Department of Molecular Biosciences

Departmental Governance
Version 3.2

Approved by:
Members of the Department of Molecular Biosciences
25th October 2024

Approved by:
Provost's Office
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1. PREAMBLE

The Department of Molecular Biosciences (MBS), as an independent department of the College of Arts and Sciences of the University of South Florida, will be governed by the following by-laws that do not supersede the Policy statements of the University of South Florida or the by-laws of the College of Arts and Sciences and the UFF-Board of Trustees Agreement.

This Department is not currently a multi-campus unit. If departmental faculty are hired at branch campuses, we will modify our governance and T&P documents to ensure that those faculty are included in matters of faculty governance and Tenure & Promotion to ensure they have voice in departmental issues. We recognize the principles of equity of assignment, resources, and opportunities of faculty across a multi-campus university.

2. FACULTY

2.1. Tenured/Tenure Track Faculty

A. The tenured/tenure track faculty consist of those individuals employed full time and specified by the University as tenured or tenure earning in the Department of Molecular Biosciences (MBS).
B. New tenured/tenure track faculty within MBS shall be appointed with the advice and consent of a majority vote of MBS faculty (tenured/tenure track and non-tenured faculty). A majority vote is defined as a majority of votes cast.
C. Associate faculty who have joint appointments in other units shall be considered voting members of MBS if 50% or more of their assignment is administered through MBS.
D. Faculty members on leave from MBS shall retain voting rights in decisions on retention of the Chair of MBS, tenure and promotion decisions (if tenured) of MBS faculty and amendments to this governance document. The chairperson of the MBS Faculty Advisory Committee shall notify the tenured/tenure track faculty on leave of the circumstances requiring their response and request that they respond in a timely fashion as specified by the Faculty Advisory Committee.
E. The performance of tenured/tenure track faculty within MBS shall be reviewed annually as specified in section 5.2.

2.2 Non-Tenure Earning Faculty

A. The non-tenure earning faculty shall include University-recognized faculty positions such as Scientist, Associate Scientist, Assistant Scientist, Instructor (levels 1, 2 or 3), Research Professor (Assistant, Associate or Full) and Lecturer.

B. Non-tenure earning faculty shall be appointed with the advice and consent of a majority vote of MBS faculty.
C. Non-tenure earning faculty shall be appointed on the basis of criteria established by MBS faculty and function according to regulations established by MBS. Continuing (permanent) Instructors shall have the same voting rights as tenured/tenure track faculty. Other non-tenure earning faculty shall vote in an advisory role only.
D. The primary responsibility and function of instructors and lecturers within MBS shall be teaching.
E. The performance of non-tenure earning faculty shall be reviewed annually as specified in section 5.2.

2.3 Adjunct Faculty

A. Temporary faculty may be appointed by the Chair of MBS when required for teaching responsibilities for a limited period of time.
B. The MBS faculty shall be advised of the appointment and its basis as soon as it is made.
C. All appointments of adjunct faculty shall be made in accordance with the University guidelines that specify proper verification of academic qualifications and expertise.
D. Adjunct faculty will not have voting rights within MBS.

2.4 Courtesy Faculty

A. Courtesy faculty appointments shall be recommended to the Dean of the College of Arts and Sciences by the Chair of MBS for persons collaborating in research, visiting the department on sabbatical leave or similar arrangements. Tenured/tenure track faculty shall be advised of any such appointments.
B. Courtesy faculty will not have voting rights within MBS.

2.5 Emeritus Faculty

A. Emeritus faculty shall have the same rights as tenured/tenure track faculty but will not have voting rights.

2.6 Faculty Affiliates

A. A Faculty Affiliate Appointment is an unpaid appointment in MBS. Affiliate Faculty have a primary paid appointment in another USF academic unit.
B. A Faculty Affiliate Appointment may include special academic privileges in MBS.

C. Faculty Affiliate designation should be used for individuals whose credentials would warrant appointment as a member of the faculty and who are or will participate in a meaningful way in one of MBS's programs.
D. To seek a Faculty Affiliate Appointment, a formal application must be made, using the appropriate HR form and accompanied by an affiliate offer letter and CV. The application must be approved by the MBS chair and CAS Dean's Office.
E. A Faculty Affiliate member may be appointed for up to five years. In all cases, when an affiliate faculty appointment expires, a new affiliate appointment request form must be submitted and approved prior to the start of the new appointment and a new appointment letter issued.
F. Retired or emeritus faculty are not eligible for affiliate appointments.
G. Affiliate Faculty have no rights under MBS governance.

2.7 Honorary Faculty

A. The purpose of honorary positions in MBS is to enhance our student research training experience and deepen their understanding of the scientific process by exposing them to well-established, world class researchers. Honorary faculty status establishes closer links between our students, faculty and the honorary faculty, not least through the regularity in onsite visits to the department.
B. Honorary faculty will be listed on the MBS website and related materials, where appropriate. Once a semester, on a rotating basis, an honorary faculty will be invited to visit USF to attend a full day of events (travel and accommodation met by MBS). The visit will include meetings, celebrations and presentations. The presentation will be widely advertised and open to the entire university. There will be meetings with undergraduate and graduate students, informal discussions with faculty, lunch with representatives from across MBS, and a tour of our labs.
C. Candidates for honorary status are nominated by the faculty to the chair of MBS for review and a decision.
D. Honorary faculty will not have any rights under MBS governance.

3 CHAIR OF MOLECULAR BIOSCIENCES

3.1 Selection

A. Candidates for the Chair of MBS may be recommended to the Dean of the College of Arts and Sciences by the MBS faculty from an internal search whereby tenured faculty members (Associate or Full Professors) within MBS are recommended.
B. Tenured/tenure track and non-tenured faculty can nominate tenured MBS faculty (Associate or Full Professor) for the Chair position. The list of names

shall be submitted to the Dean who will review the candidates and provide a final list of candidates to MBS. In an open meeting, MBS faculty shall vote by written ballot and the vote totals shall be submitted to the Dean as a recommendation to make the appointment.

C. The normal term of office for the Chair of MBS shall be four years.
D. The Chair of MBS shall be eligible to be nominated for additional terms and will require 2/3-majority vote of the MBS faculty and approval of the Dean.
E. The MBS faculty may recommend removal of the Chair of MBS by a 2/3-majority vote in an open meeting, by written ballot.
F. The performance of the Chair of MBS shall be reviewed by the MBS faculty on an annual basis and the results compiled by the Faculty Advisory Committee. The FAC review will be communicated to the Dean through the Chair of Biology.

3.2 Duties

A. The Chair of MBS will serve as the chief administrative officer of the Department of MBS. The Chair of MBS shall administer the operation of MBS by implementing policies established by the University, the College, the Department and MBS faculty members.
B. The Chair of MBS shall promote the activities of the MBS faculty so they can best perform their instructional, research and service activities.
C. The Chair of MBS shall serve as the official representative of the MBS faculty. The Chair of MBS shall forward the decisions made by the MBS faculty to higher administrative offices and will be the liaison between higher levels of University administration and the MBS faculty.
D. The Chair of MBS shall hold an open meeting with the MBS faculty at least three times during an academic semester (excluding summer sessions) at approximately equal intervals. The Chair of MBS shall make available on a regular basis any information that he/she and/or the MBS faculty deem appropriate to the efficient operation of MBS.
E. The Chair of MBS shall oversee the MBS budget, prepare budget requests and propose distribution and allocation. At least once a year the Chair of MBS will present an accounting of MBS income and expenses to the MBS faculty.
F. The Chair of MBS shall appoint MBS faculty to *ad hoc* committees.
G. The Chair of MBS shall meet with MBS faculty individually on an annual basis to assess performance and evaluate assignments.
H. The Chair of MBS shall appoint a tenured representative from the MBS faculty to serve as acting Chair in situations where he/she is on leave.

4 OTHER ADMINISTRATIVE POSITIONS

4.1 Director of Undergraduate Programs

A. The Chair of MBS shall appoint a tenured/tenure track faculty member or instructor to serve as the Director of Undergraduate Programs.
B. The Director of Undergraduate Programs will report to the Chair of MBS and be responsible for organizing the undergraduate programs within MBS, making recommendations to the Chair for teaching assignments, and coordinating activities of the MBS Undergraduate Program Committee.
C. The Director of Undergraduate Programs shall maintain open communications with the Director of Undergraduate Programs of the IB Department on issues related to revisions and policies of degree programs shared with IB.
D. The Director of Undergraduate Programs shall be evaluated annually by the MBS faculty and the results compiled by the MBS Faculty Advisory Committee (section 6).
E. The Director of Undergraduate Programs will serve a term of three years and can be retained in the position for additional terms following a simple majority vote by the MBS faculty in an open faculty meeting.

4.2 Director of Graduate Programs

A. The Chair of MBS shall appoint a tenured/tenure track faculty member to serve as the Director of MBS Graduate Programs excluding the Moffitt Cancer Biology Ph.D. Program.
B. The Director of Graduate Programs will report to the Chair of MBS and be responsible for organizing the graduate programs within MBS (except the Moffitt Cancer Biology Ph.D. Program), advertising and recruiting efforts, making recommendations to the Chair for teaching assistantships, and coordinating activities of the MBS Graduate Program Committee.
C. The Director of Graduate Programs shall maintain open communications with the Director of Graduate Programs of the IB Department on issues related to curricular revisions of degree programs shared with IB.
D. The Director of Graduate Programs shall maintain open communications with the Director of the Moffitt Cancer Biology Ph.D. Program on issues related to shared curricula and serve on the Moffitt Cancer Biology Education Committee.
E. The Director of Graduate Programs shall be evaluated annually by the MBS faculty and the results compiled by the MBS Faculty Advisory Committee (section 6).
F. The Director of Graduate Programs will serve a term of three years and can be retained in the position for additional terms following a simple majority vote by the MBS faculty in an open faculty meeting.

4.3 Director of the Moffitt Cancer Biology Ph.D. Program.

A. The Chair of MBS will approve the appointment of the Director of the Cancer Biology Ph.D. Program following nomination by the Moffitt Associate Center Director for Basic Research/Center Director as outlined in the Cancer Biology governance document.
B. The Director of the Moffitt Cancer Biology Ph.D. Program will report directly to the Chair of MBS.
C. The terms, duties and responsibility of the Director of the Moffitt Cancer Biology Ph.D. Program and the appointment of an Associate Director will follow the Cancer Biology Governance Document.

5 DEPARTMENT OF MOLECULAR BIOSCIENCES STANDING COMMITTEES

5.1 General Meeting Guidelines

A. Minutes of all standing committee meetings shall be recorded and distributed to the committee members for approval in a timely manner.
B. Approved minutes shall be distributed to MBS faculty and archived.
C. Standing committees shall submit a written report of their activities at the end of each academic year.
D. A quorum of simple majority shall be required to conduct the business of standing committees.
E. Meetings shall be conducted using standard meeting procedures such as *Robert's Rules of Order, Newly Revised* (10^{th} edition 2000).

5.2 Molecular Biosciences Faculty Advisory Committee (FAC)

A. The FAC is established according to the directives of the University and shall be composed of at five members, with at least four tenured/tenure track faculty members and no more than one continuing (permanent) instructor with appointments within MBS. A maximum of two members may be untenured and one of these can be a continuing (permanent) instructor. Untenured faculty may not serve as the FAC chair.
B. All tenured/tenure track faculty and continuing (permanent) instructors within MBS are eligible to be elected to the FAC (except those that have just finished their term). Election to the FAC will be through majority vote by the MBS faculty. In the event that a faculty member does not receive a majority of the votes cast, a run-off election will be held.
C. The term of service on the FAC shall be a maximum of three years. Terms shall begin at the start of the academic year and shall be staggered. The FAC shall elect a chair by a majority vote of the committee. The FAC chair shall preside

over the FAC meetings and shall serve as the liaison between the FAC committee and the Chair of MBS.

D. No MBS faculty may serve successive terms on the FAC. Exceptions can be made if there are not sufficient tenured associate/full professors in MBS able to serve on the FAC
E. All FAC members have one vote.
F. The duties of the FAC are as follows.
    a. *Annual Faculty Review Evaluation*. The FAC shall conduct the annual evaluation of faculty in consultation with the Chair of MBS and make recommendations for salary increases as required by University procedures. The FAC shall draft in consultation with the Chair of MBS, guidelines that will be used in the review process and distribute such guidelines to the MBS faculty. The FAC shall review the MBS faculty for performance in graduate and undergraduate teaching, research/scholarship, service and administration (where applicable). The FAC shall submit scores for each MBS faculty member in each review category as well as an overall score to the Chair of MBS. The review period will consist of the spring, summer and fall semesters of the calendar year, except for scholarly publications that will be evaluated on a three-year window.
    b. *Advisory Committee to the Chair of MBS and MBS Faculty.* The FAC shall counsel the Chair of MBS with regard to implementation of departmental policy and make recommendations on any matters of departmental governance it wishes to bring to the attention of the Chair.

5.3 Tenure and Promotion Committees

A. A Tenure and Promotion Committee for mid-tenure review and review of applications for tenure and promotion to the rank of Associate Professor will be composed of all tenured faculty in MBS.
B. A Promotion Committee to review applications for advancement to Full Professor will be composed of all Full Professors in MBS.
C. For Instructor Promotion, the Committee will be composed of all tenured MBS faculty members and all MBS Instructors at a higher level than the applicant.
D. The Chair of MBS may not serve on any of the MBS Tenure and Promotion Committees.
E. A faculty member on administrative assignment outside the department or sabbatical/medical leave may, upon request, be excused from Tenure/Promotion Committee service.
F. Each committee will elect a Chair who will organize the review process, call the committee meetings and ensure that all reporting/evaluation processes are carried out as outlined in the MBS Faculty Handbook, consistent with SNSM, CAS and USF Tenure and Promotion Guidelines. Any changes to the departmental T&P process outlined in the faculty handbook must be approved by the faculty.

5.4 Undergraduate Program Committee

A. The Undergraduate Program Committee (UPC) shall consist of at least two MBS faculty and the Director of Undergraduate Programs who will serve as the chair. The committee can contain one member who is on a permanent instructor line. The UPC may also contain an additional member that has an administrative appointment within the College of Arts and Sciences who serves as a consultant with no voting rights. The committee may also contain one full-time graduate student who is appointed to the committee by the Chair of MBS.
B. All MBS faculty members are eligible to be appointed to the UPC.
C. The term of service on the UPC shall be a maximum of three years. Terms shall begin at the start of the academic year and shall be staggered. The Director of Undergraduate Programs chairs shall preside over the UPC meetings and shall serve as the liaison between the UPC committee and the Chair of MBS.
D. Meetings of the UPC shall be held monthly during the academic year and or as deemed necessary by the Director of Undergraduate Programs.
E. The duties of the UPC are as follows:
    a. Review undergraduate curriculum and recommend revisions. Receive, review and present all undergraduate course proposals and course revisions to the MBS faculty.
    b. Construct and staff a course matrix in consultation with the Chair of MBS and the MBS faculty each semester.
    c. Maintain communication with the Director of Undergraduate Programs and the UPC of the IB Department on issues related to curricular revisions, policies or updates of the undergraduate handbook that affect joint undergraduate programs between MBS and IB.
    d. Maintain communication with the MBS Graduate Program Committee in issues related to TA support for laboratory courses and other pertinent issues.
    e. Provide an annual report to MBS faculty on the status of undergraduate programs at the end of each academic year.

5.5 Graduate Program Committee

A. The Graduate Program Committee (GPC) shall consist of at least two MBS faculty and the Director of Graduate Programs who will serve as the chair. The committee can contain one member who is on a permanent instructor line. The GPC may also contain an additional member that has an administrative appointment within the College of Arts and Sciences who serves as a consultant with no voting rights. The committee may also contain one fulltime graduate student who is appointed to the committee by the Director of MBS.
B. All MBS faculty members are eligible to be appointed to the GPC.
C. The term of service on the GPC shall be three years. Terms shall begin at the start of the academic year and shall be staggered. The Director of Graduate

Programs shall preside over the GPC meetings and shall serve as the liaison between the GPC committee and the Director of MBS.

D. Meetings of the GPC shall be called as needed to deal with the assigned duties.
E. The duties of the GPC are as follows:
    a. Review graduate curriculum and recommend revisions.
    b. Receive, review and present all graduate course proposals and course revisions to the MBS faculty.
    c. Develop and implement a program for advertising and promoting the graduate program.
    d. Implement a program for review of graduate applications that includes timely communication with the MBS faculty.
    e. Maintain communication with the Director of Graduate Programs and the GPC of the IB Department on issues related to curricular revisions, policies and updates of the graduate handbook that affect joint undergraduate programs between MBS and IB.
    f. Maintain records of graduate student progress and evaluations of teaching performance.
    g. Provide an annual report to MBS faculty on the status of undergraduate programs at the end of each academic year.

5.6 Cancer Biology Education Committee

A. The Cancer Biology Education Committee will include the MBS Graduate Program Director as a member and is the primary governing body of the Moffitt Cancer Biology Ph.D. Program. Its composition and duties are described in the Cancer Biology Governance Document.

5.7 Diversity, Equity, and Inclusion Committee

A. The MBS Diversity, Equity, and Inclusion (DEI) Committee shall consist of at least three members of the faculty, two graduate students, two undergraduate students, and a staff member. The DEI Committee chair will be appointed by the members of the committee.
B. The term of service on this committee shall be three years. Terms shall begin at the start of the academic year and shall be staggered to allow for continuity.
C. Meetings shall be called as needed to deal with the assigned duties.
D. The duties of the MBS DEI Committee include the following:
    a. Propose policies to the MBS faculty that seek to enable fair treatment and access to professional opportunities for all individuals, including those belonging to underserved and underrepresented groups.
    b. Advocate for creating an inclusive atmosphere in the department.

c. Suggest mechanisms to improve the representation and retention of underserved populations at all levels, including undergraduate students, graduate students, staff, and faculty.
d. Provide an annual report to MBS faculty on the status of the DEI Committee initiatives.

5.8 Formation of New Committees

A. Any MBS faculty member can propose the formation of a new departmental committee by submitting a recommendation to the Director of MBS.
B. The approval for a new committee requires a 2/3-majority vote by the MBS faculty.
C. The election/appointment guidelines and organization of a new committee shall be drafted by the FAC and submitted to the MBS faculty for review. Approval of the guidelines requires 2/3-majority vote by the MBS faculty.
D. Approved committee guidelines shall be added to the governance document consistent with the amendment guidelines outlined in section 10.

5.9 *Ad Hoc* Committees

A. The Chair of MBS shall appoint *ad hoc* committees as necessary to carry out specific assignments.

6 DEPARTMENTAL ANNUAL PERFORMANCE EVALUATIONS: PROCEDURES AND CRITERIA

A. Purpose of Annual Evaluations:

The performance of *Faculty Members* (Tenure track, Tenured, Assistant/Associate/Full Professors of Instruction, and Non-Tenure Track (i.e., Research Professors)) will be evaluated each calendar year. These evaluations will be utilized for providing constructive feedback to the faculty member including (a) progress toward prior year's goals, (b) goal setting for the upcoming year, and (c) progress toward tenure and promotion, when appropriate. These evaluative reports will also be utilized for the purpose of recognition of special achievement and allocation of merit raises. These reports contain ratings that are based on specific criteria described below.

B. Procedures of Annual Evaluations:

1. Evaluations will be conducted in accordance with the University of South Florida, College of Arts and Sciences guidelines and the USF/UFF Collective Bargaining Agreement (CBA).

2. The annual evaluation timeline is enforced by the College of Arts and Sciences; however, internal departmental deadlines for completion of the *Faculty Members'* submissions on Archivum and the *FAC* evaluative reports will be set forth by the *Chair*. These internal deadlines will be communicated to the *Faculty Members* via email and/or in a Departmental Faculty meeting early in the Spring semester. Several weeks will be provided to *Faculty Members* to assemble and submit their reports by the internal departmental deadline.

3. The MBS Chair may, at this time, also solicit input from the *Faculty Members* to consider in the evaluation of the performance of the Associate Chair, Graduate Director, Undergraduate Director, and Research Director.

4. It is the *Faculty Members*' responsibility to provide an accurate and complete evaluation package towards their annual activities by the departmental deadlines using Archivum, accessible via my.usf.edu. Materials submitted after the deadline may not be credited for annual evaluation. However, the *FAC* may communicate with the faculty member to obtain clarification regarding specific elements in the annual report, if they deem such documentation necessary to properly conduct the evaluation. If a *Faculty Member* fails to complete an annual activity report, the *FAC* and *Chair* will annotate this occurrence on the Archivum online report.

5. The *MBS Faculty Advisory Committee* (*FAC*) will review these documents and prepare narratives based on the information provided by the *Faculty Member* in Archivum, as specified under **Section D** of this document. Members of the *evaluation panel* (*FAC* and *Chair*) with conflicts of interests with members of the faculty (i.e., relatives, business/financial arrangements between member and candidate, etc.) will not participate in the evaluation of the *Faculty Member*.

6. These evaluations will include a summary report and criteria scores. The rating system of 1 through 5 will be employed in the annual evaluations in which: (a) 1 is equivalent to unacceptable, (b) 2 is equivalent to weak, (c) 3 is equivalent to satisfactory, (d) 4 is equivalent to strong, and (e) 5 is equivalent to outstanding. Scores will be independently provided for Teaching, Research, and Service. Half-scores (i.e., 3.5, 4.5, etc.) will be assigned when exceeding expectations for a specific category rating. Criteria for these scores are specified under **Section D** with allowance for flexibility. The evaluations are based on accomplishments of the academic year being assessed, with the recognition that all scholarly activity (e.g., research publications) are rarely generated every year. Evaluations for tenure-track *Faculty Members* will also include a review of progress towards tenure with recommendation for maintaining excellent progress and/or improving in needed areas.

7. These evaluative documents are next submitted to the Departmental *Chair*.

8. The *Faculty Member* will then receive notification of their completed annual evaluative report and scores. In accordance with the CBA, they will have the opportunity to appeal their evaluation report/ratings as well as provide a response on the Archivum report within a 10-day period. If *Faculty Members* believe that they are in a position of inequity, they can initiate communication via email to the *FAC* chair and the department *Chair*. The *Chair* and *FAC* will consider these requests independently, as the *Faculty Member* may have issues with one or both evaluations.

9. *Faculty Members* will be required to review and sign-off on the *FAC* and the *Chair* narrative reports with their associated ratings; signing does not mean agreement with the evaluation.

10. The *FAC* and *Chair* evaluation ratings and narratives are then submitted to the Dean in the College of Arts and Sciences, who will complete the performance assessment.

11. If a *Faculty Member*'s effort-specific rating (i.e., in any category of teaching, research, and/or service) evaluation is below 3, the *Chair*, in consultation with the *Faculty Member*, will develop a plan to remediate the deficiencies.

12. The *Chair*, in consultation with non-tenure and tenure-track faculty and tenured Associate Professors, will develop a plan with expectations towards tenure and/or promotion; such discussions will take place annually to ensure appropriate progress is being made towards these career goals.

C. Basis of Annual Evaluations:

1. The annual evaluation will be based on assigned duties and the materials provided in the *Faculty Members* annual evaluation package. **The criteria will accommodate faculty with different assignments (i.e., those with a 40% research assignment will have higher research expectations than those with a 20% research assignment) and those at different stages of their careers.** *Faculty Members* are encouraged to address any discrepancies between assigned and performed duties in their Annual Reports.

2. The Annual Reports will include materials required by the online Archivum system and additional materials, specified in instructions distributed by the FAC Committee, including an updated CV. *Faculty Members* are strongly encouraged to include a self-narrative of their achievements in teaching, research, and service in their report. In cases of significant disruptions to normal working conditions (documented illnesses, emergencies, etc.), faculty members will endeavor to provide useful information on the impact of the documented disruption on their work performance. If either a self-evaluation and/or explanation of disruption are provided, the FAC Committee will take these into consideration when evaluating the *Faculty Members'* performance.

3. For assigned teaching duties, *Faculty Members* must provide (a) copies of all course syllabi and student assessments, (b) grade distributions of courses taught and supervised, and (c) peer-reviewed courses received and conducted for other faculty, if any. Faculty are encouraged to describe their pedagogical aims and approaches with additional documentation of teaching effectiveness. Teaching evaluations will consider any material submitted including peer reviews and thus may not be solely based on student scores, when such information has been made available. *Faculty Members* should also include graduate and undergraduate students mentored, teaching awards received, participation in teaching workshops, and efforts in curriculum development.

4. For assigned research duties, *Faculty Members* must provide their roles and contributions to grants with the total amount allocated (active and submitted grants along with their disposition). Tenure-track members are encouraged to provide copies of their grant reviews. *Faculty Members* must also provide copies of published manuscripts. Their role and contributions to these and to manuscripts submitted/under review must also be

provided. Faculty members must also provide documentation of their contributions to presentations in conferences (international, national, regional) and disposition of any patents. Faculty members are also encouraged to provide information regarding their research agenda, publication venues, and impact of their scholarship.

5. For assigned service duties, *Faculty Members* must provide evidence of departmental, college, university and/or public service contributions. Faculty are encouraged to provide information regarding the nature, extent, outcomes, and impact of their service work.

6. For *Faculty Members* with other duties (i.e., Co-chair, Graduate Director, Undergraduate Director, Research Director, etc.), evidence of these contributions must be provided through the *Faculty Member's* narrative in terms of the nature, extent, outcomes, and impact of their effort under Other Instructional Effort (see **Section D.4**).

D. Assessment of Quality of Efforts in Teaching, Research, and Service:

D.1. Teaching

The *Faculty Member* may be involved in teaching undergraduate classes, graduate classes, laboratory classes, teaching lab supervision, and/or curriculum development. Evaluation of the *Faculty Member's* effort in this category will be commensurate with the teaching assignment of the *Faculty Member*.

Evaluation of teaching quality may include consideration to the following factors, supported with faculty documentation: (a) student course evaluations (noting the percent of students providing evaluations, class size, summary of comments, and faculty response), (b) peer faculty teaching evaluations and faculty response if conducted, (c) plans for correction for classes with low student and peer evaluations, (d) efforts to update curricula, and/or (e) development of new curricula. The FAC committee will also be cognizant to the extensive time and effort that *Faculty Members* may need to engage in to resolve dishonesty issues in the classroom. Highly effective classroom teaching refers to teaching which guides students in the acquisition of knowledge, in the fostering of critical and creative thinking skills, and in the development of communication skills. Highly effective teachers use effective course design, rigorous course assessments, and fair evaluation of student work. Enhancement of teaching and innovation may include use of tools from workshops/trainings, course modifications, and new instructional technologies. Contributions to departmental teaching needs refers to doing extra preparation or work with respect to programmatic needs with sacrifices to one's own teaching preferences. Extra preparation/work also refers to teaching large enrollment classes in the absence of teaching assistants.

Evaluation of research supervision quality may include consideration to the following factors, supported by faculty documentation of: (a) mentoring of undergraduate students includes but is not limited to honors thesis, independent study students (i.e., *Faculty Members* need to provide a list of undergraduate students assisting with research projects and any publications or presentations for which these students are authors), (b) mentoring of graduate students and post-doctoral scholars (i.e., *Faculty Members* need to provide a list of graduate students and post-doctoral scholars for whom they are acting as thesis or dissertation chair, and any publications or presentations for which these personnel are

authors), (c) assessment of mentoring quality (i.e., assessment of progress of graduate students toward their degree such as qualifying exam, successful thesis or dissertation defense, publications and presentations) and progress of post-doctoral scholars toward career goals (e.g., publications and presentations)), and/or (d) service on thesis and dissertation committees such as those involving NT-MS, MS, and Ph.D students, which includes grading of written qualifying examinations (i.e., *Faculty Members* (Tenure-track and Tenured Professors as well as Professors of Instruction) need to provide a list of graduate students for whom they are acting as (non-chair) committee members).

Overall evaluation of teaching will be based on the following 6 categories of activities during the calendar year:

(1) Peer and/or student evaluations (≥ to average departmental/college ratings and/or generally positive comments). Student evaluations will be considered in light of factors that have been demonstrated to have negative impacts that are independent of teaching skills and course content (i.e., class size, etc.). In reference to factors (gender, age, race, etc.) affecting student teaching assessments (https://www.insidehighered.com/news/2022/10/31/ratings-and-bias-against-women-over-time), the FAC committee is cognizant of such issues. The FAC committee will consider these and other relevant issues in the evaluations.

(2) Attending teaching workshops (can include workshops, seminars, conferences on education, etc.) to learn about best practices and how to implement them, or leading such a workshop.
(3) Developing a new class or substantially improving an existing class with updates to the curriculum and/or content delivery to match best practices for learning outcomes.
(4) Evidence of sustained use and content updates consistent with best pedagogical practices.
(5) Supervising undergraduate and graduate students (and post-doctoral fellows) in the research lab.
(6) Supervising lecture teaching assistants, lab teaching assistants, and adjunct instructors.

*Teaching related awards can also be considered in the annual assessment of teaching.

Criteria for Ratings:

Score of 5 = the evaluative year included activities that show the following effort in at least **two** of the above categories. There needs to be evidence of *highly effective* classroom teaching and *engagement* to one other teaching activity (teaching innovation/enhancement, curricular development, effective student mentoring, etc.).

Score of 4 = the evaluative year included activities that show the following effort in at least **two** of the above categories. There needs to be evidence of *reasonably effective* classroom teaching with *engagement* to one other teaching activity (teaching innovation/enhancement, curricular development, effective student mentoring, etc.).

Score of 3 = the evaluative year demonstrates *reasonably effective* classroom teaching in the absence of other activities.

Score of 2 = the evaluative year **includes consistently poor teaching evaluations.**
Score of 1 = the evaluative year demonstrates **no** evidence of efforts (or improvement) in any of the above categories. This category also indicates **serious issues with fulfilling teaching responsibilities (lack of attendance, lack of communication with students, lack of grade submission).**

D.2 Research

Evaluation of research and scholarship efforts of *Faculty Members* will be based on activities described in the following three categories including, but not limited to*:

(1) Proposals, Grants, and Fellowships:
   a. PI, Co-PI, Subcontract
   b. Role in proposal writing and research undertaken
   c. Allocation of the grant funds to the faculty member
   d. Multi-year, national, regional, or internal grants
   e. Status: awarded, under revision, scored/unscored (with summary statement quality of reviews)
   f. Other research-related awards

(2) Presentations:
   a. Invited seminars and talks
   b. Poster presentations
   c. Role of the faculty member (i.e., presenter, a collaborator, a mentor, etc.)

(3) Publications:
   a. Status: Published, Accepted, under Revision, Submitted (date and journal provided)
   b. Quartiles and impact factor
      i. In reference to Journal impact factors (https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4967953/), the FAC committee is cognizant of such issues. The FAC committee will consider these issues in the evaluations.
   c. Authorship Position and Contributions
   d. Other creative works (i.e., patents)

**Other indicators of esteem for research may include: consultancy roles, membership of (and role in) national and international consortia, election to esteemed bodies, active grant and manuscript reviewing, active editorial board membership. (Evidence for the above must be provided.)

Outstanding research (equivalent criterion score of 5) consists of making a substantial contribution to peer-reviewed scholarship in the faculty member's research area of expertise. *Faculty Members* are expected to have sufficient funds to support their own research program enabling support of graduate students in their own laboratories. The FAC Committee will be cognizant to the diversity of grant funding amounts (grant amounts required to support one's research fully; based on research area), diversity of number of publications (multiple small publications versus one large publication and types of

publications), and the diversity in the time required to publish (publication possible within a short span of time compared to longer time period to complete the required work) based on the faculty member's area of research. In this regard, it is the responsibility of the faculty member to provide sufficient detail within the research narrative (e.g., grant expenditures, quality/impact of publications, contributions to collaborative studies, etc.) that will help the FAC Committee to assess each individual case fairly.

*N.B. *Faculty Members* must review the Tenure & Promotion (T&P) criteria for expectations for grant funding and number of publications towards a successful T&P process.

** Flexibility in criteria – Consideration will be given to number of grants submitted as PI, papers submitted/under revision, etc. Number of grant submissions will be assessed together with quality of scores/reviews. Efforts to publish (manuscripts submitted, under review, under revision, etc.) will also be considered, in the absence of published manuscripts for the evaluative year.

Criteria for Ratings:

Score of 5 = the evaluative year included achievement in **all of the above three** categories described above including a PI-led grant to support the faculty's research program along with a corresponding author manuscript (or more than one co-author paper) and a scientific conference presentation (can be either a student or a faculty presentation).

Score of 4 = the evaluative year included achievement in **two** of the above categories of products described above including submission of ≥ 1 large multi-year grant(s) along with publishing a paper or a presentation (can be either a student or a faculty presentation).

Score of 3 = the evaluative year included achievement in **two** categories of products described above including submission of a grant proposal with efforts in manuscript preparation.

Score of 2 = the evaluative year included achievement in **one** category described above (i.e., preparation/submission of a grant proposal or a manuscript under review).

Score of 1 = the evaluative year demonstrates **no** evidence of research efforts in any of the above categories. This category also indicates **serious issues with fulfilling research responsibilities.**

D.3 Service

For a *Tenure-track Faculty Member* to merit a criterion score of 5, this consists of making a *fair contribution* serving in the operation of a faculty member's university (i.e., one departmental committee) and professional communities (i.e., a manuscript or a grant review). For a *Tenured Faculty Member* to merit a criterion score of 5, this consists of *serving* in the operation of a *Faculty Member's* university and professional communities (i.e.., through multiple engagements). *Faculty Members* serving as regular members on

prestigious grant review panels (i.e., NIH study section panels) or leadership roles that are associated with a substantial time commitment are recognized and hence, not penalized for nominal service on internal committees.

Evaluation of service duties of *Faculty Members* will be based on activities described in the following three categories including, but not limited to:

a) Service to the university. This category includes but is not limited to departmental committees, college committees, school committees, and university committees. The role of the faculty member on these committees will be considered (i.e., chair versus member roles). Mentorship of junior faculty in/outside of MBS will also be recognized.
b) Service to the *Faculty Members*' scientific and professional community. This category includes but is not limited to review of grant proposals (i.e., membership in proposal panels), editorial activities, peer-review of manuscripts and/or textbook chapters, leadership activities in international professional organizations, and organization of conferences/symposia.
c) Service to the community. This category includes but is not limited to community outreach activities (judging science fairs and presentation to community members) and partnerships.
d) Service to students. This category includes but is not limited to mentorship of clubs, letters of recommendations, or providing career counseling outside of typical instructional responsibility.

Criteria for Ratings:

Score of 5 = the evaluative year included **contributions** to activities from **at least two of the above** (out of the **above four**) categories which must include *engagement to both* the University and Professional Community. Please see above for differences between Tenure-track and Tenured *Faculty Member.* For Professors of Instruction, the diversity in service duties will vary and may include a heavier commitment to service to students and the community. The FAC will be cognizant of these variations in service duties and will take these into consideration.

Score of 4 = the evaluative year included activities from **two** of the **above four** categories described above, of which one included engagement to either the University or Professional Community (*Faculty Member did not participate in both* University and Professional service).

Score of 3 = the evaluative year included activities from **one** of the categories described above.

Score of 2 = the evaluative year included activities from **one** of the categories described above, but this **service was compromised by lack of participation and/or attendance**.

Score of 1 = the evaluative year **did not include any service** including that at the departmental level.

D.4 Other Instructional Effort

Leadership duties (i.e., associate chair, graduate director, undergraduate director, research director, etc.) are assessed in this category. Evidence of these contributions must be provided in the *Faculty Member's* narrative in terms of the nature, extent, outcomes, and impact of their effort.

Criteria for Ratings:

Score of 5 = this rating during the evaluative year involves performing required duties pertaining to the position. This score also reflects overall **generally positive comments** from departmental faculty.

Score of 4 = this rating during the evaluative year involves performing required duties pertaining to the position. **Minor concerns** are noted from departmental faculty.

Score of 3 = this rating during the evaluative year involves commitment to the required duties pertaining to the position but with **major concerns** from departmental faculty.

Score of 2 = this rating during the evaluative year reflects **lack of demonstrable commitment** to required duties and **major concerns** from faculty.

Score of 1 = this rating during the evaluative year reflects **complete lack of fulfilment** of the required duties.

D.5. Overall Ratings

The overall final rating is determined by multiplying the final quantitative score in each category respectively by the documented percent effort with all scores added together.

For example, an assignment of 50% Teaching, 40% Research, and 10% Service receiving scores of 4, 3, and 5 respectively would have a rating calculation as follows:

4 x 0.5= 2

3 x 0.4= 1.2

5 x 0.1= .5

Final Score of 3.7 out of 5

For those with Director positions (Graduate/Undergraduate Research), teaching effort will be reduced by 20% (this amount can be variable based on agreed percent effort of director assignment) with Other Instructional Effort included in the annual review at 20% and final overall rating determined as described above.

Final quantitative score may be adjusted by the Faculty Advisory Committee due to non-academic circumstances that may have been encountered by the faculty member such as health or personal matters interfering with work performance for reasons.

7 FACULTY MEETINGS AND VOTING POLICIES

A. Open Faculty Meetings of the MBS faculty shall be held at least three times during an academic semester (excluding summer sessions) at approximately equal intervals. The Chair of MBS shall preside over the meeting.

B. The Chair of MBS may call additional meetings as needed or at the written request of 1/4 of the MBS faculty.
C. The Chair of MBS shall prepare an agenda for meetings and have it distributed to the faculty at least one day prior to the scheduled meeting.
D. Issues not on the original agenda may be added to the agenda at the beginning of the meeting by request of 1/4 of the MBS faculty present.
E. A simple majority of voting MBS faculty shall constitute a quorum.
F. Meetings shall be conducted using standard meeting procedures such as *Robert's Rules of Order, Newly Revised*.
G. Votes shall be decided by a simple majority unless specified by guidelines in other sections of the governance document.
H. All MBS faculty with voting rights shall have one vote.
I. At the request of any MBS faculty member a vote shall be conducted by secret ballot.
J. Proxies for MBS faculty unable to attend the meeting must be provided in writing and shall only be accepted if the question being voted on is available in writing prior to the faculty meeting.
K. Minutes of general faculty meetings shall be recorded and distributed to the faculty in a timely manner. All minutes shall be archived.

8 FACULTY CONCERNS

A. Nothing in this document shall be construed as preventing a tenured/tenure track faculty, non-tenure earning faculty or adjunct faculty member or group of faculty members from approaching the Chair of MBS or chairperson of a departmental committee with concerns or matters requesting consideration.

9 AMENDMENTS

A. The Statement of Departmental Governance may be amended at any regular meeting of MBS provided that the specific amendment has been submitted in writing with the meeting agenda at least three days prior to the meeting.
B. A 2/3-majority vote of total voting MBS faculty is required to amend this document.
C. Written proxies, sealed and delivered to the Chair of MBS prior to the meeting will be allowed when amending this document.