

**University of South Florida  
Department of Anthropology  
Governance Document**

(Revised 2022)

*All Department policies and procedures shall function within the context of relevant College, University, and Board of Trustees guidelines, policies, contracts, and regulations.*

**I. MISSION STATEMENT**

Anthropology is the comparative and global study of humanity. Cultural diversity and the universals that link all humans are the principal focus of anthropological research. Anthropology is a holistic discipline, divided into the following subfields: cultural anthropology, biological anthropology, archaeology, and linguistic anthropology. Contemporary anthropology is concerned with the generation of basic knowledge and the application of that knowledge to the understanding and solving of human problems. The USF Anthropology Department particularly emphasizes applications while recognizing that basic and applied research and teaching are inextricably linked.

The mission of the department is to educate students in the anthropological perspectives and their relevance to a liberal arts education and a range of disciplines and careers. In order to do that, faculty are expected to maintain a high level of involvement in basic and applied research resulting in professional publications, presentations, and classroom instruction. In addition to a commitment to quality teaching, faculty are also expected to engage in community and professional service.

**II. STATEMENT ON DIVERSITY AND INCLUSION**

The USF Department of Anthropology recognizes the principles of equity of assignment, resources, and opportunities of faculty across a multi-campus university. The Department is committed to promoting a diverse and inclusive community of students, staff, faculty, and alumni that honors differences, provides equal opportunity, fosters mutual respect, challenges stereotyped preconceptions, and condemns all forms of discrimination and prejudice. We respect and appreciate the diversity of human experience differentiated by culture and circumstance, including those distinguished by race, ethnicity, ancestry, nationality, citizenship, language, age, gender, sexuality, disability, family status, socioeconomic background, political beliefs, and religion. These core principles compel us to make every effort to recruit and retain members of historically excluded groups that are underrepresented in our discipline, in our university, and in our community; and to make every effort to integrate meaningfully the experiences, histories, and perspectives of these groups into our curricular and co-curricular programs and learning environments. We therefore commit to developing and implementing strategic actions, as permitted by law and the regulations and policies of the University of South Florida, for achieving these goals and annually assessing our progress.

### III. FACULTY CLASSIFICATIONS

#### **Regular Faculty**

Regular faculty (full voting members of the Department) comprise: a) all tenured and tenure-earning faculty; b) permanent Instructors at all levels (I, II and III). Regular faculty who have joint or other types of appointments with other units shall be considered full members if their tenure home is in anthropology and they are evaluated in the department for any portion of their annual assignment. Permanent instructors who have joint or other types of appointments with other units shall be considered full members if their primary appointment is in anthropology and they are evaluated in the department for any portion of their annual assignment. All regular faculty have voting rights in all department matters, with key exceptions. Only tenured faculty may vote on tenure and promotion to Associate Professor; only tenured Professors may vote on promotion to Professor.

Adjunct, courtesy, and affiliate faculty are not considered voting members of the department.

In addition to its regular faculty, who are full voting members, the Department may make appointments in several other categories:

#### **Joint Appointment**

This refers to any situation where there is a split in the salary of a faculty member between two units. A joint faculty member with at least a 50% assignment in Anthropology may serve on the FAC and have full voting rights following criteria for full-time regular faculty described above. The faculty member must be evaluated by the FAC in the Anthropology Department for the percent of assignment that is in Anthropology.

#### **Visiting Appointment**

Visiting appointments are made in accordance with regular faculty qualifications and procedures, and may be at any level (Instructor, Assistant/Associate/Professor; Research Associate). Those with a visiting appointment cannot vote on department matters.

#### **Adjunct Appointment**

This refers to temporary academic appointments that perform teaching, research, or extension functions. Such persons are appointed on a semester by semester basis, are normally compensated on a per course basis, and are paid from OPS funds. The Chair may appoint adjunct faculty, usually in consultation with the Associate Chair. Those with an adjunct appointment cannot vote on department matters.

#### **Courtesy and Affiliate Appointments**

Courtesy and Affiliate appointments refer to those faculty appointments that do not include compensation, do not require effort reporting, and do not have voting rights in the department. Faculty holding either appointment must have a terminal degree in their field, unless otherwise recommended by the FAC. Courtesy appointments are normally reserved for professionals outside of the university, while affiliate appointments are intended to accommodate faculty

internal to the university. Those with a courtesy or affiliate appointment cannot vote on department matters.

Individuals interested in a Courtesy or Affiliate Appointment need to contact the department chair and provide a brief description of why they seek the appointment, what university or department resources they might use (e.g., the library), and a current CV.

The chair shall forward these materials to the Faculty Advisory Committee (FAC). The FAC will review the materials and seek input from the faculty on the potential appointment. The FAC will provide a recommendation to the chair, based on a vote by the FAC, on whether to make the appointment. The chair is in charge of formally making offers for appointments.

Courtesy Appointments for non-USF faculty are valid for five academic years, and must be renewed by reapplication. Affiliate appointments for USF faculty are valid for five academic years, at which time the appointee must reapply.

The FAC, by majority vote, reserves the right to recommend termination of any Courtesy or Affiliate Appointment at any time during the appointment.

### **Research Appointment**

Research faculty may be appointed for limited periods on grants, at levels from Research Associate, through to Research Professor. They are not considered faculty members, are not expected to attend faculty meetings, and do not have a vote in departmental affairs. Those with a research faculty appointment have no voting rights, but are welcome to attend department meetings and participate in departmental affairs.

### **Postdoctoral Scholar Appointment**

From time to time, the department appoints Postdoctoral scholars, who may have duties in research, teaching, or both. Postdocs have no voting rights, but are welcome to attend department meetings and participate in departmental affairs.

### **Faculty on Non-Department Administrative Appointment**

Regular faculty who take on full-time administrative appointments outside the department retain their voting rights in departmental issues, as long as they are evaluated for any portion of their assignment in the Department of Anthropology (see III above). They are encouraged, but not required, to attend departmental meetings and participate in departmental affairs.

### **Emeritus/a Appointment**

Upon retirement (or impending retirement), regular faculty members may be considered for the status of Emeritus/a. Appointments are made by the University, upon recommendation by departments. Emeritus/a professors do not have voting rights in departmental affairs.

When notified by a faculty member of an impending retirement, the Department Chair will ask the faculty member if they wish to be considered for Emeritus/a status. If they do, the Chair will bring this to a full faculty meeting for consideration, noting any conditions or restrictions that may exist in University policy. A secret ballot will be held, and if this is positive, the Chair will forward the recommendation to the Dean of the College.

## IV. DEPARTMENTAL OFFICERS

### **Department Chair**

The Chair is the chief executive officer of the department and is directly responsible to the Dean of the College of Arts and Sciences and responsive to the faculty, staff and students in the department. The Chair should normally carry the rank of Professor, although exceptions may be made if no qualified faculty members are available at that rank. As chief executive officer, the Chair is charged with implementing University and College policies and procedures, and initiating internal policies and procedures consistent with these. The Chair serves as the primary link between the department and other academic and administrative units on all campuses, acting as representative of the faculty, staff and students while also acting as representative of these other units. While the Chair has primary and final responsibility for all internal activities, that responsibility and its associated power and authority must be based upon consultation with all parties affected, in the spirit of shared governance. In council with other Chairs, Directors and the College Dean, the Chair participates in the development and implementation of policy and procedures within the College. The Chair's teaching load is reduced by one class per semester.

### ***Procedure for Election***

Early in the Fall semester of the Chair's third year (or sixth year, if the Chair is serving two terms), the Faculty Advisory Committee will announce that nominations are sought for the position, and will set a deadline for these nominations (or self-nominations). Qualified faculty from any campus are eligible for this and any other department position. The FAC will determine the form of the nomination. All candidates (including the current chair, if running for a second term), will have the opportunity to present their positions at a faculty meeting during that same semester.

The department faculty's recommendation is determined by a vote of all permanent faculty (including permanent Instructors), conducted by secret ballot. Normally, this vote will take place toward the end of that Fall semester (date to be determined by the FAC). The FAC is responsible for tallying votes and conveying the result to the current Chair and to the Dean of the College.

### ***Appointment, Tenure, Renewal, Termination***

The Chair is appointed by the College Dean, upon the recommendation of the department faculty, and consent of the appointee. The Chair serves a three (3) year term, with the possibility of renewal. Chairs will normally be limited to two consecutive 3-year terms, except in exceptional circumstances. Removal for cause should be handled through grievance channels. Please refer to Section IX.

### ***Evaluation***

Along with all other Department faculty, the Chair is evaluated annually by the FAC. Evaluation of the Chair's effort in research, teaching, and service is conducted in the same way as for all other faculty. The Chair's administrative effort is evaluated by using the Chair's annual report data, as well as by the results of a survey which is made available to all faculty by the College. The College shares the survey data with the FAC.

The Chair is also evaluated annually by the Dean of the College; this review is independent from the internal departmental evaluation.

### **Associate Chair**

At the discretion of the Department Chair, an Associate Chair may be appointed. The Associate Chair assists the Department Chair in the administration of the Department, and is directly responsible to the Chair. The Associate Chair assists the Chair in implementing University and College policies and procedures, and in initiating and implementing internal policies and procedures. They will represent the Chair on occasions as delegated by the Chair, and will perform other administrative duties as directed by the Chair. The Associate Chair's teaching load is reduced by one class per semester.

#### ***Appointment, Tenure, Renewal, Termination***

The Associate Chair is appointed by the Chair, with the consent of the appointee. The Chair will seek nominations and self-nominations, but has the right to appoint the candidate of their choosing. The term is normally three (3) years, or as long as the Chair is in place. Removal for cause should be handled through grievance channels. Please refer to Section IX.

#### ***Evaluation***

Along with all other Department faculty, the Associate Chair is evaluated annually by the Chair and the FAC. The Associate Chair's administrative effort is evaluated by using annual report data. At their discretion, the Chair and/or FAC may seek input from department faculty and/or staff about the administrative effort of the Associate Chair.

### **Undergraduate Director**

The Undergraduate Director is responsible for the administration of the undergraduate program and works directly with the Undergraduate Student Advisor and consults with the Chair regarding the undergraduate curriculum and student issues. Primary responsibilities include class scheduling, writing reports, chairing the Undergraduate Committee, working with faculty on course certifications and new course numbers, collecting and analyzing data on course learning outcomes, efforts extended to enhance diversity and inclusion in the undergraduate program, and reviewing applications for the department's Honors Program. The Undergraduate Director's teaching load is reduced by one course per academic year.

#### ***Appointment, Tenure, Renewal, Termination***

The Undergraduate Director is appointed by the Chair, with the consent of the appointee. The Chair will seek nominations and self-nominations, but has the right to appoint the candidate of their choosing. The term is normally three (3) years, or as long as the Chair is in place. Removal for cause should be handled through grievance channels.

#### ***Evaluation***

Along with all other Department faculty, the Undergraduate Director is evaluated annually by the Chair and the FAC. The Undergraduate Director's administrative effort is evaluated by using

annual report data. At their discretion, the Chair and/or FAC may seek input from department faculty and/or staff about the administrative effort of the Undergraduate Director.

### **Graduate Director**

The Graduate Director is responsible for the administration of both master's and doctoral programs. Primary responsibilities include the recruitment of potential applicants, monitoring of the application process to completion, securing and monitoring financial assistance, monitoring student progress through the programs, and the solution of student and programmatic problems, and annual reporting of measures of student diversity as well as efforts extended to enhance diversity and inclusion in the graduate programs. The Graduate Director's teaching load is reduced by one class per semester.

### ***Appointment, Tenure, Renewal, Termination***

The Graduate Director is appointed by the Chair, with the consent of the appointee. The Chair will seek nominations and self-nominations, but has the right to appoint the candidate of their choosing. The term is normally three (3) years, or as long as the Chair is in place. Removal for cause should be handled through grievance channels.

### ***Evaluation***

Along with all other Department faculty, the Graduate Director is evaluated annually by the Chair and the FAC. The Graduate Director's administrative effort is evaluated by using annual report data. At their discretion, the Chair and/or FAC may seek input from department faculty and/or staff about the administrative effort of the Graduate Director.

### **St. Petersburg Campus Anthropology Coordinator**

The Saint Petersburg Campus Anthropology Coordinator is a full-time faculty member at the St. Petersburg campus in Anthropology. The coordinator works in collaboration with the Department Chair, Associate Chair, and the St. Petersburg CAS Dean and participates in department faculty meetings, administrative team meetings, and undergraduate meetings. The coordinator responsibilities include class scheduling, collecting and writing program assessment reports for the campus, updating campus website information and catalogues, promoting and recruitment of majors. The coordinator works with campus faculty on course certifications and new course numbers, mentoring, faculty travel, classroom and foundation funding, orienting faculty with regard to General Education and other university course policies, and recruiting, training and supervising adjunct faculty. In addition, the coordinator advises campus majors and minors, coordinates faculty officers to lead campus student Internships, Honor Society, and Anthropology Club; mediates student complaints, provides students and faculty with updates concerning local availability and course availability, and maintains, updates, and distributes the campus' program's materials.

### ***Appointment and Appointment, Tenure, Renewal, Termination***

The St. Petersburg campus Coordinator is appointed by the St. Petersburg campus CAS Dean, with the consent of the appointee. The Dean will seek nominations and self-nominations. The term is normally three (3) years. Removal for cause should be handled through grievance channels.

### ***Evaluation***

The St. Petersburg campus Coordinator is evaluated by the Chair and the St. Petersburg faculty.

### **Undergraduate Student Advisor**

The undergraduate student advisor is a staff position, responsible for advising anthropology majors and minors and potential majors and minors in all matters pertaining to undergraduate curricular requirements. The advisor is also responsible for evaluating all transfer credits and for the review of the academic record per certification of the satisfactory completion of requirements for all anthropology majors. Responsibilities include maintaining accessible office hours for student advising, curriculum planning, maintaining student record files, overseeing course and curriculum changes, liaison with college placement office, registrar, counseling service, and college advising office. Incumbent must know and understand university rules and regulations on academic and related matters. The undergraduate student advisor, under the direction of the Undergraduate Committee, administers the undergraduate honors program.

The Undergraduate Student Advisor is appointed by the College of Arts and Sciences, and reports directly to the College, with secondary reporting to the Department Chair. It is expected that the Department Chair or delegate be included on any search committees for new Undergraduate Advisor appointments. The Undergraduate Student Advisor is evaluated by the College of Arts and Sciences, which will normally seek input from the Department Chair.

## **V. DEPARTMENTAL COMMITTEES**

Standing committees in the department include the Faculty Advisory Committee (FAC), Graduate Committee (GC), Undergraduate Committee (UC), and Committee on Diversity and Inclusion (CDI). While the Faculty will elect members of the FAC, the Chair, with input from the FAC, will appoint the members of these other committees. In addition to these, standing committees may be appointed by the chair to assist in the administration of the department. Such assignments must be made for a specific term, and must be accompanied by specific charges and task descriptions. Detailed responsibilities for members of each of these committees is described below.

### **Faculty Advisory Committee (FAC)**

#### ***FAC Composition and Term***

- The FAC is a standing committee composed of six tenured members of the full-time faculty (whose duties are at least 50% within the department), excluding the department Chair, Associate Chair, Undergraduate Director, and Graduate Director. Faculty on sabbatical, non-departmental full-time administrative appointments, or any other official leave (whether for one semester or the full year), may not serve on the FAC during the academic year of their leave.
- FAC members will serve two-year terms, staggered so that not all members will rotate off the committee the same year. If a member is to go on leave or sabbatical during their term, then they should be replaced through election by the department.

- At least two members should be full professors.
- In years when faculty from the St. Petersburg campus are reviewed for tenure and/or promotion, at least one FAC member must be from the St. Petersburg campus.
- No spouses or domestic partners should serve at same time.
- All department regular voting faculty who will be evaluated by the FAC in a given year are eligible to vote for the members of the FAC (with the exception of visiting faculty and research faculty appointed on grants). There is a grace period for eligibility to serve on the FAC for individuals who have not yet been in the department for two years.
- The annual election for the two (or more) vacant positions will be held by secret ballot no later than the third week of the fall semester.
- Members of the FAC shall remove themselves temporarily from the Committee when they are being evaluated, have a conflict of interest, or are directly involved in another matter before the Committee.
- After a faculty member's term is completed, they are not eligible to serve again until one academic year has elapsed

#### ***FAC Charge***

- The FAC is charged with conducting annual faculty evaluations, and generating evaluation statements. Evaluation begins early in the calendar year, and covers the calendar year that has just ended. The FAC will also meet whenever called by any member of the department to consider any and all matters relevant to the activities of any faculty member which have not been satisfactorily resolved through discussions between the faculty member and the Chair of the Department.
- The FAC is responsible for evaluating applications submitted for Courtesy and Affiliated Appointments, and conveying recommendations to the Chair.
- The FAC and the Chair may consult each other with regard to any departmental activities.
- The FAC is responsible for reviewing the Department Governance Document annually, and proposing any changes for Departmental review.

#### ***FAC Chair***

- The Chair of the FAC is responsible for the administration of the activities of the FAC. The individual in this position consults with the Chair as required. The primary routine responsibility is to insure the timely submission of annual evaluation and other recommendations to the Chair by the committee.
- The FAC shall elect a chair from among its members. If possible, the Chair should be



the most senior ranking individual from among continuing FAC members. The previous chair is not eligible to serve as chair, except in unusual circumstances.

- In years where tenure and/or promotion cases are reviewed, the FAC Chair usually serves as the Chair of the Tenure and Promotion Faculty Review Committee (see below for a description of this committee). The FAC coordinates the process for evaluation of tenure and promotion candidates and the mid-tenure review, although evaluation is performed by the entire tenured faculty (see procedures in VIII below).

### **Graduate Committee (GC)**

- The GC is a standing committee composed of four appointed full-time faculty (whose duties are at least 50% within the department), including the graduate director but excluding the department chair. Members of the GC may be tenured/tenure earning faculty or permanent instructors. Faculty on sabbatical, non-departmental full-time administrative appointments, or any other leave (whether for one semester of the full year), may not serve on the GC during the academic year of their leave.
- GC members will serve two-year terms, staggered so that two members will rotate off the committee each year.
- After a faculty member's term is completed, they are not eligible to serve again until one academic year has passed.

### ***GC Charge***

The GC is charged with reviewing the graduate curriculum, proposing curriculum changes, reviewing and updating graduate program outcome assessment measures, and reviewing applications for departmental graduate student awards.

### ***GC Chair***

The Graduate Director is the Chair of the GC and is responsible for the administration of the activities of the GC. The individual in this position consults with the Chair as required. The primary responsibility is to insure that the graduate program is periodically reviewed and that recommended changes to the curriculum are researched and proposed to the faculty for discussion and vote.

### **Undergraduate Committee (UC)**

- The Undergraduate Committee (UC) is a standing committee composed of four appointed full-time faculty, (whose duties are at least 50% within the department), including the Associate Chair and/or Undergraduate Director (depending on which of these positions are filled at any given time) and the St. Petersburg campus Coordinator, but excluding the department chair. Members of the UC may be tenured/tenure earning faculty or permanent instructors. Faculty on sabbatical, non-departmental full-time administrative appointments, or any other leave (whether for one semester of the full year), may not serve on the UC during the academic year of their leave.

- UC members will serve two-year terms, staggered so that two members will rotate off the committee each year.
- After a faculty member's term is completed, they are not eligible to serve again until one academic year has passed.

### ***UC Charge***

The UC is charged with reviewing the undergraduate curriculum, proposing curriculum changes, reviewing and updating the undergraduate program outcome assessment measures, guiding the Undergraduate Student Advisor regarding the administration of the department's undergraduate honors program, and reviewing applications for department undergraduate student awards.

### ***UC Chair***

Either the Associate Chair or the Undergraduate Director serve as Chair of the UC and is responsible for the administration of the activities of the UC. The individual in this position consults with the Chair as required. The primary responsibility is to insure that the undergraduate program is periodically reviewed and that recommended changes to the curriculum are researched and proposed to the faculty for discussion and vote.

### **Committee on Diversity and Inclusion (CDI)**

- The CDI is a standing committee of three or more appointed full-time faculty (whose duties are at least 50% within the department) but excluding the Chair. Members of the CDI may be tenured/tenure earning faculty or permanent instructors. Faculty on sabbatical, non-departmental full-time administrative appointments, or any other leave (whether for one semester of the full year), may not serve on the CDI during the academic year on their leave.
- CDI members will serve two-year terms, staggered so that two members will rotate off the committee each year.
- After a faculty member's term is completed, they are not eligible to serve again until one academic year has passed.

### ***CDI Charge***

The CDI is charged with furthering the department's commitment to diversity and Inclusion in support of the department's Statement on Diversity and Inclusion (see Section II). This includes administering an annual climate survey on diversity and inclusion to department faculty, staff, and students as well as overseeing the Susan D. Greenbaum Diversity Leadership Award.

### **CDI Chair**

The Chair of the CDI will be appointed by the Department Chair. This individual in this position consults with the Chair as required. The primary responsibility is to offer suggestions and develop proposals for furthering the department's commitment to faculty, student, and staff diversity and inclusion which can be discussed by the faculty and voted on.

### **Tenure and Promotion Faculty Review Committee**

The Tenure and Promotion Faculty Review Committee is comprised of the entire tenured faculty, excluding the Department Chair. Only full Professors can vote on promotion from associate to full. The FAC chair usually serves as the chair of this committee, unless they do not have appropriate rank (i.e., only a full Professor may Chair a committee reviewing a case for full Professor), they are up for promotion themselves, or their spouse/domestic partner is being reviewed. In those cases, another Chair must be elected by the faculty.

### **Faculty Senate Seat**

The department will hold elections whenever the Faculty Senate seat for the department is vacant; the result will be forwarded to the Faculty Senate Office. St. Petersburg faculty may elect to be nominated or to fill seats particularly open on the Senate for the USFSP campus.

## **VI. DEPARTMENT MEETINGS**

- Regular meetings of the full department shall generally be held once per month, except in the summer; there should be a minimum of three meetings per semester. Department meetings or retreats may be called at other times by the Chair or by any three members of the regular faculty.
- All regular department faculty are expected to attend regular meetings; if a faculty member is unable to attend for a valid reason, they must notify the Chair in advance. Faculty members who cannot attend in person may opt to attend faculty meetings remotely. A secure, blinded process for electronic voting will be in place for those attending remotely.
- Minutes of meetings will be taken by a staff member designated by the Chair, and the minutes will be posted on the department shared drive within two weeks after each meeting.
- Each regularly scheduled meeting will begin with a discussion and formal adoption of the minutes of the previous meeting.
- Representatives of the Department Graduate Student Organization are invited to attend one department meeting per semester. The representatives will be given time on the meeting agenda to discuss issues related to the graduate student body.
- To pass, any measure must receive a simple majority of all those eligible members present, including those attending remotely.

## VII. FACULTY RECRUITMENT CRITERIA AND PROCEDURES

### **Recruitment Criteria**

Under limitations specified in Board of Trustees regulations governing the awarding of tenure, considerations of credit for prior service in an academic and/or non-academic position should occur before appointment to this College. The Chair should make recommendations to the College Dean regarding the crediting of prior experience for purposes of promotion and/or tenure. Credit should be given only for prior service pertinent to the individual's field of expertise and assignment in the department. Any credit should be fully stated and included in the appointment documents. All documents related to such considerations should be retained in the individual's permanent file, in the College Dean's office. In the absence of appointment provisions as outlined above, if credit for prior professional academic or non-academic experience is sought for promotion and/or tenure, it must be clearly stated and documented as a request for variance. The minimum criteria for recruitment at each rank are as follows:

#### ***Instructor***

- a. Department determination of the completion of substantial work in the discipline, appropriate to the position advertised.
- b. Expected completion of the Ph.D. in Anthropology, Archaeology or closely related discipline within two years of initial appointment.

#### ***Assistant Professor***

- a. Completion of all requirements for the Ph.D. in Anthropology, Archaeology or closely related discipline by date of appointment.
- b. Experience and expertise that matches the requirements of the position.

#### ***Associate Professor***

- a. Possession of the Ph.D. in Anthropology, Archaeology or closely related discipline
- b. Documented supporting evidence, of effort in assigned areas of activity, during prior employment commensurate with the minimum criteria for promotion to Associate Professor.
- c. Documented evidence of national or international visibility.

#### ***Professor***

- a. Possession of the Ph.D. in Anthropology, Archaeology or closely related discipline.
- b. Documented evidence of excellence in scholarship and other areas of professional activities, commensurate with the minimum criteria for promotion to Professor.
- c. Documented evidence of national or international visibility.

### **Hiring Procedures**

Selection and appointment of new faculty colleagues is one the most important tasks undertaken by the department. Searches for full-time faculty will proceed as follows:

- Hiring priorities are identified through discussion among department faculty, taking into

account departmental goals, new directions, and immediate needs.

- Once a line is approved, the Department Chair forms a Search Committee of at least four faculty members and one graduate student from within the department. A faculty member from outside the department may be included as appropriate. Regional Chancellors or their designee will serve as a voting member on all search committees for faculty hiring on branch campuses.
- The Chair appoints one of the internal members as Committee Chair, and designates a staff member to support the committee.
- The Search Committee meets to write the job description and circulates this to the department for input and possible revision. The Department chair will resolve any differences of opinion and approves the description.
- The Search Committee screens applications and is responsible for developing a first list of candidates. The committee may choose to conduct preliminary interviews by phone or other virtual means to narrow the list. The committee then develops a short list of candidates to be invited for an on-campus interview.
- The Search Committee Chair is responsible for organizing the interview schedules. Candidates will make at least one public presentation and all faculty members will be given an opportunity to meet with the candidates.
- The Search Committee will meet after all selected candidates have been interviewed and make a formal recommendation to the Department Chair and faculty members on the acceptability and ranking of candidates.
- As soon as possible, a department meeting is called, and the recommendations are discussed. The Department will vote on whether to accept the recommendation of the committee; only members who have heard and participated in this discussion are eligible to vote. Vote will be by secret, written ballot.
- If the department accepts the committee's recommendation, the result is presented to the Chair. If the department does not accept the recommendation, further discussion and voting will take place in order to determine the acceptability and ranking of the candidates.
- The Chair will make the final recommendation, and will present this to the College Dean.

### **Opportunity Hires**

From time to time, opportunities may arise to appoint faculty members in special circumstances. These might include spousal or partner hires, transfers from other departments, appointments related to diversity initiatives, or similar. Any such appointments must be considered by the regular voting faculty (section III above) and no such appointment may be made without a positive majority vote.

## VIII. ANNUAL EVALUATIONS

### **Assignment of Duties**

Faculty members are evaluated annually on the basis of their assignment of duties in the three areas of teaching, research and service. Those assignments reflect the rank of the faculty member and the needs of the department. All faculty should carry a research assignment of 15-20%, with more for untenured faculty (who should have a lower service load). The assignment for service should be no more than 10%, with teaching being the major portion of the faculty's assignment. According to the contract the faculty workweek is 40 hours.

At the time of assignment, the percentage distribution among categories assigned is shown in the Assigned Faculty Duties (AFD) column of the AFD/FAR form, which is completed online through the Faculty Information System (FIS). The (Faculty Activity Report (FAR) column is the opportunity for faculty to adjust the percentages according to actual work performed, in consultation with the Chair, before the forms are signed at the end of each semester. The FAR portion should reflect the work actually carried out, and is the basis on which faculty are evaluated. Evaluation of the faculty member will then be based on evidence of effort, including, but not limited to, both the amount and the quality of work performed within each category. In addition to the assigned duties, professional visibility of a faculty member will be a factor in the evaluation by the Chair and the FAC.

### **Annual Report and Evaluation**

All tenured, tenure-earning, and permanent instructors will complete an annual report based on their assigned duties. This report will be reviewed and evaluated by the FAC and Chair. Faculty will receive both a numerical score utilizing the scale of 1-5 established in the FIS system and a written appraisal.

- The annual review criteria are set out in the Appendix
- It is the responsibility of the faculty member to complete the Annual Report, which forms the basis of the evaluation conducted by the Chair and FAC.
- The Annual Report is prepared and submitted online, through the FIS system. Faculty members report their activities under the categories provided, and include comments they deem indicative of their effort and professional visibility in the narrative portions of their reports.
- The FAC reviews the report and places its evaluation into the online system.
- The Chair then reviews the report and provides their evaluation. Regional Chancellors or their designee will provide formal written input prior to a College Dean completing the performance appraisal. Evaluations for tenure-track faculty must include an assessment of progress toward tenure, together with any recommendations to the faculty member.
- Once evaluation is complete, faculty members are required to sign, indicating that they have seen the evaluation; signing does not imply that agreement with the evaluation.

Faculty members have the opportunity to respond to the evaluation in the appropriate space in the FAIR report.

- Faculty members who feel they are in situations of inequity are encouraged to call the FAC's attention to their situation.
- If a faculty member does not submit a report of their activities, the FAC and Chair will make a notation on the FIS system to that effect.

### **Merit Pay**

- Merit pay, when available, is distributed according to formulae that are determined by the United Faculty of Florida (UFF) Collective Bargaining Agreement (CBA), and which typically use the annual evaluation scores.
- The CBA may also include authority for raises that may be given at the discretion of the College Dean and/or Department Chair. The criteria for these will vary according to the CBA, and the Chair will be informed if/when they will have the ability to make discretionary pay recommendations.
- The Chair also has the authority to seek special raises based on particular circumstances, such as counter-offers when a faculty member receives a job offer from another institution. The chair may seek input from the FAC before making such a request, but is not bound to do so. All decisions about whether to award a special increase are made by the College Dean.

## **IX. GRIEVANCES**

- Departmental grievance procedures function within the context of College, University and BOG procedures. Faculty members who feel they may have a grievance case should consult the appropriate handbook and guidelines, and should be careful to conform to all such guidelines and related time periods.
- In the case of faculty grievance the parties involved shall attempt to come to a mutual agreement regarding the grievance within two (2) weeks after the initial incident. Any faculty member may request the FAC to meet on any and all matters which they have been unable to satisfactorily resolve by discussion with the Chair, including disagreements over annual evaluations.
- Should a faculty member remain aggrieved, they should inform the FAC in writing of their position, at which time it shall be the FAC's responsibility to bring the matter to the attention of the Dean of the College of Arts and Sciences, informing the Chair of this action. If resolution cannot be achieved at that level, College and University grievance procedures must be followed in sequence, with due attention to relevant forms and time schedules.

- In addition to these processes, a faculty member can file a grievance with United Faculty of Florida (UFF) at any time if they feel the Collective Bargaining Agreement (CBA) has been violated.

## **X. DEPARTMENT POLICY ON SPOUSES/DOMESTIC PARTNERS**

It has become increasingly common for two spouses or domestic partners to be members of academic departments. To avoid any questions of potential or perceived conflict of interest, the department has established the following guidelines, bearing in mind the need to maintain and support the academic autonomy of all individuals:

- Spouses/domestic partners should not serve on the FAC at the same time. Spouses/domestic partners may serve on any other committee at the same time (e.g. student committees, search committees, other department committees).
- In accordance with the USF policies on nepotism, it is not appropriate for one spouse to serve as Chair and the other as Associate Chair, Graduate Director, or other significant departmental administrative positions. However, spouses/domestic partners may serve at the same time as Associate Chair, Graduate Director, Undergraduate Advisor, FAC Chair, or other departmental administrative positions, where no supervision of each other is involved.
- Spouses/domestic partners are not permitted to be part of one another's annual evaluation. In addition, faculty members may not serve on the Tenure and Promotion Faculty Review Committee while their spouse/domestic partner is being evaluated.
- It is not appropriate for spouses/domestic partners to be involved in resolving disputes between a student and their spouse/domestic partner. If in one spouse/domestic partner is in a leadership position listed above, the issue should be moved to the Chair of the Department and/or the Dean.

## **XI. DEPARTMENT POLICY ON SUMMER TEACHING APPOINTMENTS**

In developing summer offerings, the department will strive to meet student curricular needs with quality instruction, within budgetary constraints. Priority is given to required classes.

Every effort will be made to offer faculty members opportunities to teach if they wish. If courses are not available for all who indicate an interest, a priority order will generally be followed: assistant professors/instructors, associate professors, and full professors.

After teaching a course one summer, the faculty member will go to the bottom of the rotation for the following year. The faculty member's expertise in the subject matter, the quality of the faculty member's teaching record, and the availability of other sources of summer funding (such as grants) will be considered in assigning courses. If possible, the Department will assign faculty; however, when appropriate (and when budgetary constraints require it), qualified graduate students and adjuncts may teach summer courses.



### **XIII. REVIEW AND REVISIONS**

This document is subject to annual review by the faculty of the department at the beginning of each academic year. Any changes require a majority vote of no fewer than two-thirds of voting members.

## APPENDIX: Annual Evaluation Criteria

While the tenure and promotion process is a summative assessment of substantive contributions at the career level, annual evaluation is a scaled rating of effort (activities/work performed, including projects in progress and completed) in assigned duties in a single year. Because assigned duties are typically in the categories of teaching, research, and service, the annual evaluation process is related to the tenure and promotion process, but their purpose is different (see table below). As such, annual evaluations can be used to provide feedback on and gauge progress toward tenure and/or promotion in a given year, but the cumulative results of annual evaluation do not guarantee tenure or promotion. For faculty members working towards tenure and promotion, a statement of progress is included in the annual evaluation. However, because annual evaluation is a separate process, those individuals should refer to the department's tenure and promotion guidelines for those criteria.

	Tenure and Promotion	Annual Evaluation
Purpose	Summative assessment over a career	Evaluation of effort related to assigned duties in a year
What is being evaluated	Accumulation of substantive contributions, as outlined in the department T & P guidelines	Effort related to assigned duties
Decision/Rating System	Binary (yes/no)	Scaled rating (1 to 5, with 5 being the highest)
Answers the question	Did you meet USF T & P criteria?	At what level did you demonstrate effort related to assigned duties?

Annual evaluation is based on the information provided in the annual report and considers the percentage of assigned duties of each faculty member. Variation among faculty is anticipated, and a wide range of activities may meet department expectations. Effort is therefore to be evaluated with a view toward balancing the short- and long-term goals of each faculty member. It is the responsibility of the faculty member to make a strong argument as to why different types of activities are emphasized in any particular category of assigned duties. Failure to submit a complete annual report by the established deadline will result in a rating of 0 in all areas of assigned duties.

Evaluation is based on a scale of 1-5, with 5 being the highest (0.5-point increments may be assigned).

All evaluative criteria outlined below are general guidelines, and not exhaustive. The rating of effort in each area of assigned duties is determined by both quantitative and qualitative factors, and one does not carry more weight than the other.

### RESEARCH

Research projects or activities for Anthropology faculty could include peer-reviewed articles, book chapters, and reports, which are often peer reviewed, to local, national, or international agencies, as well as formal presentations. Other activities could include applied research, focusing on program and policy evaluation reports, professional commentaries or editorials, and museum exhibitions. Longer-term research projects, which may span more than one annual evaluation year, could include single-authored or lead-authored publications and edited books as well as grant applications to national and international funding organizations and agencies. These above examples are specific products representing faculty effort, and other short- and

long-term scholarly, applied, and creative activities could be included in the annual narrative. In the discipline of anthropology, it is important to note that the majority of research projects are long-term commitments by the faculty member requiring more than one year to complete. Therefore, the effort involved is an important factor when evaluating each faculty member for a given year. Other contributing factors should be considered, including whether the faculty member has been engaged in a considerable amount of service (e.g., administrative duties, editing a journal, organizing a conference, chairing a high-profile department, university, or national or international committee) or teaching (e.g., chairing a high number of graduate students). Therefore, if the faculty member has consistently shown significant effort through their career, they should not be penalized due to working on a long-term project or engaged in a higher-than-normal teaching and service commitment for the year being evaluated. Each faculty member should explain the relevance to their overall performance. In addition, if significant effort is involved for a specific project (e.g., books, national and international grants, etc.), that spans more than one evaluation period, then the faculty member should clearly explain that in the narrative describing related or future activities.

Each activity below should be weighed in view of the faculty member's rank, the length and creative ambition of the work, and its contributions to the specific field(s) or sub-field(s) in which they primarily work.

- Outstanding (5) effort in research might entail a combination of activities such as, but not limited to, those described below:
  - Preparation, submission, or funding of a high impact grant or contracted research, as determined by, for example, the alignment with university, college, and department goals; funding source; size of grant; extent of activities to be funded; visibility; standards of the discipline; etc.
  - Grant administration and grant-related research activities (e.g., instrument development, data collection, data analysis and interpretation)
  - Post-grant activities (e.g., reporting)
  - Preparation, submission, or publication of one or more high impact articles or book chapters, as determined by, for example, the quality of the outlet(s), the influence of the publication(s) on the field, standards of the discipline, etc.
  - Preparation, submission, or publication of a high impact book, as determined by, for example, the quality of the outlet(s), the influence of the publication(s) on the field, standards of the discipline, etc.
  - Preparation and/or delivery of one or more high impact presentations, as evidenced by, for example, the quality of the outlet, impact of the presentation, status of the presenter, etc. (e.g., workshop organizer for major conference, invited address at a major conference; invited colloquium talk for a highly ranked program or highly respected institute)
  - Major prize or award for scholarly or creative work
  - Leadership in diversity and inclusion efforts related to research
  
- Strong (4) effort in research might entail activities such as, but not limited to, those described below:
  - Preparation, submission, or funding of a lesser impact grant or contracted research, as determined by, for example, the alignment with university, college, and department goals; funding source; size of grant; extent of activities to be funded; visibility; standards of the discipline; etc.

- Grant administration and grant-related research activities (e.g., instrument development, data collection, data analysis and interpretation)
  - Post-grant activities (e.g., reporting)
  - Preparation, submission, or publication of one or more lesser impact articles or book chapters, as determined by, for example, the quality of the outlet(s), the influence of the publication(s) on the field, standards of the discipline, etc.
  - Preparation, submission, or publication of a lesser impact book, as determined by, for example, the quality of the outlet(s), the influence of the publication(s) on the field, standards of the discipline, etc.
  - Preparation and/or delivery of one or more lesser impact presentations, as evidenced by, for example, the quality of the outlet, impact of the presentation, status of the presenter, etc. (e.g., workshop organizer for major conference, invited address at a major conference; invited colloquium talk for a highly ranked program or highly respected institute)
  - Participation in diversity and inclusion efforts related to research
- Satisfactory (3) effort in research might entail activities such as, but not limited to, those described below:
    - Documentation of progress on a grant submission
    - Primary research
    - Preparation, submission, or publication of a lesser impact article or book chapter
    - A low impact presentation, as evidenced by the quality of the outlet, impact of the presentation, and status of the presenter
- Unsatisfactory (2) effort in research is characterized by unclear, minimal, or insufficient demonstrated effort of research activities in all of the following areas:
    - Grant activities
    - Active research
    - Publication activities
    - Conference or scholarly presentations
- Unacceptable (1) effort in research is reflected by no demonstrated effort of research activities.

## **TEACHING**

Faculty are expected to promote graduate and undergraduate students' learning, intellectual development, and career preparation. The annual report should identify evidence of these teaching and mentoring efforts by addressing, for example, the context and impact of their teaching activities during the evaluation period.

- Outstanding (5) effort in teaching might entail activities such as, but not limited to, those described below:
  - Contributions to student learning through new course development
  - Contributions to student learning through the development of innovative teaching methods
  - Leadership in collaborative course development
  - Leadership in curriculum development or assessment for the department
  - Leadership in diversity and inclusion efforts related to teaching
  - Teaching awards

- Mentorship of undergraduate and/or graduate students through significant milestones, e.g., graduation, employment, as advisor/chair
  - Contributions to the intellectual development of students through review/feedback on undergraduate or graduate theses or dissertations
  - Student evaluations of teaching at or above the department or college average and/or student comments indicative of instructor effectiveness
  - Preparation, submission, or publication of books, articles, or book chapters related to teaching
- Strong (4) effort in teaching might entail activities such as, but not limited to, those described below:
    - Contributions to student learning through the adoption of innovative teaching methods
    - Contributions to student learning through participation in collaborative course development
    - Contributions to student learning through significant course revisions/development
    - Participation in diversity and inclusion efforts related to teaching
    - Documented efforts aimed at improving teaching (e.g., participation in teaching workshops, peer evaluation of teaching)
    - Mentorship of undergraduate and/or graduate students through significant milestones, e.g., graduation or employment, as committee member
    - Improvement in student evaluations of teaching
    - Mentorship of students presenting at regional or national conferences
    - Student evaluations of teaching at or above the department or college average and/or student comments indicative of instructor effectiveness
- Satisfactory (3) effort in teaching might entail activities such as, but not limited to, those described below:
    - Improvement of student learning through course revisions/development
    - Mentoring undergraduate and/or graduate students
- Unsatisfactory (2) effort in teaching is characterized by unclear, minimal, or insufficient demonstrated effort of teaching activities in all of the following areas:
    - Mentorship of students
    - Course improvement or development
    - Improvement of teaching performance
- Unacceptable (1) effort in teaching is reflected by no demonstrated effort of teaching activities.

Other factors that may be considered in the evaluation of teaching:

- Contributions to departmental needs in teaching
- Time to completion of graduate students
- Teaching that spans both undergraduate and graduate courses
- Evidence of dealing with special needs of students or outreach to students
- Evidence that goals of course(s) are met (i.e., assessment)
- Evidence that course(s) challenge students

## SERVICE

Service to the department includes active and cooperative participation in department meetings as well as on committees and councils. Service to the university includes active and cooperative participation on committees and councils at the school, college, university, and university system levels. Service to the profession includes but is not limited to: editing scholarly journals; reviewing manuscripts and proposals; active involvement and office-holding in professional organizations; the organization and execution of meetings, symposia, conferences, and workshops; participation on local, regional, state, national, or international professional committees, groups, or associations; participation in local, regional, state, national, or international boards, agencies and commissions; facilitating newsletters or social media for professional organizations. Service to the community includes but is not limited to: engagement with schools, non-profit organizations, and other civic and community groups, as well as engagement with the broader public at local, national, and/or international levels. Regarding all service efforts, candidates are strongly encouraged to document any leadership and/or administrative roles as well as efforts at meeting the department's and university's established goals related to diversity and inclusion.

In order for a faculty member to earn a Satisfactory, Strong, or Outstanding rating in service, a faculty member must *minimally* be regularly involved in attending departmental and committee meetings and must actively contribute to the life of the department and those committees. Each activity below should be weighed in view of the faculty member's rank.

- Outstanding (5) effort in service might entail activities such as, but not limited to, those described below:
  - Service within and/or beyond the department at multiple levels (i.e., service to the university or college, profession, or community)
  - A leadership level or key position within the department, college, or university
  - A leadership level or key position in international, national or regional professional organizations, or editorial position for a journal or press
  - Multiple activities for prestigious societies, organizations, or publishers, including conference or symposium organization, or manuscript reviews
  - Serving on boards or review panels for prestigious publishers or granting agencies
  - Leadership of community service activities (engagement with schools, non-profit organizations, and other civic and community groups, as well as engagement with the broader public at local, national, and/or international levels)
  - Leadership in diversity and inclusion efforts related to service
  - Note that assistant professors, visiting instructors, and newly hired instructors, who are typically given minimal service assignments, might receive this rating simply through eager engagement in the life of their department and through active engagement in their assigned committees with minimal additional responsibilities outside of the department.
  
- Strong (4) effort in service might entail activities such as, but not limited to, those described below:
  - Service activity within and/or beyond the department (i.e., service to the university or college, profession, or community)
  - A leadership level position in an activity (e.g., committee chair or co-chair, an editorial position, workshop organizer, organization board member)

- Activity for a high-quality society, agency, organization, or publisher
- A record of service to the community
- Participation in diversity and inclusion efforts related to service
- Satisfactory (3) effort in service might entail activities such as, but not limited to, those described below:
  - Service activity in or beyond the department that is appropriate to rank/position (i.e., service to the university or college, profession, or community)
  - Participation in faculty meetings, departmental events, and committee meetings
- Unsatisfactory (2) effort in service is characterized by unclear, minimal, or insufficient demonstrated effort of service activities in all of the following areas:
  - Participation in faculty meetings and committee meetings
  - The effort reported as service is not commensurate with the assigned effort in that area (e.g., someone is assigned 10% for service but only shows evidence of work that should take one hour a month).
- Unacceptable (1) effort in service is reflected by no demonstrated effort of service activities.

**Revised and Approved by the Faculty April 29, 2022**

**Approved by the USF Provost's Office June 1, 2022**