

**THE OPERATING PAPER
OF
THE DEPARTMENT OF PLANT BIOLOGY**

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This Operating Paper describes the Governance Procedures for the
Department of Plant Biology, Southern Illinois University at Carbondale.

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I. MISSION OF THE DEPARTMENT OF PLANT BIOLOGY

The importance of plants and the study of their biology cannot be overstated. Plants are the only source of oxygen, food and shelter essential for most living organisms on the planet earth. The Plant Biology program has three components: the organization and dissemination of known knowledge about plants and their life processes (the teaching component); the discovery of new knowledge about plants and their life processes (the research component); and the utilization of knowledge (new and old) about plants and their life processes to improve life, the environment and society as a whole in southern Illinois, the state, the nation and the world (the service component).

As a program in a comprehensive, graduate level University, emphasis is placed upon the teaching and research components. Teaching is regarded as the essential means of disseminating information about the plant world not only to our majors but also to other disciplines and programs in the university community. The departmental faculty, graduate Students and curriculum are vital components of the interdisciplinary Biological Sciences Program and the University Core Curriculum. Research in plant biology utilizes the unique characters of plants and their cells to help answer questions regarding the nature of plants, their place in the natural environment and relationship to society, and their usefulness in understanding basic life processes. In addition, the program provides a stimulating environment for the training of future teachers, technicians and researchers. The service component is vitally important in linking our department and university to the public and industrial sectors as well as the educational and scientific sectors through the dissemination of information about plants.

The training of plant biology majors is directed toward satisfying both long and short- term demands for professional plant scientists. The program will retain strengths in all basic areas of the discipline so as to provide a strong but flexible educational base (with emphasis on application of appropriate current technologies) for a Student body with diverse interests and career aspirations. The Plant Biology program will be responsive to the changing educational priorities of the Students, the University, the state and the nation.

II. MEMBERS OF THE DEPARTMENT

Persons with the following qualifications are considered members of the Department:

- A. Any member of the University Faculty who has a full, part time, or Emeritus appointment in the Department.
- B. Research Faculty with either full- or part-time appointment in the Department.
- C. Visiting professors and postdoctoral fellows with either full- or part-time appointment in the Department.
- D. All other full or part-time employees of the University in the Department but not described in Article II.A-C.
- E. Graduate Students admitted by the Department (and the Graduate School) to the Department Graduate Program.

- F. Undergraduate Students coded by the Registrar as majors in the Department.

III. VOTING MEMBERS OF THE DEPARTMENT

The following members of the Department are considered to be voting members of the department:

- A. All assistant professors, associate professors, and professors with tenure track appointments who have a 100% appointment in the Department.
- B. Full-time, non-tenure track Instructors, Research Faculty, and individuals holding part-time (0-99%) appointments in the Department as an assistant professor, associate professor, or professor may be made voting members by a majority vote of the Faculty holding voting rights.
- C. The Departmental Chair is a voting member.
- D. For purposes of determining a quorum and number necessary to pass motions, voting faculty with less than 100% appointment to the department will not be counted unless they are present at the meeting.
- E. For routine, day-to-day business meetings, those voting members not present on campus, i.e., not in residence (e.g., traveling, on sabbatical or sick leave), will not be counted as voting members when determining the number required for a quorum.
- F. For meetings such as, but not limited to, those considering promotion, tenure, or hiring of the chair or new faculty, members not present on campus will be counted as voting members. Attempts should be made to inform these people in a timely fashion of the agenda of such meetings. They may cast their informed votes by proxy or by phone. If faculty do not wish to be counted as voting members while absent, they should inform the chair of this in writing before they leave.
- G. Whenever a change is made in the percentage of a faculty member's appointment in the Department, the voting rights of that member must be determined by the voting Faculty. (The member(s) involved are disqualified from voting on this decision.)
- H. No individual who is presently a voting member of the Department shall be disenfranchised by the adoption of this operating paper. However, Article III.F will apply to all current voting members whose appointment time in the Department changes.
- I. Each voting member shall be entitled to cast one nontransferable vote while in residence.

IV. RESPONSIBILITIES OF THE FACULTY

- A. Carry out all teaching, research and service assignments as stated in the faculty member's general job description and annual job assignment, as made by the Chair, reviewed by the faculty member, and approved by the Dean.
- B. Submit an Annual Achievement Report and complete, updated curriculum vitae to the Chair by February 1 or when requested.
- C. Submit teaching evaluations to the Chair at least once each academic year.
- D. Support Departmental activities. For example, Faculty should:
 - 1. Attend Faculty meetings, unless excused by the Chair.
 - 2. Serve on committees.
 - 3. Attend Plant Biology seminar (PLB 580).
- E. Fulfill Departmental obligations by:
 - 1. Posting and maintaining office hours.
 - 2. Submitting requested information to the front office by the due date.
 - 3. Effectively advising graduate and undergraduate Students.
- F. Faculty of the appropriate rank will assist the Chair in the preparation of promotion/tenure dossiers by submitting a brief evaluation of the Candidates' record.

V. SELECTION, RETENTION, AND PROMOTION OF TENURE-TRACK FACULTY

- A. Selection of tenure-track Faculty will conform to all University rules, regulations, and procedures regarding hiring. When the Chair has been informed that a position is available in the Department, the following procedures will be implemented:
 - 1. The Chair will call a special meeting to discuss the job description of the created vacancy.
 - 2. A search committee of five members will be appointed by the Chair. The members will be representative of the interests of the Department as a whole with at least one member from the area in which the vacancy is most likely to be located.
 - 3. The search committee will assist the Chair in advertising the vacancy in accord with prevailing University practices.
 - 4. The search committee will collect and organize the application documents, conduct the review of candidate dossiers, and present the credentials of the most qualified candidates (no fewer than three or more than 12) to the Faculty. The Faculty, in a special meeting, may add to or remove from the list by majority vote of the voting Faculty.
 - 5. After adequate time for review of the selected applicants' dossiers, the Faculty will vote to invite up to three of the applicants for an interview.

6. The interview is to include: seminar presentation, visitation with the Faculty and appropriate administrators, and a brief visit to the program facilities (library, etc.). If time allows, an informal meeting between the Candidate and graduate Students should be arranged.
 7. After the last invited applicant has been interviewed, the Faculty as a whole will meet in a special meeting and vote by secret, written ballot for the applicant to be offered the position. To be selected, the applicant must receive 2/3 of the votes of the voting Faculty.
 8. If no candidate receives the 2/3-majority vote, the Faculty will decide whether to eliminate one of the candidates and re-vote. If re-vote is not acceptable, the search committee will continue selecting candidates for interview from the list already available (as above) or re-evaluate the job description and institute a new search for candidates.
 9. The recommendation(s) of the Faculty will be sent to the Dean for approval. If approved, the Dean will send an offer letter to the successful candidate.
- B. Procedures for Tenure and/or Promotion.
1. Selection of Candidates to be considered for Promotion and/or Tenure.
 - a. All individuals who are, per University guidelines, eligible to be considered for promotion and/or tenure should be informed by the Chair and, in consultation with the Chair, should decide by the first week of September whether or not to go forward for a promotion/tenure decision.
 - b. Further nominations for early promotion/tenure decisions may be initiated by any of the Faculty; with the agreement of the nominee such nominations likewise should reach the Chair by the first week of September.
 2. Responsibilities of the Candidate, Chair and the Faculty. Once the decision has been made to move a faculty member toward promotion or tenure, the Candidate, the Chair, and the faculty members of the Department are responsible for contributing various parts of the dossier.
 - a. The Candidate for promotion or tenure will:
 - (1) Assemble evidence to support his/her effectiveness in teaching, research, and service as required in the evaluation procedure as outlined below (Article V.B.3-5).
 - (2) Submit up-to-date curriculum vitae.
 - (3) Assist the Chair in organizing the dossier.
 - b. The Chair will:
 - (1) Gather and assemble the evidence and evaluations from the Candidate, faculty members, and Students.
 - (2) Use the Annual Assessments of faculty member progress to help in the compilation of the dossier. In this way, the Chair will provide an evaluation of teaching, research, and service.

- (3) Make a personal evaluation of the dossier and then fulfill the requirements of his/her office in this process as established by higher levels of administration.
 - (4) Organize the dossier with the help of the Candidate.
 - (5) Insure all deadlines are met.
 - c. After review of the Candidates' dossier, the Faculty with appropriate rank will provide the Chair with a brief evaluation of the Candidates' record. This will be used by the Chair in his/her cover letter of evaluation.
3. Evaluation of Teaching (both direct and support): Evaluation of this aspect of the assignment will include effectiveness of undergraduate and graduate classroom performance, indirect teaching activities, and/or involvement and effectiveness in the graduate program commensurate with the individual's graduate faculty status.
- a. The Chair is responsible for obtaining course evaluations from Faculty and Students (past and present) according to the procedures of the College of Science. The Candidate may contribute whatever materials s/he considers reflective of his/her teaching effectiveness.
 - b. Indirect activities to be evaluated may include writing laboratory manuals or textbooks, course syllabi, working with Students in independent projects, and efforts at self- improvement.
 - c. Graduate program involvement and effectiveness in supervising graduate Student research will be evaluated through comments from graduate faculty. Evaluations from current graduate Students will not be solicited.
 - d. A summary of the evidence relating to teacher evaluation must be appropriately presented on the common form provided by the Office of the Provost and Vice-Chancellor, and be documented with material on file in the Departmental office.
4. Evaluation of Research: Evidence of creative and/or scholarly activity should be provided. At the Candidate's discretion, and in consultation with the Chair, non-peer-review publications may be classified as Research or Service activities.
- a. Peer-reviewed publications will be considered as the most important evidence of such activity.
 - b. Other evidence of research productivity may include books; posters or demonstrations presented at scientific meetings; grants or fellowships applied for or obtained; annual reports to granting agencies; research honors; progress on current research; and other creative activities.
 - c. Evaluation of the quality of the above activities will be sought from internal and/or external professional colleagues. The list of colleagues to be involved in the evaluation process should be generated by the Candidate in consultation with the Chair. The Chair will then solicit letters from individuals on that list. This list must include evaluators not directly involved with the Candidates' research activities. Such persons should be asked to comment on the impact of the Candidate's research of scholarly progress in his/her field, and on the regard with which the Candidate's

research is viewed in professional groups. All requested letters must be included in the dossier. If the Candidate wishes the supporting letters to be submitted confidentially, s/he should indicate this to the Chair in writing at some time prior to when the letters are requested.

- d. As with teaching, evaluation of research be presented on the appropriate forms provided by the Office of the Vice President and be documented by materials in the Candidate's file.
5. Evaluation of Service (including administration, University, and public services). Service activities must be summarized and documented on the appropriate forms. The following aspects of service activity will be considered:
 - a. The role of the participating faculty member (major leadership, co-leadership, consultant, etc.), the nature of the participation (invited, assigned, or self-initiated), and the evaluation of the significance of the activity (international, national, regional, state, or local).
 - b. Activities on Departmental committees and University committees will be judged on the basis of the significance of the committee and the amount of time devoted to the committee. Effectiveness on the committee will be sought from other members of the committee.
 - c. Publications may be evaluated as research or service, at the discretion of the Candidate in consultation with the Chair. In evaluations of such services, however, the service must relate to one's profession.
 6. Material to be included for Departmental Consideration of the Dossier. The dossier will contain the following documents as part of the evidence to support research productivity, teaching effectiveness and service:
 - a. Curriculum vitae.
 - b. One copy of each publication reflecting research productivity.
 - c. A list of all publications in the curriculum vitae.
 - d. One copy of each preprint of manuscripts accepted for publication; each copy must have a letter of acceptance from the journal editor.
 - e. Titles of presentations at professional meetings (include oral, poster session, and demonstrations).
 - f. List of current active research areas.
 - g. Titles and abstracts of each external and internal grant proposal involving the Candidate.
 - h. Copies of research reports, such as annual reports to granting agencies, indicating the individual's contributions and achievements.
 - i. Letters of evaluation from Students, colleagues, teaching assistants, alumni, etc.
 - j. Teaching evaluations (Departmental, College of Science, or University form).
 - k. The effectiveness of the candidate in the graduate program, for example:
 - (1) List of accomplishments of graduate Students directed.

- (2) List of accomplishments by the Candidate which were designed to support graduate Student activities.
 - l. A list of graduate Student committees directed, participated in and/or completed.
 - m. List of the addresses of graduate students graduated that the Candidate has advised-directed (research).
 - n. List of University and Departmental committees chaired, and served on.
 - o. List of service activities with supporting evidence.
 - p. Appropriate University forms.
7. Material to be excluded from the Dossier. Promotional materials will not include any of the following:
- a. Letters of support solicited by the Candidate.
 - b. Original back-up material (publications, project reports, class outlines, student evaluation sheets, etc.) not summarized and evaluated in the dossier.
 - c. Justification of “service” as part of the assignment when it is based on the kinds of civic service which can be performed by an interested citizen.
8. Voting Procedures
- a. Completed dossiers, prepared through the joint efforts of the Chair and the Candidate, will be made available for Faculty inspection during the fall semester of each Academic year. Each faculty member will evaluate the dossier within five working days after the dossier has been made available.
 - b. After this, the appropriate voting Faculty will be convened by the Chair to vote on each nominee. Professors are eligible to vote on all nominees; associate professors are eligible to vote on nominees for promotion to associate professor. The Chair, when eligible, will vote as one of the Faculty. All tenured Faculty may vote in tenure decisions.
 - c. Following the polling of the appropriate subdivision of the Faculty, the Chair shall report the results with full and complete documentation to the Dean and candidate and concurrently provide his/her recommendation regarding the Candidate.
 - d. The Candidate shall have the right to ask the Chair for a summary statement regarding his/her evaluation of the dossier, the discussion about the dossier that occurred in the Department meeting, and the vote results.
9. Return of Dossier. Following completion of the tenure and/or promotion procedures, this file will be returned to the nominee excluding any confidential material.

VI. SELECTION, RETENTION, AND PROMOTION OF RESEARCH FACULTY

A. Responsibilities

- 1. Responsibilities for appointment are the same as those for tenure-track faculty with the exception of no requirement for teaching and/or service duties unless mutually agreed to and included in the general job description. The faculty

member's annual job assignment is made by the chair, reviewed by faculty member, and approved by the Dean.

B. Application and procedures for appointment.

1. Application must be made to the Department via a formal request in writing by the potential Research Faculty member.
2. The application should consist of a letter of application and a dossier of including the following:
 - a. a curriculum vitae
 - b. copies of representative previously published articles
 - c. a detailed description of current research activities
 - d. a summary of current research grant funding noting which grants can and will be transferred to SIUC
 - e. a summary of possible future research and potential granting agency sources
 - f. a detailed request of space, equipment, office staff service, and other resource needs
 - g. names of three references
 - h. other additional materials as requested.
3. An interview may be required if deemed appropriate by a majority vote of the voting faculty. The interview should include: a seminar presentation and a meeting with the Faculty and appropriate administrators.
4. Hiring
 - a. Selection of Research Faculty will conform to all University rules, regulations, and procedures regarding hiring. When the Chair has been informed that an application has been made to the Department, the following procedures will be implemented.
 - b. The Chair will call a special meeting to discuss the application.
 - c. After adequate time for review of the applicant's dossier and interview (if required), the faculty will vote by secret, written ballot to accept or reject the application. Acceptance requires approval by 2/3 of the votes of the voting faculty.
 - d. If accepted, the recommendation of the Faculty will be forwarded to the Chair, Dean, and Provost for approval.
5. Appointment
 - a. Appointment is on a temporary (term, non-tenured, non-tenure track) basis.
 - b. Renewal will be denied if the Research Faculty member is without salary support costs for 24 consecutive months.

C. Salary

1. Starting (base) salary will be determined by the applicant in conjunction with the Chair and approval of the Dean and the Provost.
2. Salary should ordinarily be provided via direct costs from external grants on which the Research Faculty member serves as Principal Investigator or Co-Principal Investigator. On campus collaborators may support the Research Faculty member during short gaps when funding is not available.

3. Evaluation for salary raises will follow the same evaluation criteria (guidelines) used for regular tenure-track faculty and will be made in relation to the research faculty member's general job description and annual job assignment.

D. Duties

1. Duties for Research Faculty are the same as those for tenure-track faculty with the exception of no requirement for teaching and/or service unless agreed to and included in the general job description and annual job assignment by mutual consent of the individual, the Department Chair, and Dean.
2. Participation on Graduate committees.
 - a. The Research Faculty member can participate as a member of a graduate student's research committee.
 - b. Voting rights status will be determined as noted in Article III.B.
 - c. If approved for appropriate Graduate Faculty status, the Research Faculty member may be approved for Chair/Co-Chair status by a 2/3-majority vote of the Department Faculty members holding voting rights.

E. Promotion

1. Promotion application and decisions will be made following the same guidelines, criteria, and procedures used for regular tenure-track faculty and in relation to the faculty member's general job description and annual job assignment.
2. Promotion of Research Faculty carries no tenure status.

VII. OFFICE OF THE CHAIR

A. Definition.

1. The position of Chair is a continuing appointment in keeping with the review and balloting procedures of the College of Science Operating Paper.
2. The Chair is the chief executive officer of, and the official spokesman for, the Department. S/he is responsible for the execution of policy.

B. Duties (not meant to be all-inclusive or exclusive or in order of importance) and specific functions which the Chair should perform:

1. The Chair, in consultation with the Faculty, will formulate long-range goals and short-range objectives. S/he will present an annual review and evaluation of Departmental goals, objectives, policies, plans, programs, and operating principles in the light of changed conditions and circumstances. This presentation will be made at the first faculty meeting of the Fall semester.
2. Preside at all faculty meetings. Regular meetings shall be held at least monthly (except during summer term and breaks when they will be held if and when required) with an agenda published one week before the meeting. Special meetings will be called as needed or if requested in writing by three or more of the faculty members.
3. Prepare the annual budget within Departmental procedures, including supportive evidence that the budget represents desired and realistic educational outcomes in terms of policies, goals and practical limitations.

4. Coordinate the activities of all Departmental committees.
5. Request an Annual Achievement Report and updated curriculum vitae from each faculty member. The Annual Achievement Report (due February 1) will follow the format specified by the Associate Vice President for Academic Affairs and Research; as a guideline for topics suitable for inclusion, see Article VII.B.3-7. Faculty must provide these documents to the Chair when requested.
6. Review teaching evaluations from each faculty member at least once during each academic year.
7. Attend at least one lecture of each faculty member annually. These visits should be unannounced.
8. Conduct a written, Annual Assessment of each faculty member.
 - a. In addition to the opinion of the Chair, the written Annual Assessment will include a listing of strengths and weaknesses and a list of objectives to be met during the next academic year. Supporting documents should include an updated curriculum vitae, teaching evaluations, and all other information pertaining to performance in teaching, research, and service. NOTE: The Annual Assessments will provide nearly complete documentation necessary for preparing promotion/tenure documents.
 - b. The Chair will discuss the complete Annual Assessment with the respective faculty member. Following this discussion, the Annual Assessment and supporting documents will be placed into the faculty member's file. The faculty member may provide a written response to the Annual Assessment to be entered into his/her file.
 - c. The Annual Assessments will be used by the Chair as a basis for annual salary recommendations and for promotion and/or tenure for respective faculty members.
9. Arrange for an annual meeting with the Dean to assess the progress of tenure-track professors toward tenure of each non-tenured faculty member. The non-tenured faculty member will be present during this meeting.
10. Recruit Faculty in accordance with Departmental policy.
11. Make teaching, committee and other assignments to both Faculty and graduate students.
12. Schedule all classes and coordinate all course listings with the Registrar's Office.
13. Designate an appropriate organizational structure within the Department and assign key operating functions and responsibilities.
14. Announce to the Faculty the membership and tasks of the Departmental, College, and University committees. New appointments or changes in appointments shall be announced within a week of the Chair's action.
15. Make recommendations for promotion and tenure in accordance with Departmental procedures (see Article V.B.).

16. Make recommendations for salaries and explain the basis upon which the recommendations are made to the Department before the fact.
 17. Assign Departmental space.
 18. Maintain a book of Departmental policies, minutes of all Departmental meetings and a book of notices regarding Departmental business which have been distributed to the Faculty and/or Students.
 19. Maintain a list of the graduate and undergraduate Students enrolled as Plant Biology majors.
 20. Serve as fiscal officer for all Plant Biology Department accounts and be accountable for the Departmental supplies and equipment inventories.
 21. Supervise all other employees on the Departmental payroll budget.
- C. Selection of the Chair.
1. Upon notification from the Dean of the College of Science that a vacancy exists for the Chair, a search committee will be formed from the voting members of the Department.
 2. The search committee will determine, in consultation with the Dean of the College of Science, whether the search will be internal or external.
 3. If the search is to be conducted from personnel outside the Department, procedures for selecting new Faculty (Article V.A.) will be followed in addition to the procedures outlined in Article VI.C.
 4. The search committee will advertise the vacancy according to existing University policies. Each applicant for the position will be required to submit a brief statement of their philosophy about the operation of the Department, their administrative goals and objectives, their philosophy regarding teaching, research, and service, and their proposed method to develop budgets. In addition, each candidate will be asked to provide evidence of appropriate experience for the position of Chair.
 5. The search committee will organize and circulate the curriculum vitae, statement of philosophy and supporting documents of the applicants. After adequate time for review of the selected applicants' dossiers, the Faculty will vote to seek permission to interview up to three of the applicants.
 6. The search committee will generate and distribute a list of specific questions the candidates to be interviewed can consider in advance. The list is to be given to the candidates at least two weeks prior to their departmental interview. Candidates may expect to be asked to respond to these, and other, questions during their interview.
 7. Each candidate will be interviewed by the Dean, the Chair, and by each of the departmental faculty members. In addition, others specified by existing University policies will interview the candidates.
 8. A secret, written, anonymous ballot for Chair candidate(s) will be conducted by the search committee. Voting will be restricted to the voting Faculty. If more than two candidates are interviewed, the faculty will decide how many of the

candidates are acceptable; a run-off procedure will be used to reduce the final list of acceptable candidates to two individuals. The successful candidate in the last vote must obtain a 2/3 majority. The Department will submit to the Dean a prioritized list of the acceptable candidates for his/her selection.

D. Retention of the Chair

1. Review of the Chair will be conducted in accordance with the College of Science Operating Paper.
2. An annual vote of confidence will be taken during the first meeting of the Fall semester. This will be by secret, written ballot of all voting members of the Department excluding the Chair. The Chair of the Evaluation and Awards Committee will be responsible for distributing, collecting, and counting the ballots and will transmit the results of the vote to the Faculty and the Chair. If the Chair loses such a vote the faculty will ask the Dean for a review.

VIII. OFFICE OF THE ASSISTANT CHAIR

- A. The Chair may select a voting member of the Department to be Assistant Chair for a two-year period, with the approval of the Dean. The appointment will require approval of the majority of the voting members of the Department. There is no limit to the number of times a person may be appointed as Assistant Chair.
- B. The Assistant Chair shall assist the Chair and Faculty in the administrative functions related to the activities of the Department as delegated by the Chair. In the absence of the Chair, the Assistant Chair is responsible for conducting the business of the department.
- C. The Assistant Chair may be relieved of duties by the Chair and/or a majority vote of the voting Faculty.
- D. The Assistant Chair will lead the search procedures for both an Interim Chair and for an Acting Chair (if the Assistant Chair is an applicant for one of these positions, the departing Chair shall appoint an alternate). The Acting Chair shall serve when the Chair steps down for a period of time (e.g., sabbatical leave). The Interim Chair shall serve in between permanent Chairs and when the search for a new permanent Chair is forthcoming or occurring. Procedures for selecting the Acting Chair and Interim Chair are identical.
- E. Selection procedures for Interim Chair and Acting Chair.
 1. Upon notification from the current Chair that either a temporary vacancy exists or that the current Chair is stepping down, the Assistant Chair will chair a search committee of 3 voting members of the department.
 2. The search committee will provide a written 5-day notice of the vacancy to the department with a call for nominations and applications.
 3. Applications to the search committee should include a CV and letter of intent.
 4. Applications can be from any voting member of the department. The search committee will organize the application materials and provide the voting faculty

with the dossiers. The voting faculty will meet and determine by a majority vote the new appointment; this meeting will be chaired by the Assistant Chair.

5. If no applications are received or if no one receives a majority vote (from among those attending the meeting), the Assistant Chair shall advise the Dean that the internal search has failed.

IX. COMMITTEES

- A. Roles of Committees. Committees shall assist the Chair in accomplishing his/her duties and in studying various aspects of the Department's programs. Committees shall be advisory and shall not attempt to perform administrative or professional educational functions except in specific matters charged to them by the Chair or by this Operating Paper. Committees may be of two kinds: standing committees, established by this Operating Paper to handle long-term or continuous assignments, and ad hoc committees, which may be established and disbanded by the Chair to consider specific and non-recurrent problems.
- B. Composition of Committees. It is the prerogative of the Chair to appoint both Faculty and graduate Students to Departmental committees and to make changes in these assignments. The Chair may assign individual faculty members specific responsibilities. A current list of committees and committee assignments shall be distributed to each faculty member at the beginning of the Fall semester. These assignments should be done in a manner to insure equitable participation (time and responsibilities). Accordingly, the Chair will insure that a proper, orderly rotation of assignment occurs over a period of years. Membership in multi-person committees should be broadly representative of Departmental interests.
- C. Term of Appointment for Members of Committees.
 1. Members of standing multi-person committees will be appointed for a two-year period. One or more of the members will be rotated off the committee each year and will not be reappointed to it for a two-year period.
 2. Ad hoc committees will serve no longer than one academic year.
- D. Reports of Committees. Each standing committee and ad hoc committee will submit a written report to the Chair.
- E. Types of Standing Committees.
 1. Standing Multi-person Committees will normally include:
 - a. Curriculum Committee to make a continuing evaluation of undergraduate and graduate curricula. It should review, evaluate, and recommend changes in degree requirements and evaluate suggestions regarding curriculum matters.
 - b. Evaluation and Awards Committee
 - (1) Evaluation of Graduate Students.
 - (a) Review (evaluate) the applications by graduate Students accepted in the Department for teaching assistantships (general studies, core biology, and/or Departmental courses), research assistantships for Departmental duties (such as maintenance work in growth chambers,

- greenhouse, herbarium), and fellowships and/or awards using curriculum vitae, letters of recommendation, GRE scores etc. The Committee will recommend the candidates for the awards to the Chair by rank-order.
- (b) Periodically review the Department's requirements for graduate admission and may recommend changes to such requirements, e.g., GRE and TOEFL scores.
 - (2) Evaluation of Undergraduate Students. The committee will also evaluate undergraduates for fellowships and/or awards.
 - (3) Report of Evaluation and Awards Committee Recommendations. The Chair will make the reports of the Evaluation and Awards Committee available to the Faculty in a confidential manner.
 - (4) Annual Vote of Confidence. This committee, through its Chair, is responsible for conducting the annual vote of confidence of the Chair (as stated in Article VI.D.2).
- c. Equipment Committee to evaluate the equipment needs for Departmental teaching and research programs and recommend by rank-order to the Chair the equipment to be purchased. The equipment committee will recommend to the Chair items for purchase with Departmental funds and funds generated through research grant overhead. After soliciting recommendations from the Faculty and after considering both the immediate and long-range goals of the Department, the committee will evaluate and recommend to the Chair appropriate items for purchase.
 - d. Greenhouse and Growth Chamber Committee to recommend policies governing use of these facilities to the Chair.
 - e. Planning Committee to recommend long and short range plans on the academic, research, and service activities of the Department such as, but not limited to: expansion positions to be sought by the Chair; intra- and extra-Departmental research programs that the Chair should explore and develop; and, teaching and research space for Department utilization and/or expansion.
2. Standing One-member Committees will normally include:
 - a. Herbarium Curator to supervise all activities relating to the operation of the herbarium.
 - b. Library Representative to serve as correspondent between the Department and Library affairs.
 - c. Curator of Microscopes to oversee the care and distribution of Departmental teaching microscopes and supplies, and to assign research microscopes to graduate Students.
 - d. Darkroom Coordinator to oversee the use of the Departmental darkroom by Faculty and graduate Students; this person shall be responsible for distributing keys to the darkroom.
 - e. Undergraduate Advisor to advise all undergraduate Plant Biology majors in matters of Departmental, College, and University degree requirements in line with the recommendations of the Curriculum Committee. S/he should

keep records of the progress of all undergraduate majors, and be advisory to both the Curriculum Committee and the Evaluation and Awards Committee in affairs involving undergraduate majors.

- f. Director of Graduate Studies to coordinate correspondence regarding the graduate program of the Department, to prepare and distribute admission and awards' forms in accordance with Departmental procedures, and to advise graduate Students who have not selected a major advisor in matters of course work. S/he should be advisory to both the Curriculum Committee and the Evaluation and Awards Committee in affairs involving the graduate program.

X. SALARIES

A. General principles.

It is the responsibility of each faculty member to teach courses assigned to him/her in an effective manner, to participate in the graduate program, including departmental seminar, to engage in research and to perform service activities, including service on assigned committees and to attend and participate in Faculty meetings. It will be the purpose of the reward system to not only recognize meritorious work done by Faculty, but also promote excellence in these activities. All faculty members who meet the obligations of their contracts deserve a minimum merit salary increase.

B. General job description and annual job assignment.

Each faculty member has on file an approved general job description that describes his /her general responsibilities in the teaching, research, and service missions of the department. During the spring semester of each academic year, the chair will meet with each faculty member to prepare an annual written assignment of duties for the coming calendar year that are appropriate to this general job description and the needs of the department. The annual job assignment document will list the courses and departmental committees assigned, and detail the percentage of time to be devoted to teaching, research and service. Copies of this signed agreement will be given to the faculty member and will be placed in the departmental files, respectively. Changes to the assignment may be made at a later date only after consultation between the faculty member and the chair, must be in writing, and approved by the dean. Evaluation for merit salary increases above the minimum should reflect the job assignment for that year.

C. Evaluation process.

By February 1 of each year, unless required earlier by the higher administration, each faculty member will submit the following documents to the chair: 1) an updated curriculum vitae, 2) an annual achievement report detailing the accomplishments of the previous calendar year and summarized using the assessment form given in E, 3) a statement of how the staff member has contributed to the Department's Strategic Plan, and 4) supporting documentation to include, not be limited to Student evaluations of courses taught and copies of all publications from the current year. After reviewing all CV's and faculty achievement reports, the chair will score each faculty member's performance on his/her assessment form

and develop any necessary ranking of faculty based on assessment and in relation to the job assignment. Prior to submission of salary recommendations to the dean, the chair will meet with each faculty member to discuss this assessment and the faculty member's ranking for merit salary dollars.

D. Assessment form for evaluation of merit salary increase

Final assessment will be weighted according to the individual assignment document for each staff member (see above). For all items (see E below) the chair will assign a relative, numerical rank. The total weighted score for each Faculty member will be the primary basis for merit ranking. Annual assessments for merit will incorporate both the specific annual assessment along with a longer-term (three years) perspective (phased in during 2001-2002). The Chair will inform each Faculty member of their ranking and total points and inform the Faculty of the total range of points for each category (see E below) within the Department. As a general rule, the top 33% of the ranked faculty will be given merit priority.

E. Criteria for assessment

| Teaching | 2 nd previous year | Previous Year | Current Year | Chairman Assessment (1-10) |
|---|-------------------------------------|------------------|-----------------|----------------------------------|
| Number of 100-200 level courses taught | | | | |
| Number of 300-400 level courses taught | | | | |
| Number of graduate level courses taught | | | | |
| Number of lab courses taught | | | | |
| Effectiveness in formal courses (as per evaluations) | | | | |
| Number of independent study and seminar courses | | | | |
| Published notes/Syllabi/Manuals/Web Pages | | | | |
| Teaching Awards and Recognition | | | | |
| Participation on Graduate Student Committees | | | | |
| Progress of Graduate Students in Program (Students have met Departmental Deadlines) | | | | |
| Participates in the assessment process, including prompt submission of the required forms | | | | |
| Mean Score for Teaching | | | | |
| Weighted Mean Score for Teaching | | | | |

| Research | 2 nd previous year | Previous Year | Current Year | Chairman Assessment (1-10) |
|---|-------------------------------------|------------------|-----------------|----------------------------------|
| *Publications in Professional Journals [Journals Ranked as in Promotion and Tenure Dossiers; Average Publication Rate is 1 Paper per Faculty Member per Year] (teaching and research) | | | | |
| Books | | | | |
| Book Editor | | | | |
| Paper Presentations | | | | |
| Grants, Contracts, Fellowships Submitted [Average 1 Per Year] (teaching and research) | | | | |
| Grants, Contracts, Fellowships Received [\$1,000's] (teaching and research) | | | | |
| Number of graduate students advised | | | | |
| Number of post docs being trained | | | | |
| Research Honors | | | | |
| Other (includes reports to agencies, book reviews) | | | | |
| Mean Score for Research | | | | |
| Weighted Mean Score for Research | | | | |

| Service | 2 nd previous year | Previous Year | Current Year | Chairman Assessment (1-10) |
|--|-------------------------------------|------------------|-----------------|----------------------------------|
| Number of Departmental Committees | | | | |
| Number of College/University Committees | | | | |
| Officer of Professional Organization | | | | |
| Editorships | | | | |
| Popular Publications | | | | |
| Consultation [with Formal Papers on File] | | | | |
| Reviewer (journals and grants) | | | | |
| Workshops/Seminar presentations | | | | |
| Special Departmental Assignment [Grad./Undergrad. Advisor] | | | | |
| Community/Public Service Related to your Expertise | | | | |
| Other Contributions | | | | |
| Mean Score for Service | | | | |
| Weighted Mean Score for Service | | | | |

*Only publications with page numbers assigned and for which a post-proof copy is available are to be listed here.

XI. DEPARTMENTAL MEETINGS

A. Form

1. Regular meetings will have an Order of Business to include: reports by committee chairs on activities since the last regular meeting; old business; and new business.
2. Meetings will be scheduled at least once each month.
3. Roberts' Rules of Order will be used to guide discussion and action in both regular and special meetings.
4. Special Meetings will have one announced purpose.

B. Attendance

1. A quorum is one more than half the number of voting members in residence, as defined in Article II.D.
2. Faculty members are expected to attend all announced faculty meetings. If unable to attend, Faculty must notify the Chair prior to the meeting so that the Chair will be able to determine the number required for a quorum.

C. Voting

1. Departmental business requiring Faculty approval must receive, unless otherwise specified, positive votes equal to or greater than one more than half the number of voting members.
2. Chair will poll by written ballot when requested.
3. Persons from other departments may be invited to participate in Departmental meetings.

XII. GRIEVANCE PROCEDURES

- A. Grievances in which Students are Involved. The Department will abide by the Grievance Procedures established by the College of Science and the Graduate School in grievances involving Students.
- B. Grievances between Faculty Members, in which the Chair is not an Involved Party.
 - 1. In grievances in which a faculty member is involved with another faculty member of the Department, and in which the Chair is not a party, the grievance should be brought to the attention of the Chair in written format. The written complaint should include name of the aggrieved, address, and phone number; a statement against whom or what the grievance is directed; and, the description of the incident(s) and date(s).
 - 2. Within five working days after the receipt of the grievance, the Chair will call the parties together to attempt to achieve a fair settlement of the grievance.
 - 3. If the grievance is not resolved within ten working days after the Chair's receipt of the written grievance, the Chair will appoint an ad hoc Grievance Committee consisting of one faculty member selected by each Disputant and a third faculty member selected by the first two. The Chair will preside over the hearings conducted by the Grievance Committee as nonvoting member. Disputants will be allowed to present a statement of their case, bring forward witnesses or other evidence and make a rebuttal statement. All questioning will be carried out by the members of the committee. Written evidence must be provided to the committee prior to the hearing.
 - 4. The Grievance Committee must be appointed and the hearing held no later than five working days after the initial attempt by the Chair to settle the grievance fails. Any delay must be with approval of all parties. The Grievance Committee should present a report of their findings to the Chair and the Disputants no later than three working days following the hearing.
 - 5. The findings of the Grievance Committee represent the final action on the grievance at the Departmental level.
 - 6. If the Faculty member is not satisfied with the final action taken on the grievance at the Departmental level, s/he will follow the appropriate procedures established in the Employee Handbook of Southern Illinois University.
- C. In grievances between a Faculty Member(s) and the Chair, contract grievance procedures take precedence. For grievances of a Faculty member on an issue(s) involving the Chair, resolution of the grievance must be sought by bringing the matter to the attention of the Chair. If the grievance has not been resolved to the satisfaction of the aggrieved, the grievance will be brought to the attention of the Dean of the College of Science. The grievance must be submitted in written format as described in Article XI.B with an additional statement regarding the aggrieved's belief that the grievance must be brought to the Dean.

XIII. AMENDMENTS TO THE OPERATING PAPER

- A. Proposed amendments to the Operating Paper which change its concepts must be:
 - 1. Presented to the Faculty in written form,
 - 2. Signed by three members of the voting Faculty (as a petition for consideration) or submitted by a Departmental Faculty committee,
 - 3. Distributed to the Faculty at a faculty meeting (or by mail at that time), and
 - 4. Discussed at the next faculty meeting for action.
- B. The action on the proposed amendment is limited to one of the following:
 - 1. Vote to submit the amendment for a mail ballot vote.
 - 2. Vote to amend the proposed amendment and submit the revision for a mail ballot vote.
 - 3. Refer the amendment back to the petitioners.
- C. Voting will be by the voting Faculty; a 2/3 majority is needed to adopt amendments, as well as approval by the Dean and Chancellor or designee. Ballots must be signed and be made available for inspection by voting Faculty. Final votes are to be recorded in the minutes of the Departmental meetings.
- D. Approved amendments will be appended to the Operating Paper. Amendments can be incorporated into the document at its next printing.

XIV. VALIDITY

If any section, subsection, sentence, or clause of this Operating Paper is in conflict with the By-laws and Statutes of the Board of Trustees of Southern Illinois University, with University-wide policies, or with the College of Science Operating Paper, such determination shall not affect the validity of the Paper as a whole or any section, subsection, or clause thereof not in conflict.

APPENDIX A

Plant Biology Workload Model for Faculty

The Department of Plant Biology workload model is based on 24 credit hour equivalents per academic year with 12 credit hours per semester. The base workload model consists of research, teaching and service assignments. The teaching component of the workload in any given semester is a combination of direct and indirect teaching generally accounting for no less than 6 credit hours and no more than 7.5 credit hours. Direct teaching is defined as the assigned delivery of courses including classroom, laboratory, or field courses. Each lecture credit hour and/or two hours of laboratory or field instruction (if the faculty member teaches the laboratory directly) is considered equivalent to one credit hour in the faculty workload assignment. Indirect teaching will include but is not limited to the activities listed in the current Faculty Association contract. Additional department-specific activities mutually agreed to by the faculty and the department chair may be included as indirect teaching. For the purposes of calculating the contribution of indirect toward the faculty workload assignment, each hour per week for a 16 week semester (i.e. 16 hr per semester) will be considered equivalent to 0.1 credit hour of indirect teaching. Each faculty member will be expected to provide service, including departmental, college and university committees, service to their profession, and service to their communities. Service is generally no less than 0.5 credit hours per semester, with 1 hour of service per week for a 16 week semester (i.e. 16 hr per semester) equivalent of 0.1 credit hours in the faculty workload assignment. The remaining credit hours of workload assignment for a given semester will consist of research of generally 4.0 to 5.5 credit hours.

A faculty member may in any given semester voluntarily agree to assume more than 7.5 credit hours in direct/indirect teaching, or more than 0.5 credit hours of service, reducing assigned research credit hours. Credit hour equivalences for administrative duties will be negotiated annually with the department chair and will be inserted in the workload assignment as a substitution for teaching and/or research credit hours. Other adjustments to this base workload model may be approved by the department chair provided there is justification for the modified workload assignment. The Department Chair has the authority to adjust the workload for a faculty member in any given semester through the addition of teaching, service, and/or administrative assignments to insure that a full workload assignment (i.e. 12 credit hr equivalents in a semester) for a faculty member is established.