DEPARTMENT OF GEOGRAPHY-ANTHROPOLOGY
POLICIES AND PROCEDURES

I. DEFINITIONS
1. “The Department” shall mean the Department of Geography-Anthropology at USM.

2. “Faculty” shall mean all unit members in the rank of assistant professor, associate professor, and
professor holding full-time tenure-track or tenured appointments.

3. Unit members shall mean persons defined in Article I (Recognition) of the AFUM Agreement.

4. “Governance Constitution” shall mean the Governance Constitution of USM, as approved by the
Board of Trustees of the University of Maine System in June 1995 or its official replacement.
“Contract” shall mean the Agreement between the University of Maine System and Associated
Faculties of the University of Maine, System, MEA/NEA.

5. The regulations contained in the AFUM Agreement and the Governance Constitution implicitly shall
supersede all Procedures and Policies of the Department.

II. Personnel – Tenure-Track and Tenured Faculty
A. Procedures
The Personnel Committee of the Department functions as the peer committee for evaluating faculty.
The Personnel Committee is comprised of all tenured and tenure-track faculty of the Department. A
quorum is required and shall be 2/3 of committee members not on leave.

1. A member of the peer committee is elected by the faculty to serve as the Chairperson of the
Personnel Committee. The Personnel Committee shall meet annually in advance of pertinent
personnel action deadlines. It shall prepare a written evaluation of any members of the
Department under review based on information requested from and supplied by each faculty
member, and on student evaluations.

2. Faculty shall provide the Personnel Committee with the appropriate Personnel Presentation at
least two weeks prior to the scheduled Personnel Committee meeting at which they will be
evaluated.

3. When a member of the Department is to be considered for tenure, promotion, continuing contract,
or performance review, the Personnel Committee will have access to the member’s Personnel File
in accordance with the contract. The Chairperson shall convene the Personnel Committee to insure
that such administrative deadlines are met in a timely fashion.

4. Performance evaluations shall be scheduled to ensure that applicable promotion, tenure,
continuing contract status, and reappointment schedules and/or deadlines are met. In arriving at a
recommendation for promotion and/or tenure, the peer committee shall consider, among other
matters, letters evaluating the work of the applicant. The letters must come from sources both
within and outside of the University of Maine System. The chairperson of the peer committee shall
solicit all letters, both internal and external, on behalf of the candidate. The candidate will select
the referees for internal letters. The candidate will present the names of five persons external to
the University of Maine System who are qualified to comment on the candidate’s scholarship. The
committee may add one name to the list of external reviewers. The committee will select and request comments from at least four of those on the final list. The committee shall select three letters to become part of the applicant’s file.

5. If more than one individual is being evaluated for the same deadline, the order of evaluation shall be established by consensus.

6. Faculty may make oral statements at their review, followed by a question and answer session. That faculty member under review then withdraws from the meeting during the discussion of his or her performance.

7. Only those items listed under “Evaluation Criteria” will be discussed.

8. Hearsay evidence shall be avoided.

9. Written evaluations of all faculty members will be presented to the departmental Personnel Committee for its approval, written by a Committee member(s) as designated by the Committee chair, and excluding the member being evaluated. The peer committee shall forward its performance evaluation and recommendation regarding annual review, tenure, continuing contract or promotion to the Department Chair in a timely manner. Peer recommendations both majority and minority (if any) must be signed by all of the peer committee members participating in the recommendation. The names of all peer committee members must be listed and a tally of the vote including any abstentions must be recorded.

10. Upon request of the faculty member, the Chairperson of the Personnel Committee shall meet with an individual department member to discuss that person’s professional performance.

11. For one week prior to placing the evaluation in the faculty member’s official personnel file in the office of the Dean of the College of Arts and Sciences, the faculty member shall have the opportunity to supply written comments, which, if provided, will be attached to the Personnel Committee’s evaluation, and may be viewed by the Personnel Committee.

12. The evaluation, with response, if any, shall be placed in the faculty member’s personnel file in the Dean’s office.

13. When a departmental member is being considered for tenure, promotion, continuing contract, or performance review, voting by secret written ballot shall take place at the conclusion of all testimony and discussion. Only tenure track faculty members of the Department shall vote on personnel matters; in addition, the member being considered is not allowed to vote. The Chairperson shall appoint two ballot-counters who shall count the ballots and immediately announce the results.

14. Any votes of the Personnel Committee shall be recorded from those in attendance at the meeting; however, an absentee ballot will be accepted from a Committee member on leave. An absentee ballot may be accompanied by a written evaluation of the candidate. In the event of an unavoidable absence, the committee may vote to accept an absentee ballot from an absent member.
B. Evaluation Criteria

1. Instruction
Teaching is the primary mission of the Department. During personnel evaluations emphasis will be placed on teaching effectiveness. To facilitate this aspect of the evaluation, each faculty member shall submit to the Personnel Committee, in addition to the appropriate personnel presentation, a most recent syllabus and course policies for each course taught during the period under review. The faculty member may also submit other supporting materials such as texts, assignments, exams, lab exercises and manuals used in those courses taught.

Course evaluation questionnaires: Course evaluation questionnaires will be filled out by students at the end of each semester in which a course is given; questionnaires must include written comments and/or ratings on texts, course content, instructor and examinations. Instructors shall inform students that evaluations are taken seriously and signed comments become a permanent part of the instructor’s personnel record. The instructor will not be present when student questionnaires are distributed, completed and collected. Completed questionnaires should be delivered by a student to the staff member selected to summarize them, to the Department office, or to the campus library to be placed in campus mail. Evaluations must be summarized (unless computer-scored) by a staff member within six weeks after students have filled out questionnaires and then questionnaires will be returned to the instructor. Questionnaires are returned to the instructor only after semester grades have been placed with the Registrar.

In addition, labs and lectures in any Geography (GEO), Anthropology (ANT), and Geography-Anthropology (GYA) course will be open for attendance by a faculty member elected by the Peer Committee upon prior notification to the instructor. In this way, some direct evidence of teaching effectiveness may be gained. Untenured tenure-track faculty shall be evaluated by peer observation annually. Tenured faculty will be evaluated by peer observation, preferably within the year immediately preceding the post-tenure review or promotion.

The Personnel Committee shall consider the following criteria in evaluating faculty members. Criteria shall be considered in the context of the general goals outlined in the University mission statement and are to include the following:

1. Teaching effectiveness
   (a) Peer evaluations
      i. written observations of teaching and lecturing
      ii. course syllabi, reading lists, and examinations

   (b) Student evaluations
      i. course evaluation questionnaire data
      ii. signed student comments

   (c) Student learning outcome-based assessments, if appropriate

2. Preparation of new courses in rank order
   a. new lecture courses in an area not related to the faculty member’s specialty
   b. new lecture courses in an area related to the faculty member’s specialty
   c. new experimental, directed reading, interdisciplinary, or team-taught courses
3. Teaching load per semester in rank order
   a. number of course preparations
   b. number of courses
   c. number of independent study and internship preparations

4. Efforts to create, maintain, and expand laboratory facilities and fieldwork experiences and associated resources, if applicable.

For reappointment beyond the second year, the faculty member shall have begun to demonstrate a sustained pattern of effective teaching during the evaluation period.

For reappointment beyond the fourth year, the faculty member must demonstrate a sustained pattern of effective teaching and progress toward high quality teaching.

A recommendation of tenure and (or) promotion to Associate Professor presumes a sustained record of high quality teaching.

Promotion to the rank of Professor requires a sustained pattern of high quality teaching.

2. Research and scholarship
Research is the second part of the faculty member’s obligation to the Department and the University. To obtain tenure or promotion, faculty must have an active and productive research program that has led to refereed publications. The timeliness of the University’s provision of the necessary resources for a member to initiate a research program must be considered during the course of evaluation.

To facilitate this aspect of the evaluation, each faculty member shall submit to the Personnel Committee works published, submitted, or in preparation, grant proposals submitted or in preparation, and progress reports on all internal and external awards, including sabbaticals. The candidate may also submit reviews of works and grants submitted, if available, and contract proposals and awards.

The Personnel Committee shall consider the following criteria in evaluating faculty members. Criteria shall be considered in the context of the general goals outlined in the University mission statement and are to include the following:

Scholarly activity in rank order:

1. Refereed publications such as books, parts of books, journal articles, maps, CD-ROMs, etc.

2. Refereed and invited presentations at professional venues

3. Unrefereed publications and creative works such as books, parts of books, journal articles, maps, CD-ROMs, exhibits, etc.

4. Unrefereed presentations at professional venues

5. Unpublished research.

The Personnel Committee should also consider recognition of the candidate’s status as a scholar such
as invitations to review manuscripts, publications, and grants and fellowships and awards.

For reappointment beyond the second year, the faculty member must submit evidence of implementing a research program.

For reappointment beyond the fourth year, the Personnel Committee must be able to discern progress in scholarly activity and contributions to their field.

A recommendation of tenure and (or) promotion to Associate Professor requires a sustained record of substantial and quality scholarship and a clearly evident pattern of intellectual development and growth, as recognized by peers in the field.

Promotion to the rank of Professor presumes a significant contribution to the field of Geography or Anthropology and a reputation beyond the local or regional. Such standing requires a substantial and distinguished body of scholarship, as recognized by peers in the field.

3. Service
The proportion of a faculty member's time devoted to service will vary throughout their career. Pre-tenure faculty should normally carry lighter service. Service at the departmental level is required. Because faculty members have different strengths and opportunities, additional service may take the form of college and university assignments or service, professional service in the discipline, and community service in the discipline.

The Personnel Committee shall consider the following criteria in evaluating faculty members. Criteria shall be considered in the context of the general goals outlined in the University mission statement and are to include the following:

A. Services to the system, university, college and department in rank order such as committee membership and leadership, advising student organizations, and other assignments.

B. Professional service in the discipline may include participation in the leadership of professional associations, service on editorial boards, etc.

C. Service to the community in a professional capacity such as papers and speeches to outside groups, participation in university-sponsored public service programs, work in community projects in a professional capacity, unpaid consulting activities

For reappointment beyond the second year, the faculty member shall have participated in Department level service.

For reappointment beyond the fourth year, the faculty member must participate in service beyond the Department level.

A recommendation of tenure and (or) promotion to Associate Professor requires evidence of continued service to the Department and beyond.

Promotion to the rank of Professor requires an ongoing pattern of service to the Department and to the profession.
C. Definition of satisfactory performance for post-tenure reviews
In addition to maintaining an effective teaching program, the faculty member shall be active in scholarship and service.

D. Joint appointments
Evaluation of joint appointments will be based upon the faculty member's appointment documents.

III. THE DEPARTMENT CHAIRPERSON
A. Duties
1. The Chairperson is the advocate for the Department and its appointed intermediary in communications with University Administration, except when the department has delegated responsibility to another faculty member for a specific instance.

2. The Chairperson shall:
   a. call and preside at all Department meetings;
   b. appoint a temporary Acting Chairperson in the event of her/his absence from the University for more than three (3) business days and if she/he is unable to respond promptly to e-mail and/or voice mail messages and is unable to be in contact with staff in a timely manner;
   c. prepare and distribute a printed agenda at least three (3) days in advance of each meeting. Faculty members should notify the Chairperson of items they wish to include on the agenda at least five (5) days in advance of each meeting.
   d. see that detailed written Minutes are recorded at each meeting and be responsible for their distribution to the Faculty least three (3) days in advance of the next meeting;
   e. promptly and faithfully forward all authorized communications from the Faculty to the Administration;
   f. promptly and faithfully forward all authorized communications from the Administration to the Faculty;
   g. approve budget expenditures and course allocations;
   h. approve classified, professional, and faculty time as appropriate through Peoplesoft;
   i. attend all CAS chairs meetings and retreats or appoint a representative if unable to attend. However, in the event that a new chair is beginning a term, it is preferable that she/he attends the retreats for chairs hosted by the Dean and Provost, usually held in August;
   j. bring forward contract proposals, grants, or fellowship applications for discussion and review prior to signing the blue sheet;
   k. be responsible for facilitating the summer advising schedule;
   l. be responsible for supervising and evaluating classified and professional staff as appropriate.
3. Nothing in these policies shall prohibit any member(s) of the Faculty from direct communication with the University Administration. Common courtesy mandates that the Chairperson should be informed of the fact of such communication, but not necessarily of its content.

B. Selection
1. The chairperson shall be nominated by election a committee of the whole for a two-year, twice renewable term. Nomination procedures will follow the guidelines specified in the current AFUM agreement, including the presence of an "objective" member of another department to serve as referee of the procedure.

2. Only full time tenure-track or tenured Department members are eligible to vote for Chairperson.

3. The term of office shall be two years, starting 1 September.

4. The maximum number of terms that may be served consecutively is three (a total of 6 years).

5. A nominee for Chairperson must be a faculty member of the Department, must have a minimum of three years’ teaching experience at an accredited college or university, and teach at least one course per semester during his/her tenure of office.

6. The selection of the nominee shall be made no later than 1 April of the year in which the Chairperson will assume office.

7. Any votes shall be recorded from those in attendance at the meeting who are eligible to vote; however, an absentee ballot will be accepted from a Committee member on leave. In the event of an unavoidable absence, the committee may vote to accept an absentee ballot from an absent member.

8. A majority vote of Department members shall suffice to elect the Chairperson. Voting shall occur by secret ballot.

9. Should the office of Chairperson be vacated, an election shall take place within ten (10) days to choose a replacement, who shall hold office until the following 31 August.

10. Should the Chairperson decline to serve as chair during the summer, a nomination for a summer chair for the period of absence may be made upon vote by the department.

IV. FACULTY MEMBER RESPONSIBILITIES
Faculty members — whether tenured, tenure-track, or non-tenure-track — are expected to engage in their professional activities of teaching, scholarship, and service in a manner that meets expected standards of behavior and that is respectful of their students, their colleagues, staff, and the public. In particular, Faculty members shall:

1. Promptly and faithfully respond to communications from departmental colleagues.

2. Schedule and maintain regular office hours.

3. Strive to meet with advisees once a semester.
4. Grade and return student work in a timely fashion.

5. Use Peoplesoft to maintain their personnel records: all absences for other than professional reasons, must be entered by the faculty member as sick leave in Peoplesoft.

6. Notify the chair of any items for a department meeting agenda five (5) days prior to a scheduled department meeting in order that scheduled items can be attended to and that meetings can end in a timely fashion.

7. Bring forward contract proposals, grants, or fellowship applications for discussion and review, by requesting that such items be placed on a meeting agenda five (5) days prior to a scheduled department meeting.

8. Maintain the highest standards for intellectual integrity and honesty in their work and adhere, where appropriate to the established ethical guidelines of their professional communities.

9. Protect confidential information including information about students (admissions, disciplinary matters, job seeking, etc.), other faculty and staff (personnel cases, grievance procedures, etc.), and other matters as appropriate.

10. Maintain appropriate standards of personal and professional conduct: faculty members must deal professionally with students, staff, and colleagues; they must refrain from expressing bias and from behaving in a manner that might be construed as harassment based on race, religion, gender, sexual orientation, disability, or socio-economic status.

11. Deal appropriately with the cancellation of class meetings.

   a) In the case of illness or of a personal or family emergency, the Faculty member should report their absence to the Chairperson (in order that the Chairperson can approve time in Peoplesoft) and to the administrative assistant or secretary (in order that a cancellation sign will be posted) as soon as possible; if the affected Faculty member is the department chair, s/he should report her/his absence to the dean and to the dean’s executive assistant as soon as possible.

   b) Faculty members absent for professional reasons (e.g., conferences) shall make appropriate arrangements for classes missed and shall make a reasonable effort to notify the administrative assistant of such absences.

12. Arrange for make-up exams. Such arrangements should not involve the administrative assistant or secretary.

13. Submit a copy of current course syllabi to the administrative assistant at the start of each semester.

V. OTHER ELECTED POSITIONS IN THE DEPARTMENT
The following positions will be filled by volunteers or will be elected on an annual basis by a majority vote of the Department, using a secret ballot. These positions may include, but not be limited to, the following:
a. Curriculum Review Committee Representative (see section VII below)
b. Department Scribe – Minute meetings and distribute to faculty in a timely fashion.
c. Library Liaison - Collect and submit faculty requests for new library acquisitions. Track and report on expenditures and acquisitions of the USM library system for periodicals, serials and main holdings in support of the curriculum. Represent the department to the USM library system.
d. Student Organization Advisor - Advisor to the GYA Majors Association. Attend all student group meetings and functions; report to faculty regarding student group activities.
e. University GIS Committee Representative(s) - Represent the Program’s interests and needs for teaching, research, and public service related to the USM GIS laboratory.
f. Non-Tenure Track Faculty Evaluation Committee –(see Section VI below)
g. Student Awards and Scholarship Committee – Ensure that the Frank Hodges Award and scholarship nominations are submitted in a timely fashion.

VI. SEARCH COMMITTEES
1. The Search Committee comprises all tenured and tenure-track faculty of the Department. The Search Committee will elect a Committee Chairperson. By a majority vote of the Department, additional persons may be invited to serve on the Search Committee. Faculty members cannot serve on a Search Committee for which they are candidates.

2. The Search Committee shall follow the University policies and procedures governing searches.

3. The Search Committee will vote on a recommendation. The Department Chairperson then will forward that recommendation to the Dean.

VII. NON-TENURE TRACK FACULTY
Non-tenure track faculty refers to part-time, full-time fixed-length, visiting and adjunct faculty as defined by the University’s policies and procedures.

1. Acceptance of non-tenure track faculty must be approved by a majority vote of the Department.

2. Non-tenure track faculty have no voting rights concerning departmental matters.

3. Non-tenure track faculty are subject to the University’s policies and procedures concerning their appointments.

4. If a course is taught regularly by a tenured or tenure-track faculty member, the non-tenure track faculty shall submit a syllabus and textbook(s) and readings for approval by the tenured or tenure-track faculty member at least 3 weeks prior to the beginning of the teaching assignment. The tenure-track or tenured faculty member may require that the non-tenure track faculty member follow that course syllabus and use the same textbook.

5. Termination of status, prior to the end of the appointment period, must be approved by a majority vote of the faculty members of the Department.

6. Evaluation of non-tenure track faculty
   a. The Chairperson will call for volunteers to serve on the Non-Tenure Track Faculty Evaluation Committee.
b. On an annual basis, the Evaluation Committee shall review non-tenure track faculty performance in the areas of teaching, research, and service as appropriate to the nature of the appointment using evaluation criteria in IIb.

c. Labs and lectures in any Department course will be open for attendance by interested faculty upon prior notification to the instructor. In this way, some direct evidence of teaching effectiveness may be gained.

d. The Evaluation Committee will recommend to the Department either continuation or termination.

e. Continuation or termination must be approved by a majority vote of the Department.

VIII. CURRICULUM
1. The Department's curriculum responsibilities are:
   a. approval of new courses;
   b. approval of course changes;
   c. approval of course removals;
   d. approval of changes to the degree program(s);
   e. approval and periodic review of laboratory fees;
   f. approval and periodic review of cross-listing of courses.

2. The Department representative to the CAS Curriculum Review Committee (CRC) shall volunteer or be elected by majority vote of the Department Faculty and shall serve for a one-year term, which can be renewed.

3. The duties of the CRC Representative shall include:
   a. regular attendance at the Committee meetings;
   b. acquisition and retention of published Minutes from CRC meetings in the Department of Geography-Anthropology office;
   c. presentation and advocacy of Department Curriculum Committee decisions before the CRC.

4. Any course change or new course offering in the Department, whether permanent or experimental (“X99” designation), must be approved by a majority vote. The faculty member preparing the course shall provide the Department with a detailed syllabus and course policies at least three (3) days before a faculty meeting. Department approved courses then will be sent to the CRC.

IX. MAJORS ASSOCIATION
One member of the department faculty will serve as a faculty advisor to the majors association.
On an annual basis, the Department shall hold a joint meeting with the Majors Associations and interested students.

X. QUORUM
1. For all faculty meetings and Department committee meetings, a quorum, defined as 2/3 of the members not on leave must be present.

XI. ELECTRONIC BALLOTS
1. Electronic ballots (i.e., e-mail vote) may be conducted on a case-by-case basis during the academic year. Any member of the Department may veto an electronic vote.

2. After a solicitation of an electronic ballot, the members of the Department will have two (2) business days to reply.

3. Within one business day after receipt of all ballots, the Chairperson will publish, electronically, the results of the ballot.

4. A copy of the ballots and the outcome will be attached to the minutes of the next Department meeting.

XII. BUDGET
1. Equipment funds will be allocated according to requests submitted to and compiled by the Chairperson and discussed and voted upon by the faculty.

2. Of indirect costs returned to departments, the Department receives 20% and the Principal Investigator receives 80%. The departmental allocation may be used at the discretion of the Department, after a majority vote of the faculty.

XIII. WORK LOAD
1. Course Releases
   a. Any full-time tenure-track or tenured faculty member in the Department may request release time for scholarship for a specific project. To minimize the impact on scheduling of courses, normally such a request must be received by the Chairperson no later than the end of the first week of the semester preceding the semester in which the release time is proposed to be taken.

   The Chairperson shall schedule a meeting of the department faculty to consider such a request no later that the end of the third week of the semester in which the request is received. Such requests must be approved by a majority vote of the Department. If approved, a recommendation for release time shall be forwarded to the Dean by the Chairperson with appropriate documentation, normally no later than the date on which a schedule for courses for the next semester is sent to the Dean.

   b. Any full-time tenure track faculty member in the Department may request release time for scholarship for a specific, externally funded project, contingent upon the grant being funded. The Department Chairperson normally must receive such requests at least four weeks prior to the deadline for grant proposal submission. The Department Faculty shall consider such requests no later than three weeks prior to the deadline for grant proposal submission. Such requests must be approved by a majority vote of the Department.
If approved, the Chairperson shall forward a recommendation for release time for scholarship to the Dean, including a statement about the impacts on the Department’s ability to deliver its courses no later than two weeks prior to the deadline for grant proposal submission.

c. In granting release time for scholarship, untenured faculty shall be given first preference.

2. Overload Teaching Assignments

Overload teaching assignments will be decided upon by the faculty at department meetings. Consideration will be given to balance needs of the two concentrations. In accordance with applicable collective bargaining agreements, opportunities for overload teaching assignments shall be offered first to full time faculty, and any unclaimed sections thereafter shall be offered to qualified adjunct or regular part time faculty. Faculty with release time for research and scholarship will not be granted overload unless justified and approved by vote of the department. The Department Chairperson shall forward proposed overload teaching assignments to the Dean for consideration and approval. The distribution of overload teaching assignments among qualified full time faculty shall be made in an equitable manner.

3. Release Time for Completed Independent Studies

Any department faculty member on full-time tenure-track appointment may request release-time for completed Independent Studies totaling 30 student credit hours. Student credit hours for regularly scheduled service-learning activities (e.g., group Independent Studies) for which a faculty member has received credit towards a portion of one’s normal teaching load shall not be counted for this purpose. To minimize the impact on scheduling of courses, normally such requests must be received by the Chairperson no later than the end of the first week of the semester preceding the semester in which the release-time is proposed to be taken.

The Chairperson shall schedule a meeting of department faculty to consider such a request no later than the end of the third week of the semester in which a request is received. Such requests normally shall be approved, provided the ability of the department to deliver its programs shall not be impaired. If approved, a request for release-time for Independent Studies shall be forwarded to the Dean by the Chairperson with appropriate documentation normally no later than the date on which a final schedule of courses for the next semester is sent to the Dean.

XIV. PROCESS FOR INDEPENDENT STUDY

Students who have a well thought out study project and a full-time tenure-track or tenured members of the Department faculty willing to supervise it may obtain credit for independent study by requesting registration in GYA 400. Except in unusual circumstances, each independent study will earn three credits.

Independent study means exactly that: the responsibility for doing the work, securing and meeting with a faculty supervisor, creating and giving structure to the entire project rests largely on the shoulders of the individual student. The faculty supervisor will meet periodically with the student, make suggestions, propose readings, and grade the final project. The student, largely on his/her own, will create the initial proposal, create a bibliography, identify relevant sources and materials related to the project, and do all other necessary work to complete, by the end of one semester, an acceptable independent study product.
In addition to the above guidelines, the following steps must be completed for a student to earn course credit in GYA 400.

1. By the end of the first week of the semester the student must obtain Department approval of his/her independent study proposal. This approval is obtained in the following way:

   a. A student should first consult with a full-time faculty member in the Department who may be willing to supervise the project. Normally, this faculty supervisor has special expertise in the area of the project. Faculty may or may not agree to supervise an independent study course, at their sole discretion.

   b. The student should then submit to that faculty member a 3-5 page academic proposal concerning the project. The proposal should delineate important theoretical or methodological questions the student wishes to examine, explain how the research will shed light on these questions, and describe a final product. In other words, how will the proposed research help us learn more about the topic?

   c. If the faculty supervisor is satisfied the student can complete the research and has a significant project under way, he/she may accept supervision of the project. The student should then file a copy of the proposal with the Department Chair, signed by both the student and the faculty supervisor, and may register for independent study credit. The signed proposal will be placed in the student’s file for future reference.

2. After the student is registered for independent study credit, he/she will meet about once every two weeks with the faculty supervisor, or more frequently if necessary.

3. The student will complete a major research product or paper by the end of the semester, and present a 10-15 minute summary of the main findings obtained in his/her research in a Department faculty meeting at the end of the semester. At that time faculty may wish to question the student about the findings or interesting points raised in the course of the research. The research product and presentation must be acceptable to the faculty supervisor, who is solely responsible for the student’s grade on the paper.

XV. SPACE
Requests for changes in space allocation must be discussed and approved at Department meetings.

XVI. OPPORTUNITY HIRES
1. Opportunity Hires are those potential hirings for which a search is waived. These procedures apply to full time tenure track positions and full time fixed length appointments.

2. Candidates shall submit the following: a) a written statement outlining teaching interests and teaching philosophy; b) a written statement of research interests and goals, space needs and start up costs; c) three letters of reference; and d) a complete current c.v.. In addition, the candidate shall present a seminar to the Department on current research. The seminar shall be open to the USM community.

3. For full-time fixed length appointments, items 2b and the research seminar may be omitted by consent of a majority of the faculty members in the Department.
4. After the Department receives the materials, the dean will allow no fewer than five (5) working days for the Department to consider the appointment.

5. Appointments will be recommended to the dean by a majority vote of the faculty members in the Department.

XVII. RELATIONS BETWEEN FACULTY AND CLASSIFIED STAFF
The Department employs two classified employees— one Administrative Assistant and one Secretary. These classified personnel are vital to the operation of the department. They represent the department to students, other faculty and staff, the administration, and the public throughout the year. They work with faculty in communicating with students, other faculty, the administration, and the public; in preparing course materials and examinations; and in preparing scholarship for presentation and publication. The University has created job descriptions for each type of position and has established policies detailing the manner in which faculty and classified staff relate to one another, how they are to be directed in their work and evaluated as to their performance, and what type of actions are inappropriate.

Supervision of Classified Employees
It is obvious that it would be entirely impractical and inappropriate for three employees to each be supervised by eight faculty members. The dean designates the department chair as the official supervisor, responsible for directing and evaluating the work of the classified employees.

Faculty-Classified Staff Relations
Priorities for work will be as follows: 1) examinations; 2) course assignments; 3) course materials; 4) correspondence; 5) research. Faculty members should indicate when work is needed. Note: department business, such as the preparation of schedules, will sometimes take precedence over faculty work. Faculty members should not ask classified personnel to proctor exams, grade exams or calculate grades.

Suggested lead times for typing work are as follows: 1) examinations - one week; 2) course assignments (brief) - one day; 3) course syllabi - one week. Faculty should turn in course syllabi and other course materials well in advance of the semester. Photocopying lead times for examinations, assignments, and course syllabi should be one day. There may be times, due to heavy work loads or illness, when faculty members will have to prepare their own material, or assist in its preparation.

Faculty other than supervisors will not direct the work of the classified staff, other than their own work; they will not request special treatment; they will not ask the staff persons to do things outside of their job descriptions. Faculty comments on the work of the classified staff will be directed to the appropriate supervisor after the faculty member has spoken to the classified staff person regarding the issue of concern and has attempted to resolve it.

The classified staff person’s office is located in a public space. Unlike faculty, a classified staff person cannot close an office door to avoid distractions and interruptions. Faculty should be aware that excessive informal conversation can make it difficult for the person to do his or her job. Likewise the classified staff person’s desk, files and equipment are located in a public space, but that does not mean they are public property. Faculty should respect the staff person’s work space and equipment and use...
their own office and desk and the space and equipment specifically designated for faculty use. Supplies, files, equipment and other items used by both faculty and staff should be kept in a neutral location to which both faculty and staff have access.

Appropriate Behavior
Classified employees are tied by their responsibilities to an office, desk and telephone for eight hours per day, forty hours per week. Classified personnel find it awkward to protest if a faculty member asks them to perform a task which is not in their job description, or subjects them to inappropriate behavior, language, or suggestions. Faculty members must always be alert to be sure that they deal with classified staff in a appropriate, proper, correct and professional manner.

XVIII. The Department, in recognition of the importance of language in the educational process, endorses the use of gender-neutral language in the classroom and in written work.

XIX. Amendments to these Policies and Procedures shall be proposed, subject to approval by the Dean, by a two-thirds (2/3) majority vote of the Department and added to the official copy of the Department Policies and Procedures maintained in the Department Office. Personnel procedures shall be approved in accordance with the Contract.

XX. These policies and procedures supersede and replace all previous policies and procedures of the Department effective on their approval.
