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DEPARTMENT OF ZOOLOGY
OPERATING PAPER

TABLE OF CONTENTS

PART I. INTRODUCTION	PAGE
A. Purpose of the Operating Paper	1
B. Mission Statement	1
PART II. ORGANIZATION OF THE DEPARTMENT	
A. Faculty.....	1
B. Support Staff	2
C. Graduate Assistants	2
D. Students.....	2
E. Department Chair	3
F. Acting Chair.....	3
G. Department Governance	4
H. Committees	4
1. Ad hoc Committees.....	4
2. Standing Committees	4
a. Advisory Committee.....	4
b. Committee on Undergraduate Studies	4
c. Committee on Graduate Studies	5
I. Secretary of the Faculty	5
PART III. OPERATING PROCEDURES WITHIN THE DEPARTMENT	
A. General Faculty Meetings.....	6
B. Standing Committees	6
C. Secretary of the Faculty	7
D. Representatives to the College of Science Committees.....	7
E. Appointment of New Faculty.....	7
F. Cross-Appointments	8
G. Adjunct Faculty.....	9
H. Selection of Department Chair.....	10
I. Selection of an Interim Chair and an Acting Chair.....	10
J. Review of Department Chair	11
K. Faculty Merit.....	11
1. Evaluation of Teaching.....	11
2. Evaluation of Research	11
3. Evaluation of Service	12
L. Faculty Promotion and Tenure Review	12
1. Tenure	12
2. Promotion.....	13
3. Procedures.....	13
M. Amending the Operating Paper.....	14

PART I. INTRODUCTION

A. Purpose of the Operating Paper

This Operating Paper defines the organization and operating procedures of the Department of Zoology, and provides for the orderly meeting of responsibilities and performance of duties by the chair, faculty and staff. No provision of this Operating Paper is known to be in conflict with the by laws and Statutes of the Board of Trustees of Southern Illinois University, policies and procedures of the SIUC Faculty Association Collective Bargaining Agreement nor with the Operating Papers of the Faculty Senate and the College of Science.

B. Mission Statement

The Department of Zoology is an academic unit of the College of Science organized for instruction, research, and service activities in the broad field of zoology. There is a close affiliation between the Department of Zoology and the Fisheries and Illinois Aquaculture Center and Cooperative Wildlife Research Laboratory.

The basic goals of the department are the generation and dissemination of knowledge of theoretical and practical importance in zoology. In support of these goals are the following activities:

1. Recruiting and supporting the professional development of an outstanding faculty;
2. Developing and rewarding excellence in teaching, research, and service;
3. Devising and implementing an instructional program of excellence for undergraduate and graduate majors in Zoology and Biological Sciences, for other College of Science students, and for students generally through course offerings, teaching, and research;
4. Providing an atmosphere and activities that stimulate student participation in professional and nonprofessional aspects of zoology;
5. Encouraging the integration of zoological knowledge with other disciplines through cooperation with other departments and agencies; and
6. Enhancing the total educational environment through public lectures, consultations, and cooperative efforts in the non-university community.

PART II. ORGANIZATION OF THE DEPARTMENT

A. Faculty of the Department of Zoology

1. Inclusion

Anyone holding the rank in the Department of Zoology as Lecturer, Research Faculty, Assistant Professor, Associate Professor, Professor, or Professor emeritus(a) as defined by the Personnel Policies and Procedures of the Office of Vice Chancellor for Academic Affairs and Provost; in addition, there may

be visiting, adjunct, and cross-appointed faculty.

2. Voting Faculty

All faculty having a continuing appointment in Zoology will have full voting privileges. Cross-appointees will have voting privileges except in personnel matters (e.g., hiring, tenure, promotion, chair selection). Proxy voting is permitted when arranged beforehand with the Chair or a voting colleague by the absent member through written memo filed with the Secretary of the Faculty or the Department Chair. Faculty on leave, and not on campus, relinquish the right to vote at the end of twelve months.

3. Responsibilities

Specific individual responsibilities for supporting the purposes, functions, and objectives of the department shall be described in the Job Description for each faculty member. In addition, each faculty member is responsible for:

- a. Adhering to established standards of professional ethics;
- b. Informing the Chair of extra-departmental assignments, professional activities, and achievements; and
- c. Providing appropriate counsel, supervision, and leadership for the professional development of each student (undergraduate and graduate) under his/her direction.

B. Support Staff

Support staff includes such civil service personnel as administrative aide, laboratory assistant, secretary, laboratory manager, and storekeeper; and administrative professional personnel such as researchers; whose responsibilities are described in individual job descriptions.

C. Graduate Assistants

Graduate students may be hired as teaching or research assistants. Assignments should contribute to their professional training and to the department's instructional and research programs.

Responsibilities include:

1. Adhering to established standards of professional ethics;
2. Supporting the purposes, functions, and objectives of the department by carrying out individually assigned duties; and
3. Informing the Chair of extra-departmental assignments, professional activities, and achievements.

D. Students

1. Students in Zoology are graduates and undergraduates who are enrolled in

- degree programs in the department; and
2. Students who are members of student organizations with departmental affiliation including the Zoology Club, Zoology Graduate Student Association, American Fisheries Society Student Chapter, and Wildlife Society Student Chapter.

E. Department Chair

With the advice and counsel of the faculty and the standing and ad hoc committees, the Chair:

1. Serves as fiscal officer;
2. Has administrative responsibility for programs;
3. Evaluates the instructional, research, service, and administrative practices of the department;
4. Ensures the availability of complete information on undergraduate and graduate programs;
5. Evaluates the academic progress of graduate students;
6. Represents the department to the dean on matters concerning the development of the department, budget requests, appointments, and dismissals;
7. Makes an annual evaluation of faculty, graduate assistants and staff, and recommends to the dean salary adjustments, tenure, promotion, and changes in appointments; and
8. Identifies and performs other administrative duties in the best interest of the department as based upon policies and goals.

The Chair carries the following additional responsibilities:

9. Presides at faculty meetings;
10. Makes faculty, teaching assistant, and staff assignments;
11. Promotes productive and harmonious professional relationships;
12. Facilitates extra-departmental liaisons;
13. Exercises collegial leadership through discussion by and with faculty in regularly scheduled meetings;
14. Keeps faculty informed of pertinent policies and events within the department, college, and university;
15. Upon extra-departmental request and after consultation with the individuals concerned, recommends members of the department for special functions;
16. During interim periods, such as summer, between sessions, on holidays, etc., makes necessary decisions on policy and programs through consultation with available faculty; and
17. Keeps faculty apprised in a timely manner of all action taken on committee recommendations.

F. Acting Chair

In the absence of the Chair, an Acting Chair shall be designated (see III.I).

G. Department Governance

The department shall be governed by a Chair (who may designate an Assistant Chair, Director of Graduate Studies, and Director of Undergraduate Studies to perform delegated duties) and the Voting Faculty.

H. Committees

Committees shall be established to aid and advise the Chair in carrying out departmental responsibilities. The Chair may not serve as an elected member of any departmental committee.

1. Ad hoc committees may be appointed and charged by the Chair; and their establishment may be recommended by any faculty member, graduate assistant, member of the support staff, student, or any standing committee.
2. The department has three standing committees: Advisory Committee, Committee on Undergraduate Studies, and Committee on Graduate Studies. Only voting faculty may serve on these committees. The process for selection of faculty to serve on these committees and their terms are described in III.B.8.

a. Advisory Committee

Consists of four faculty members, including at least one from each of the three professorial ranks if possible.

Responsibilities are:

1. Advise the Chair on departmental administrative matters;
2. Serve as mediator in all departmental grievances;
3. Initiate the periodic review of the Chair;
4. Review cross-appointments in the department;
5. Initiate inquiry into any departmental matter not covered by other standing committees; and
6. Serve with the Chair to consider questions of professional ethics raised by faculty, staff, or students.

b. Committee on Undergraduate Studies

Consists of four faculty members, none of whom may serve simultaneously on this committee and the Committee on Graduate Studies.

1. Review undergraduate matters including course offerings, advisement, curricula, and policies and regulations relating to current and future programs;
2. Serve as an assembly for discussion with students on undergraduate academic matters;
3. Advise, at the request of the Chair, courses of action relating to

- exceptions or interpretations of policy and programs; and
- 4. Recommend to the Chair, in concert with the Director of Undergraduate Studies, candidates for undergraduate fellowships, awards, or other special recognition to ensure scholarship is identified and honored.

c. Committee on Graduate Studies

Consists of five members--four faculty members (at least two of the rank of professor or associate professor) and one graduate student appointed by the Zoology Graduate Student Association, and one ex-officio member, the Director of Graduate Studies. No faculty member may serve simultaneously on this committee and the Committee on Undergraduate Studies.

Responsibilities are:

1. Review graduate matters including course offerings, advisement, curricula, policies, and regulations relating to current and future graduate programs;
2. Serve as an assembly for discussion with students on graduate academic matters;
3. Advise, at the request of the Chair, on courses of action relating to exceptions or interpretations of policy and programs; and
4. Recommend, in concert with the Director of Graduate Studies, policies relating to the selection of graduate students for special awards, fellowships, traineeships, etc.

I. Secretary of the Faculty

The Secretary of the Faculty is a member of the faculty and is elected by the voting faculty.

Responsibilities are:

1. With assistance by the Chair, prepares agenda and minutes of the faculty meetings, and distributes copies to the faculty and appropriate department files;
2. Prepares, distributes, and arranges for the receipt and tallying of ballots for departmental faculty votes, including election of faculty members to standing committees and representatives to College of Science committees; and
3. Sends copies of meeting minutes to the College of Science Dean after approval of faculty.

PART III. OPERATING PROCEDURES WITHIN THE DEPARTMENT

A. General Faculty Meetings

1. Regular faculty meetings will be held a minimum of once each semester.
2. Special meetings may be called by the Department Chair or by any standing committee or faculty member through the Chair or Secretary of the Faculty.
3. Agenda are prepared and distributed by the Secretary of the Faculty one week prior to each meeting. Any member of the department may add to the agenda by contacting the Secretary of the Faculty.
4. The Chair or Chair's representative shall preside at faculty meetings and shall have a vote.
5. A quorum for faculty meetings shall be a simple majority of the resident Voting Faculty.
6. On departmental matters the Voting Faculty may extend voting privileges to other individuals holding academic rank as term or adjunct by a simple majority vote.
7. Voting on motions may be by show of hands, by voice, or, when requested by any member of the Voting Faculty, by written ballot (including mail) distributed to all resident members of the Voting Faculty by the Department Chair or Secretary of the Faculty.
8. Decisions of the Voting Faculty, except on faculty appointments, selecting and retaining the Chair, settling irreconcilable differences between the Chair and a standing committee, and amending this Operating Paper (all described elsewhere) shall be based on a simple majority of those casting ballots.
9. Robert's Rules of Order will guide all other conduct of meetings.

B. Standing Committees

1. All committees report their recommendations to the Chair.
2. The Chair, or designated representative, is an ex-officio member of all committees and shall receive meeting notices, agenda, and minutes.
3. Committee agendas shall be available to all faculty members three days prior to each meeting.
4. All actions (except personnel matters) of each committee shall be maintained as permanent department records, be distributed to its members, and be readily available for examination by all faculty.
5. Each committee shall elect a chair and secretary annually and establish its own rules regarding frequency and length of regular meetings, procedures for decision making, participation of nonmembers, and so on. Conduct of meetings will be guided by Robert's Rules of Order. Meeting minutes shall be submitted to the Department Chair.
6. Faculty and students are invited to contribute ideas, to appear before committees, and to respond to actions.
7. Committee meetings shall be open except for sessions of the Advisory Committee when personnel matters are under discussion.
8. Election to Standing Committee Membership
 - a. A nominating meeting will be held each fall semester to develop a slate of candidates for election to standing committees.

- b. Faculty members who serve on the standing committees shall be elected by a simple majority of the Voting Faculty during departmental elections. There shall be election ballots listing, when possible, at least twice the number of nominees as positions to be filled.
 - c. A vacancy shall be filled by election if the vacancy is to continue for more than one semester.
 - d. Term of service shall be two years. A faculty member who has served on the same committee for two consecutive terms will be ineligible to serve on that committee again for two years.
 - e. If the Chair finds a committee recommendation unacceptable, an attempt to resolve disagreements with the committee shall be pursued.
 - f. Conflicts between recommendations from different standing committees shall be resolved by joint meetings on areas of overlapping responsibility. These joint meetings will be conducted by the Department Chair.
 - g. Insofar as possible, no change in the department's policies shall be made during summer term or when school is not in session. At other times, at least one month shall be allowed for the expression of faculty and student reaction.
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C. Secretary of the Faculty

1. The Secretary of the Faculty shall be elected during departmental elections by a simple majority of the Voting Faculty; service begins the first day of fall semester.
2. The Secretary of the Faculty shall arrange for a substitute during brief absences. If an absence is to exceed one semester, the position shall be refilled by election.
3. Term of service shall be two years.

D. Representatives to College of Science Committees

Representatives shall be elected by a simple majority of the Voting Faculty in the departmental elections.

E. Appointment of New Faculty

1. Approval to hire a faculty member must be sought from the Dean and, in the case of a new hire in the Cooperative Wildlife Research Laboratory (CWRL) or Fisheries and Illinois Aquaculture Center (FIAC), from the Vice Chancellor for Research. The specialty of a position to be filled shall be determined by the Chair, the Director of the CWRL or FIAC (in the case of a hire in one of those units), and the Advisory Committee in consultation with the faculty.
2. Recommendations to the Dean on faculty appointments shall be made by the Department Chair acting with the advice of a selection committee and support of the Voting Faculty after ensuring that all university hiring procedures have been met.
3. A candidate search committee, appointed by the Chair and consisting of at least five tenure or tenure-track faculty members, two of whom, if possible,

are close to the specialty of the position to be filled, shall examine all candidate dossiers and make recommendations to the Department Chair regarding qualifications of the candidates. A faculty member on the search committee will recuse her/himself from the search committee if a qualified applicant enters the applicant pool who conducted his/her doctoral or post-doctoral study under the direct supervision of that with that faculty member or who has been employed under the supervision of the faculty member.

4. Dossiers of all candidates will be kept in the department office and will be available for the inspection by all Voting Faculty as well as members of the selection committee.
5. Term positions may be filled by the Chair in consultation with the search committee and other appropriate members of the faculty. No faculty vote is required.
6. For continuing positions, the search committee and Chair will request permission for up to three candidates to visit campus and be interviewed by the faculty.
7. At least two-thirds of the Voting Faculty who are voting must approve a candidate as being acceptable by secret ballot before a candidate may be offered a continuing position. If more than one candidate is found acceptable, then the candidates must be ranked by secret ballot with the candidate receiving the highest percentage of vote being offered the position first.
8. Faculty holding continuing appointments must have an earned doctoral degree.

F. Cross-Appointments

1. A faculty member of another department, or being appointed by another department, may be invited to become a cross-appointed member of the Department of Zoology. Each candidate for cross-appointment shall submit a Job Description covering her/his projected role in the Department of Zoology. This Job Description should be developed through consultation with the Chair of the Department of Zoology. Recommendations to the Dean for cross-appointment shall be made by the Chair acting with the advice of the Advisory Committee and support of two-thirds of the Voting Faculty.
2. Cross-appointed faculty will have full voting privileges as discussed in II.A.2. They are expected to benefit the Department of Zoology in teaching, research, and/or service in relation to expressed needs of the department. Cross-appointees are expected to include their Department of Zoology affiliation on all publications.
3. All cross-appointed faculty shall be reviewed each Spring by submitting an annual report of activities and accomplishments to the Chair of the Department of Zoology. The review shall be by the Chair in consultation with the Advisory Committee and shall focus on performance as it relates to the Job Description in the Department of Zoology. In addition, the review shall emphasize the mutual benefits accruing to the departments involved and any perceived problem areas.
4. If the trend in performance related to the Job Description in the Department of Zoology is unsatisfactory, the Chair, in consultation with the Advisory Committee, may initiate procedures to terminate the cross-appointment.

G. Adjunct Faculty

1. The title of “Adjunct” preceding the academic rank (Instructor through Professor) shall be assigned to a professional individual engaged in instructional and/or research programs of the Department of Zoology but who is not employed as a member of the Department. Recommendations to the Dean for adjunct appointments shall be made by the Chair acting with the advice of the Advisory Committee and support of two-thirds of the Voting Faculty.
2. The possessor of a title containing “Adjunct” shall hold an earned doctorate or an appropriate combination of training and experience for the particular title. The latter is to be evaluated by the Department Chair upon review of the applicant’s curriculum vitae, which should include documentation of education, degrees earned, and relevant professional experience.
3. Adjunct appointments are on a term basis only and do not lead to academic tenure.
4. A new adjunct appointee must complete a Personal and Professional Data Sheet, but transcripts are not required. A statement from the Department Chair outlining the nature of the affiliation with the Department should accompany the proper forms submitted to the appropriate University office.
5. Several types of professionals may be viewed by the Department for consideration under the category of Adjunct status (Lecturer through Professor):
 - a. faculty holding regular appointments at other institutions,
 - b. staff having appointments with the Cooperative Wildlife Research Laboratory or the Fisheries and Illinois Aquaculture Center,
 - c. federal/state agency personnel,
 - d. individuals without formal position but having an earned doctorate or appropriate training and experience.
6. The adjunct faculty member shall be engaged in work either closely related to or a part of the education and/or research projects, part-time instruction, or consultative service to the Department.
7. The adjunct faculty member shall not be a voting member of the Department.
8. In the case of nonuniversity employees, a salary may be provided when the individual is performing a direct service for the Department. University employees holding the adjunct status (Instructor through Professor) shall receive their salaries from some entity other than the Department.
9. When an adjunct appointment is made, the Chair and appointee, in consultation with the Advisory Committee, shall formulate a memorandum of understanding stating the nature of the duties and obligations associated with the position.
10. Because adjunct appointments must be on a term basis, they must be reviewed annually by the Chair. The review shall focus on performance and its relation to the specific rationale for the adjunct appointment.
 - a. If the appointee, upon annual review, does not fulfill the duties and obligations outlined in the memorandum of understanding, the appointment will not be renewed.
11. Within the adjunct category, promotion will be decided at the departmental

level using the same criteria for promotion as indicated in this operating paper.

H. Selection of Department Chair

1. The Dean of the College of Science is responsible for selecting and replacing the Chair but should do so through participation with and on the recommendation of the Voting Faculty of the Department.
2. A search committee of five Zoology faculty, representing a cross-section of the subject specialties within the department and including at least one representative of each professorial rank, shall be established by the Advisory Committee in collaboration with the Dean for the purpose of screening candidates.
3. The search committee shall:
 - a. Select its own chair, and
 - b. Arrange for the faculty to inspect all candidates' dossiers and to interview the candidates most favored by the faculty.
4. At least two-thirds of the Voting Faculty must approve a candidate by secret ballot before the search committee recommends the candidate to the Dean.

I. Selection of an Interim Chair and an Acting Chair

1. The Acting Chair shall serve when the Chair steps down for an extended period of time (e.g., sabbatical leave, health reasons). The Interim Chair shall serve between the tenure of 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, except that during temporary, short-term absences (e.g., vacation leave), the Chair shall designate an Acting Chair.
2. Upon notification from the current Chair that either an extended vacancy exists or that the current Chair is stepping down, the Advisory Committee shall serve as the search committee. This search committee will provide a brief notice of the vacancy to the department with a call for nominations and applications. Members of the Advisory Committee who are applying for the positions of Acting Chair or Interim Chair will recuse themselves from search committee duties
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.

J. Review of the Department Chair

The Chair is to be reviewed by the department's faculty at least once every three years. The review, initiated in the department by the Advisory Committee, is carried out by the Dean as described in the College of Science Operating Paper.

K. Faculty Merit

Scholarly activity, which includes teaching, research, and service, is the basis of the professional activities of the faculty in the Department of Zoology. Faculty research intrinsically relates to teaching and service as a source of new knowledge and capabilities. Teaching is the means whereby faculty disseminate that knowledge to students.

Evaluation of the teaching, research, and service activities of the faculty will include both qualitative and quantitative considerations and will correspond to the percentage of time assigned to each of these activities as reflected in the Faculty Statistical Reports. Consideration also shall be given to the degree of relatedness of these activities to the position description of the faculty member and the missions and goals of the department.

Merit evaluation of teaching, research, and service productivity will be based upon a three-year running average of the current and preceding two years.

Faculty Merit shall be determined by the appended "Evaluation of Faculty Achievement Formula" (refer to Appendices A and B)

1. Evaluation of Teaching: Teaching contributions considered important include performance of classroom teaching, up-to-date knowledge, development of new courses and curriculum, and improvement in quality of instruction. Evaluation of classroom teaching will be based upon evaluation of the quality and effectiveness of the presentation of the subject matter consistent with the catalog description and course outline approved with the Form 90 and on the use of student evaluations. In addition, a course taught by an instructor will be evaluated by means of student evaluation forms each time it is offered.)

Also of significant importance in the category of teaching are activities related to the graduate training and possible involvement of students in a research program. Other activities to be considered include the writing and award of teaching-related grants and publications of articles, books, and other instructional material of a pedagogical nature.

2. Evaluation of Research: Research is an intrinsic component of the professional activities of the faculty in the Department. A faculty member whose position description includes time assigned to research will be evaluated accordingly. This evaluation must consider, but is not necessarily restricted to, the following evidences of activity: (1) publications, (2) grant and contract awards, and (3) presentation of papers and critiques of professional and technical material.

- a) Publications, such as refereed articles in professional journals, proceedings, monographs, books, book chapters, abstracts, reviews, reports, inventions, etc, are evidence of research and scholarly accomplishment. Editorship of journals, books, and monographs in the individual's specialty is considered a research contribution.
- b) Funded external and internal research grants and contracts are an important aspect of faculty research, especially when they support laboratory facilities, travel, graduate programs, and major teaching or service activities. Submission of proposals for grants and contracts not funded subsequently should be considered evidence of research effort, and evaluations and/or reviewers' scores may be used. Personal remuneration for consulting or other activities usually would not merit the same consideration as grants and contracts that are supportive of departmental programs.
- c) Paper presentations and critiques of professional and technical material are also evidence of scholarly activity and may be evaluated on the basis of the stature of the sponsoring organization.

3. Evaluation of Service: Service is an important but multifaceted category of a faculty member's assignment and includes service to the department, the college, the university, the community, the science, and the profession. The evaluation of service should be based upon such items as the degree and quality of active participation in departmental, college, and university committees, councils, and panels; the nature of a faculty member's involvement in special departmental, college, and university assignments; advisement of student organizations; discipline-related public service; the nature of activities for offices held in professional societies; and the nature of other professional activities such as invited seminars and manuscript and grant reviews.

L. Faculty Promotion and Tenure Review

Reviews and recommendations will be carried out under the guidelines and procedures specified by the College of Science Operating Paper, Guidelines of the Office of the Vice Chancellor for Academic Affairs and Provost, and the SIUC Faculty Association Collective Bargaining Agreement.

1. Tenure:

Because tenure pertains primarily to future employment, the decision to grant tenure should rest on evidence of an ongoing commitment to successful teaching, scholarship, and professional service. There is not a uniform way that evidence for long-term teaching effectiveness should be obtained and presented. Criteria for promotion and tenure will be the same as those outlined for Merit (see III.J. above) as specified in the appended "Evaluation of Faculty Achievement Formula" (refer to Appendix A).

It is the responsibility of the candidate to present evidence regarding teaching effectiveness, including teaching evaluations of courses taught at the

University. It is the responsibility of the Department to review that and other evidence it can assemble, including peer evaluations, regarding the teaching effectiveness of candidates.

In terms of research/scholarship, the tenure decision should not be based merely on some required number of publications but rather on an overall assessment of the candidate's scholarly abilities and of his or her personal commitment to scholarship. However, evidence of that commitment must include the publication of peer-reviewed articles and other such evidence as the department may consider appropriate as indicated in the "Evaluation of Faculty Achievement Formula (refer to Appendix A). It is the department's responsibility to make this kind of assessment in reaching its tenure decision of the candidate and to present a carefully reasoned and documented case regarding the scholarship of the candidate.

Professional service is less critical in the tenure decision than are teaching and research/scholarship. It is the responsibility of the Department to assess the significance and to review evidence of professional service in making its tenure recommendation.

2. Promotion:

Academic promotion is awarded for past accomplishments, not for future promises. Recommendations and decisions for promotion should be based solidly on evidence of specific accomplishments in teaching, research, and service.

- a. Associate Professor. Promotion from the rank of Assistant Professor to the rank of Associate Professor requires 1) a demonstrated record of effectiveness as a teacher; 2) a record of peer-reviewed publications within the discipline, and other appropriate types of evidence including funded external grants or contracts; and 3) a record of professional service appropriate to the discipline, the academic unit and, where possible, the College and/or University.
- b. Professor: For promotion to the highest academic rank, the candidate's academic achievements and professional reputation should be superior. This rank can be earned only by the faculty member who has demonstrated continued professional growth and has appropriate accomplishments in each of the following areas: teaching effectiveness, peer-reviewed publication, and professional contributions and service.

3. Procedures:

- a. Within the department, the committee reviewing assistant professors for promotion shall consist of associate and full professors with basic continuing appointments in Zoology.
- b. The committee to review associate professors for promotions shall consist of all full professors with basic continuing appointments in Zoology.
- c. The committee reviewing faculty for tenure shall consist of all faculty

tenured in Zoology

- d. With the assistance of the candidate, the Department Chair will prepare a promotion dossier according to standard university guidelines. The Chair will solicit from the candidate the names of individuals who he wishes to provide internal letters documenting teaching, research, or service for the dossier. The Chair will request letters from all identified internal reviewers. In addition, the Chair will solicit from the candidate the names, contact information, and qualifications for more than five (preferably 8 to 10) potential external reviewers who the candidate believes are qualified to review his/her research and service related accomplishments. From this list a minimum of five external letters will be obtained for the dossier. For the purpose of confidentiality, the candidate shall not know which individuals were selected to provide external reviews. The list of potential external reviewers can not include former academic advisors or individuals who have done extensive collaborative work with the candidate (at the candidate's request these individuals can be asked to provide letters, but they will be included under a different category than the external reviewers).
- e. In consultation with the Department Chair, the candidate for promotion and/or tenure will select a faculty advocate to present his/her dossier to the reviewing faculty.
- f. Tenure and promotion committees will meet a minimum of two times as follows: 1) one meeting will include the faculty advocate's presentation of the dossier followed by committee discussion, and 2) a meeting a minimum of five days after the dossier presentation at which time additional discussion and voting will take place. The purpose of the time interval between meetings is to allow adequate time for the Chair, advocate, and Committee to get additional information or materials that the committee has requested and to clear up any questions that could not be adequately answered in the earlier meeting. The chair will inform the candidate of the results of the vote as soon as possible after the voting meeting.

M.-Amending this Operating Paper

1. Proposed amendments may be submitted by any member of the Voting Faculty to the Secretary of the Faculty.
2. Proposed amendments must be circulated to all resident Voting Faculty at least one week before initial discussion in faculty meeting.
3. At least one month before the final vote is taken, proposed amendments must be circulated to all Voting Faculty and standing committees.
4. Approval of an amendment requires a two-thirds vote of the Voting Faculty.