additional members, when necessary. The APC will forward their recommendations of faculty ready to apply for promotion at the end of the annual evaluation period (generally in the first week of April) and the Director will request applications from the candidates at the time of submission of their annual evaluations to the Office of the Vice President of Research. The application file will be due within 60 days of the Director's request for applications.

All CML Faculty are considered FSU 'specialized faculty'. Therefore, all promotion binders must follow the guidelines provided by the Office of the Vice President for Faculty Development and Advancement for specialized faculty in the year of application for promotion (<https://fda.fsu.edu/faculty-development/promotions-for-specialized-faculty>).

- A. Committee recommendations regarding promotion.** The APC shall meet to review the binder and prepare a report and recommendation for the Director to be used in preparation of their recommendation for the Vice President of Research. Unless other considerations prevail, the format of the APC report may be as follows:

*“The Advancement and Promotion committee reviewed the Dr X’s progress toward promotion. A majority of the committee expressed that the candidate’s binder provided evidence that the candidate met (did not meet/exceeded/far exceeded) the norm for their discipline in the area of research (similar sentences can be used for instruction and*

*service). Comments were made regarding the candidate's strength/weakness in the area of\_\_\_\_, as evidenced by\_\_\_\_.”*

The APC shall meet to discuss the progress of candidates towards promotion. Discussion shall be limited to the contents of the binder according to University guidelines. The recommendation of committee members will be communicated by secret ballot and accompanied by a narrative summarizing the meeting of the Committee. These will be submitted to the Director by the APC Chair at a meeting where the APC process and recommendations are discussed.

**B. Director’s letter for the promotion binder.** The Director’s letter will summarize the APC recommendation, put in context the outside letters, and then give their recommendation for the Vice President of Research. The candidate will have the opportunity to review their binder AFTER the Director’s letter has been inserted and may insert a letter to rebut criticisms raised in the Director’s letter and to comment on the APC faculty vote, should they wish to do so.

Procedures for requesting outside letters for promotion:

1. Requests for outside letters will be sent out no later than mid-May to ensure timely arrival. A minimum of three letters are required for the application to proceed and it is the responsibility of the Director to obtain these letters.
2. The candidate will submit a list of potential outside referees as well as a list of individuals who should NOT be contacted as potential referees. The credentials of these reviewers should meet minimum criteria established by the Provost’s office and Vice President for Research.
3. The Director will consult with the RFEC and candidate’s Mentor to choose a set of external referees independent of the candidate’s list.
4. The Director will solicit a minimum of six letters of evaluation of the candidate by the deadline for initial invitations that are equally distributed from their list and the candidate’s list (or in any balance required by the Provost’s guidelines and the Vice President for Research).



## **Appendix IV. Faculty Mentoring Program**

The Faculty Mentoring Program assists new faculty members to adjust to work at FSU and the CML. 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 the CML Director all taking an active role in the acclimation process.

### **A The Responsibility of the Director**

As soon as the appointment is made, the CML Director assigns a mentor. For faculty appointed as Associate or Full Research Scientists, 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.

### **B. The Responsibility of the Mentor**

The mentor should contact the new faculty member in advance of their arrival at FSU and meet with them 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.

### **C. The Responsibility of the New Faculty Member**

The new faculty member should keep their 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 their mentor the opportunity to review and critique drafts. It is the new faculty member's responsibility to schedule meetings with their mentor, with a suggested frequency of unofficial evaluation twice in the first year and once a year thereafter.

### **D. 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.

## **1. 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 and analyze 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.

## **2. 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.

## **3. 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

## **4. Changing Mentors**

In cases of changing commitments, incompatibility, or when the relationship is not mutually fulfilling, either the new faculty member or mentor should seek confidential advice from the CML Director. 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.

## **5. 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?

## Appendix V. Officers

### A Director

Authority and duties of the Director

1. The Director shall serve as the chief administrative officer of the CML.
2. The Director shall call and preside over faculty meetings and prepare agendas for such meetings.
3. The Director and CML faculty shall establish committees for the conduct of CML affairs, as provided in sec III.A.
4. The Director shall report at each routine faculty meeting the actions he or she performs in administering CML affairs.
5. The Director shall be responsible for keeping a personnel evaluation file for each CML faculty member.
  - a. The Director shall work with CML Faculty to establish their respective Assignments of Responsibilities.
  - b. The Director shall apprise annually, in writing, each CML faculty member who is eligible for promotion of their progress toward promotion with input from the CML Research Faculty Evaluation Committee (RFEC).
  - c. The Director shall provide an annual written evaluation narrative to each faculty member that includes a statement about the faculty member's progress toward promotion, along with the Annual Faculty Evaluation Summary form in accordance with Appendix II of these bylaws.
  - d. The Director shall discuss the annual evaluation summary and narrative with the faculty member concerned, who may attach to the Annual Faculty Evaluation Summary Form any statement he or she desires and who may appeal the evaluation to the Vice President of Research.
  - e. The Director shall forward the request for Graduate Faculty Status (GFS) or Co-directive status, as appropriate, for CML Research Faculty to the GFS-issuing departments for evaluation. The Director shall also make recommendations to the GFS-issuing department concerning the termination or restriction of GFS or co-directive status for any CML Faculty member.
6. The Director, serving as principal financial officer of the CML, shall:
  - a. Supervise receipt and expenditures of all money;
  - b. Prepare an annual operating budget, which the Director shall present to the faculty at a faculty meeting as early in the academic year as circumstances permit;
  - c. Prepare an annual financial report, which will be presented to the members of the CML as soon as is practicable after the end of the fiscal year.
7. The Director shall supervise and coordinate the recruiting of new faculty members.
8. The Director, after receiving recommendations of the RFEC, shall make recommendations for faculty salaries to the Vice President for Research.
9. Except when provided for otherwise, the Director or the Director's designee shall serve as liaison officer and CML representative to officers and bodies outside the CML.

## **B Associate Director of Research**

The Director shall appoint a faculty member of the CML to serve as Associate Director of Research (ADOR) on a three-year, renewable basis. Authorities and duties of the ADOR are listed below.

2. The ADOR shall have oversight of scheduling 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 CML, FSU, and visiting scientists. This includes the use of communal laboratory spaces relative to need and timeframe of use. The ADOR shall coordinate requests for scientific equipment purchases that support the needs of CML scientists.
4. The ADOR shall review and approve research plans submitted by scientists applying to work at the CML to ensure compliance with state and federal permitting requirements, animal care and use committee (ACUC) protocols. The ADOR is charged to coordinate CML field research to avoid overlapping or conflicting use of field sites and assure that CML work has no adverse environmental impacts.
5. The ADOR shall ensure that ACUC protocols for the laboratory are submitted in a complete and timely fashion. The ADOR or a designated alternate is expected to participate in all ACUC on-site reviews of the CML.
6. The ADOR and Director shall lead in developing facilities-improvement proposals for the lab to ensure timely completion of proposal requirements and submission.
7. In the Director's absence, the ADOR shall have the ability to sign for the Director, and represent the CML in all laboratory functions and meetings as requested by the Director.

## **C Assistant Director**

Duties of the Assistant Director (AD) are:

1. The AD shall have oversight of the day-to-day operations of the CML physical plant under the direction and supervision of the Director.
2. The AD shall act as the immediate supervisor of CML support staff and participate in all planning and meetings related to CML construction, maintenance, and physical plant operations.
3. The AD shall report to the Director about all CML physical plant and operations issues promptly as they arise and work closely with them to plan actions in response. In the event of a disagreement on responses, the Director shall have final decision on all such actions.