

CERI HANDBOOK

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LAST REVISION: 2/05

GENERAL

CERI'S MISSION AND VISION

CERI is a national center devoted to the investigation of the causes and consequences of earthquakes. CERI's vision is to establish and foster a community of researchers and educators that carry out earth science and hazards research that is recognized to be of the highest possible standard and to instill the next generation with similar standards and the tools to achieve them. CERI's mission is to further the understanding of earthquakes and their effects, particularly those in Mid-America, and to reduce the risks they pose to society through research, public information, and earth science education.

ORGANIZATIONAL STRUCTURE AT CERI

A. Director: Arch Johnston

Specific Duties:

1. budgetary decisions involving COE and University funds
2. annual faculty review
3. interface with University administration
4. personnel decisions (e.g., hiring, promotions, salary)
5. review grant proposals

Committees advisory to the Director

1. library
2. web development
3. policy
4. information archive
5. data center
6. external resources
7. space
8. rapid response

People reporting directly to the Director

- S. Davidson
- D. Greganti
- C. Langston
- G. Patterson
- C. Powell
- M. Withers
- K. Moran

B. Associate Director and Director of the Graduate Program: Chris Powell

Specific Duties

1. as Associate Director
 - a. provide advice for personnel issues when requested by the Director
 - b. approve computer hardware and software purchases
 - c. interface with University administration when requested by the Director

- d. review grant proposals
- e. set up committee structure
- 2. as head of the graduate program
 - a. develop policy for the graduate program
 - b. make curriculum changes
 - c. increase graduate enrollments
 - d. designate course offerings and teaching assignments
 - e. annual faculty review teaching and mentoring categories

Committees advisory to the Associate Director

publicity
curriculum

People reporting directly to the Associate Director

D. Greganti
K. Tucker

C. Director for Research: Charles A. Langston

Specific Duties:

1. Maintain CERI research proposal review system for all research proposals
Review all proposals and endorse CERI internal proposal form
2. Facilitate research collaboration and minimize internal research competition
3. Foster and maintain a stimulating CERI research environment
4. Monitor the effect of research activities on all other CERI activities
5. Create opportunities for improving CERI's external impact in research

People reporting directly to the Director for Research

S. Horton

D. Director of Seismic and Computer Networks: Mitch Withers

Specific duties

- a. set schedules, policies, and direct all projects
requiring assistance of technical staff.
- b. review proposals for compatibility with technical resources
- c. obtain and manage external funds in support of seismic and computer networks as appropriate

Committees advisory to the networks director

1. Computer

People Reporting Directly to the Networks Director

J. Bollwerk
H. Brewer
S. Brewer
C. Chiu
J. Filipcic
C. McGoldrick
J. Parker

G. Steiner
C. Watson

E. Director of Education and Outreach: Gary Patterson

Specific Duties

1. Management
 - a. CERI website
 - b. CERI graphics services
 - c. CERI Education and Outreach services
 - d. Public Information Officer
 - e. Rapid Response Group
2. Administration
 - a. Assist in the implementation and design of CERI special projects
 - CERI away teams
 - Public Earthquake Resource Center (funded 2001)
 - b. Interface with University staff

Committees advisory to the Information Services Director

Education and Outreach

People reporting directly to the Information Services Director

T. Broadbent
W. Cupo
M. Dry

F. Assistant Director, Administration and Finance: Sheila H. Davidson

Specific Duties:

1. CERI Financial Operation.
Budgetary authority next to Director and Associate Director.
Perform budget projections and trend analysis.
Plan annual budgets and year-end budget closeouts.
Fiscal management authority for all external research grants.
2. Mid-America Earthquake Center.
Assist Director as Program Coordinator for MAE Center Hazards Program.
Coordinate with MAE Center lead institution, University of Illinois, for administration.
Fiscal supervisor of all MAE Center Memphis projects.
3. Personnel.
Advise Director on personnel issues.
Administer all CERI personnel-related matters.
Supervise CERI office staff and Earth Science Librarian.
Interview, recommend for hire, train, and appraise all clerical staff.
4. Reports.
Prepare financial and grant sections of Center of Excellence Annual Report.
Provide assistance on other reports when requested by the Director.

People reporting directly to the Assistant Director, Administration and Finance

J. Spikes

T. Tucker
J. Laster
C. Parrish

G. Assistant to Directors: David A. Greganti

Specific Duties:

1. CERI Physical Operation
 - a. Oversee CERI facility
 - b. Coordinate office moves
 - c. Handle all telephone requests and problems
 - d. Oversee and process all forms relating to CERI's equipment inventory
 - e. Perform special projects assigned by the Director and Associate Director
 - f. Keep the Director informed of projects and/or problems at CERI
 - g. Maintain CERI's Space Utilization report
 - h. Supervise student and temporary summer workers assigned to me
2. Assistant Hazard Evaluation Program Coordinator Mid-America Earthquake Center
 - a. Prepare MAEC HEP annual report
 - b. Prepare the University of Memphis Institutional report
 - c. Assist in the planning and operation of MAEC meetings in Memphis
 - d. Coordinate CERI's graduate students who attend the MAEC RA Symposium
 - e. Assist the MAEC Assistant Director with matters relating to CERI.
3. Graduate Program Coordinator
 - a. Distribute Graduate program literature to applicants
 - b. Process graduate school applications
 - c. Maintain all classroom forms required by the University
 - d. Maintain CERI's schedule of classes as determined by the Associate Director
 - e. Schedule meetings and confirm deadlines for CERI graduate students
 - f. Allocate office space for CERI's graduate students

H. Administrative Associate: Jenny Spikes

Specific Duties:

1. CERI Financial Operation.
 - a. Records all transactions onto CERI "Grant Manager" system on a daily basis.
 - b. Reconciles all accounts with University reports on a monthly basis.
 - c. Provides Summary Report for all accounts on a monthly basis.
 - d. Provides assistance on special financial or statistical reports when requested by Assistant Director, Administration and Finance.
2. Administrative/Secretarial.

Performs administrative/secretarial duties for Director and Associate Director.
Makes travel arrangements for Director and other employees, when requested.
Responsible for CERI publications files.
Responsible for CERI proposal/grant "master" files.
Coordinates duties for clerical staff, including secretary, student workers and temporary employees.

Maintenance of cumulative publication index.
Assists faculty in preparation of grant proposals, when requested.

EXPECTATIONS OF ALL CERI PEOPLE

Center Resources

CERI is a success because each faculty, staff, and student contributes resources that we all share. The Center strives to provide a basic level of resources available to everyone that would not otherwise be available. Contributions from everyone, whether in conservation of resources, external funding, or helping others, are required to continuously improve this base level of resources. Rather than look to CERI to support your work, look to your work to support CERI.

Collegiality

Developing a positive work environment is one of the most important tasks that we as a group have at CERI. A positive work environment requires that people conduct themselves in such a way that everyone feels that he/she is an important, productive member of CERI. This environment can be achieved if people display mutual respect for one another and understand that each person has an important job that contributes to the overall success and productivity of CERI.

Operational Protocol

Before asking a staff member to take on a particular task that is not routine, check with the staff member's immediate supervisor to determine if the task is appropriate for the particular staff member. For example, check with Sheila before asking Jenny or Teresa to do something unusual like proofreading a technical manuscript. Seismic technician time is regulated by Mitch; projects requiring more than about one half day of technician time must be referred to Mitch to be placed on the schedule.

Sexual or Racial Harassment

Harassment or discrimination against any member of the University community on the basis of sex or race is against University policy. Such actions are prohibited not only by University policy but also by Title VII of the Civil Rights Act of 1984 as amended, and Title IX of the Educational Amendments of 1972. Violation of these Acts may subject the University and/or individuals to disciplinary action and may have legal consequences.

Harassment is defined as any person's conduct which unreasonably interferes with a person's status or performance by creating an intimidating, hostile, or offensive working or educational environment. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when submission of such conduct is made either explicitly or implicitly a term or condition of an individual's status in a program, course, or activity. Sexual harassment encompasses any sexual attention that is unwanted and can take many forms. For a more explicit definition and more examples please see the University Policy Manual (http://policies.memphis.edu/12a_General_Policies/).

Harassment on the basis of race , color, or national origin, includes offensive or demeaning treatment of an individual, where such treatment is based typically on prejudiced stereotypes of a group to which that individual may belong. Please see the U of M Policy Manual (http://policies.memphis.edu/12a_General_Policies/12a1204.html) for a more detailed explanation.

The University encourages prompt reporting of harassment and prompt resolution through University procedures. Complaints should be directed to the University Affirmative Action Officer, Administration Building, Room 156

Timely Submission of Required Forms

The University requires submission of forms that document telephone calls, vacation and sick leave, etc. Please make every effort to fill out these forms and return them to the appropriate person by the time indicated. Usually, this task will only take a few minutes and your prompt response will be most appreciated. If telephone charges are not accounted for by the time indicated, they will be charged to a grant whenever this is possible.

Annual Evaluation

Everyone's performance at CERI is evaluated formally at least once a year. Each graduate student must fill out a Progress Report form with his or her M.S. or Ph.D. graduate committee when the committee meets to determine a course schedule for the spring semester (usually in November). Clerical/Supporting Staff are evaluated by February 28 of each year, and Administrative/Professional employees are evaluated by March 31. Faculty are evaluated in April.

Providing Information to the Public

Part of the responsibility of CERI faculty is to provide information to the public when requested. Clearly, this is also the responsibility of the Information Service Director. In general, members of the staff should not provide information unless specifically requested to do so by the Information Service Director. Graduate students should not interact with the media unless they are accompanied by a faculty member or a staff member trained in public relations.

Smoking

Smoking is not permitted inside any CERI building or vehicle.

Security

CERI buildings are locked at 4:30 PM and must remain so until 8 AM the next weekday morning. Buildings are to be kept locked over the weekend. The only exception is the door closest to the library. This door is unlocked during library hours. The Field Deployment Laboratory is to remain locked at all times.

FACILITIES

Technical Resources

CERI enjoys an experienced technical staff who are available to provide assistance on research projects. In general faculty and staff may interface directly with the staff person. Projects

requiring more than about one half day of technician time will be referred to Mitch Withers to be placed on the schedule. Prioritization and scheduling is dependent upon salary support, provisions for necessary hardware, and other scheduled projects.

Earth Sciences Library (ESL)

The ESL is housed in the Long Building. The library is staffed by student workers during normal weekday hours. Library hours are posted on the library door. The door to the Long Building (house 4) closest to the library should not be locked during the hours that the library is open. Library keys are not issued to faculty or graduate students.

Field Deployment Laboratory

The Field Deployment Laboratory is housed in the garage behind the third house. This laboratory contains portable field instruments and associated equipment that includes a magnetometer, gravity meter, portable seismographs, a multichannel seismograph, resistivity meter, a total station, field computers, extensometer, and automatic level. Those wishing to use this equipment should contact Paul Bodin or Mitch Withers. A key to the FDL is available for sign out from Teresa to authorized personnel. Additional information about the FDL and procedures is available at <http://www.ceri.memphis.edu/~bodin/Fdl/Fdl.htm>.

Mail

Mail is delivered daily. Personal mail may not be placed in the “out” boxes at CERI. Personal mail may not be sent to CERI; personal mail should be sent to your permanent address.

Telephones

Faculty and staff members are provided with an access number allowing them to make long distance calls. Telephone charges should be paid by the grant funding the associated research project. All long distance personal calls must be charged to a personal phone card or to a special account number obtained for personal calls from the telecommunications office. Requests for needed changes to phones, problems with phones, moving phone lines, etc. should be directed to David Greganti.

Office Supplies

Various office supplies are kept in stock in houses 1, 2, and 3. Faculty, staff and students are permitted to use these supplies for research and course work. Everyone should be conservative in their use of supplies.

Computer supplies

Computer disks are available for faculty and staff. Please see Teresa Tucker in the second house.

Duplicating Machines

Duplicating machines were acquired primarily for the use of faculty and staff in the duplication of illustrative material and hand-outs for regularly scheduled courses, critical administrative material, and proposal material. Personal copying on research or CERI accounts is not permitted, and, if done, may lead to legal action by the University (theft of services). In particular, copying copyrighted books is not permitted; anyone found copying copyrighted material will be reported to University authorities.

Transparencies

Types of transparencies to be used:

1. Copiers - "Transparency Film for Copiers. "There will be a sign posted by each copier listing the type of transparencies to use. There will be 1-2 boxes on hand by the copier.
2. HP 2500 CM Color Printer (3890 Central) - "HP Premium Inkjet Transparency Film." Again, there will be a sign posted by the printer listing the type of transparency to use and a supply kept by the printer.

If you are using the transparencies and see there are only a few left, please tell Teresa or Jenny so that an order can be made to restock immediately. We do have a supply on hand of the following transparency, "Transparency Film for Laser Printers." If anyone wants to use these in his/her printer (and are sure it is okay to use with that type of printer), please ask Teresa for them. They will not be stocked in the supply rooms.

Under no circumstances should the transparency film for laser printers be used in the copiers or the HP color printer. The copier repairman has indicated using the wrong type of transparencies may cause serious damage to the copier drum (repairs are extremely expensive).

Keys

Keys to houses 0 through 4 may be obtained from Teresa Tucker in the secretaries office, second house. Keys must be returned upon termination or transfer. Note: employees must have prior approval from either Arch Johnston, Chris Powell, Sheila Davidson, or David Greganti to be issued a key.

CERI Vehicles

- Only the Ford Pickup truck is available for general use.
- Vehicles must be properly checked out prior to use.
- Vehicles must be returned clean and fueled.
- Logs must be kept current and receipts properly managed.
- Only people on a list of approved drivers are permitted to drive CERI vehicles; students must have faculty approval.
- Drivers are responsible for fuel costs and any damage.

Use of CERI vehicles is governed by UofM policy UM1440 (<http://policies.memphis.edu/UM1440.htm>) and by TBR policy 4:03:02:00 (http://www.tbr.state.tn.us/policies_guidelines/business_policies/4-03-02-00.htm). Vehicles shall be used only for purposes directly related to CERI and UofM business. CERI vehicles shall not be used for routine travel to work from home. However, there are cases when it is expedient to conduct pre-planned fieldwork and depart from an employee's residence. Such use should be in

the best interest of the Department and University and reduce mileage and/or driving time. In no case shall Department vehicles be used for personal errands or convenience. Proper checkout and documentation procedures will be adhered to.

Vehicles must be scheduled in advance and signed out with Teresa Tucker in house 2. The keys may be obtained from Teresa at the time scheduled and must be returned immediately after use. Alternate arrangements must be made for pickup and drop off of keys outside normal University business hours. Drivers must be on the list of approved drivers for that vehicle. Students must have the permission of a faculty member each time they drive; the faculty member should email Teresa expressing his/her approval for a student to drive. If the person checking out a vehicle will not be the driver, then the driver must be identified in order to sign out a vehicle and must also be on the list of approved drivers for that vehicle. Use of CERI vehicles is solely at the discretion of the director or designee. Drivers must meet all requirements for operation of University vehicles, including a valid U.S. driver's license (a photocopy of the license is required), and must be on the University payroll at the time of use. Only the 2004 Ford Pickup truck is available for general use and is reserved on a first come first serve basis. Drivers are responsible for damage to vehicles and for fuel costs.

A fuelman card is kept in each vehicle. The logbook in the vehicle must be filled out. All gas receipts should be left with the fuelman card. It is the responsibility of the driver to return the vehicle in a **CLEAN CONDITION** and **FILLED WITH FUEL**. Smoking is not permitted in CERI vehicles. Any abuse of the vehicle policy, in particular using a vehicle without notifying Teresa, will result in the use of vehicles being denied to the offender and may also result in disciplinary or additional action.

Note - the University does not cover personal liability for drivers of university vehicles. This means that, in the case of an accident, you will be responsible for covering personal injury costs.

Note further that drivers involved in an accident who are determined to have misused the vehicle and/or driving privilege may be subject to written reprimand or warning, suspension without pay, dismissal, and/or payment for damages to the vehicle.

Only the 2004 Ford Pickup is available to personnel not formally affiliated with CERI.

The authorized drivers list is kept by Teresa Tucker. Inclusion on this list requires copy of valid drivers license and approval by S. Davidson, C. Powell, M. Withers, or A. Johnston.

2004 Ford F-150: *Only drivers on Authorized Drivers list.*

184 2003 Ford Explorer: Authorized Drivers list and By permission only; S. Davidson

069 1987 Chevrolet Panel Truck: Authorized Drivers list and By permission only; M. Withers

148 1995 Chevrolet Suburban: Not available

Parking

A parking tag must be obtained from the parking office. Students are asked not to park at CERI during normal working hours but may park in the large parking lot adjacent to the third house. Any vehicle parked at CERI without a valid parking tag will be reported to campus police.

CERI PROPOSAL REVIEW

Introduction

CERI is a research organization and research success is essential for fulfilling its mission. Research proposals submitted to external sponsors are creative products that potentially involve all personnel at CERI including faculty, staff, and students. This creative activity can benefit both individuals and the CERI community as a whole if it is carried out in an open and constructive way where internal conflicts of interest are minimized and the potential for proposal funding success is maximized through careful review.

There are several outside motivating constraints on proposing this review process. The University of Memphis Office of Research requires that proposals be complete and submitted to them one week in advance of proposal deadlines. The Office of the Dean of the College of Arts and Sciences has recently raised concerns on verifying whether proposed statements of work and proposal budgets are self consistent. In other words, can the work be done for the budget proposed? The Dean's office needs a review process to certify this item. If a proposal is written in conjunction with faculty within the Department of Earth Sciences (and outside of CERI), the DES department Chair needs an appropriate amount of time for reviewing the proposal before signing approval.

Having a sufficient amount of time to prepare and then to review a proposal is the most important factor in the review process. Not only is time needed to develop cutting-edge scientific ideas but time is also needed to fine-tune the proposal presentation for maximum impact with external reviewers. Time is needed to ensure that budgets accurately reflect the work that is proposed, that the proposal format is within funding agency guidelines, that there are no distracting typographical or grammatical errors, and that scientific arguments and justifications are well-founded. Time and awareness are also needed to ensure that proposals minimize internal conflicts within CERI.

Purpose

The purpose of the formal proposal review is to

1. Maximize Proposal Success
2. Minimize Internal CERI Competition and Conflicts of Interest
3. Maximize Collaboration
4. Ensure Consistency with CERI Mission

Review Functions

Maximize Proposal Success

As with peer-review of publications, proposal evaluations should be focused on the quality of the proposed science, gaps in logic, scientific motivation, composition and grammar.

In addition, the format of the proposal should conform to the funding program guidelines since small errors in format can often mean rejection without review.

The full proposal (budget, main body, boiler plate, etc.) and the funding agency guidelines must be available to perform such a thorough review.

Special consideration in the review process will be given to resubmitted proposals. Such considerations include the need for a copy of the previous, unsuccessful proposal, anonymous reviewer comments, and the author's detailed response to the reviewer comments.

Minimize Internal CERI Competition and Conflicts of Interest

Conflicts of interest can naturally arise in a community of scholars who are working on similar scientific problems. Conflicts of interest may occur between all permutations and combinations of faculty, staff and students. One key to the amiable resolution of conflicts of interest is simple awareness of the programs of inquiry of personnel at CERI. To this end, a secure, web-base database of graduate student thesis proposal abstracts, faculty/staff proposal abstracts, professional meeting abstracts, and publication abstracts will be constructed to serve as an internal CERI clearinghouse for CERI personnel.

One section of this database will be concerned with information on intended proposals where faculty and staff will declare their intent to write a proposal to an agency for a particular deadline. There will be no implied "stake" on a proposal subject based on first publication of the intent to write. This declaration will simply be informational and form the basis of future discussions, if they arise, on the nature of the work and the possibility of collaborations among CERI personnel. Meetings among the faculty and staff may be called several weeks before important proposal deadlines (e.g., NSF EAR or USGS NEHRP) for discussion of proposal topics.

In the event that two or more proposals are written for investigating similar topics, it may be judged necessary to insert language in these proposals explicitly discussing the relationship between each project (e.g., Related Efforts) and how the projects compliment and do not compete with each other.

Maximize Collaboration

Often it is advantageous for the faculty and staff to collaborate with each other or with other scientists from outside institutions. Although collaboration is largely a personal matter that depends on development of mutual trust and research interests, faculty and staff are encouraged to develop collaborative projects, particularly where complimentary interests can be combined to make a particular proposed project stronger. External collaborations are also a good way to increase CERI's visibility in the research community.

Collaborations pose their own logistical problems because of the increased time needed for interaction between collaborating investigators. Thus, it is important to allow for more time for proposal preparation so collaborative proposals can be reviewed in a timely manner.

Ensure Consistency with CERI Mission

Proposals should be written with the mission and needs of CERI, and of the University of Memphis, in mind. Inclusion of graduate research assistantship support is usually necessary.

Inclusion of staff salary support may also be necessary if proposal plans include use of the technical staff or equipment that the technical staff must service. Salary recovery is necessary for research faculty and strongly encouraged for faculty on 12 month contracts. The proposal budget must be realistic and reflect costs for the work that is promised.

Review Procedure

1. Proposal review is mandatory. This is because a proposal, if funded, will represent a legal contract between the University of Memphis and the funding agency.
2. A hard deadline of ten working days prior to the funding agency deadline is necessary for proposal review to be a meaningful activity. The UofM Research Office requires 5 working days, which leaves a minimum of 5 working days for internal CERI review and possible DES or other departmental review. There may be good mitigating circumstances that require special consideration of proposals after these deadlines. These will be considered on a case by case basis.
3. The full, completed proposal will be submitted for review with proposal guidelines (if not available to the CERI Research office) and other auxiliary material (as with resubmittals).
4. Intent to write a proposal should be posted on the secure website before starting the writing.
5. The Research Director and at least one other internal reviewer will review the proposal within two working days and return comments to the P.I. P.I.s are encouraged to suggest names for internal reviewers of their proposals to expedite the process. The review could take longer if there is time, i.e., for a proposal submitted for review before the internal deadline.
6. The P.I. will have 2 working days to respond to the comments. The P.I. response could take longer if there is time as in number (5).
7. Disagreements between the Research Director and P.I.(s) will be resolved by the CERI Director.

Criteria for Internal Rejection of a Proposal

Proposal review is not intended to be an impediment to the work of submitting research proposals, but to provide positive feedback to the P.I. to maximize the chances of success for funding. However, there may be instances where a proposal may have such severe defects that it may be impossible to salvage it before the agency deadline, where the proposed work is a clear conflict of interest with ongoing projects at CERI, where the budget does not reflect the work proposed, or where the proposed work has a clearly unrealistic work statement. Generally, it is expected that the P.I. or P.I.s will be glad to incorporate positive changes and suggestions into the proposal. If the P.I. or P.I.s are not responsive to substantive comments made by the reviewers then all involved will meet with the CERI Director to resolve the issues, if possible.

Here is a partial list of problems with proposals that left unresolved could result in rejection.

1. Proposal does not conform to agency guidelines including guidelines for resubmittals.
2. Poor composition, grammar, spelling.
3. Demonstrable errors in science.
4. Incomplete reference to important prior work.
5. Lack of “Related Efforts” statement for closely related proposals.
6. Unrealistic budget.
7. Unjustified lack of support for graduate students, staff time, salary release time.
8. Conflict of interest with on-going graduate student, faculty, or staff research.

Proposal Development:

1. Notify Charles Langston and Sheila Davidson (and Cathy Awsumb, Research Support) as soon as you decide to submit a proposal.
2. Submit an abstract of your proposal to the CERI abstracts database before writing the proposal.
3. All NSF grants must be submitted via FAST LANE. Notify Cathy Awsumb in advance if you intend to submit an NSF grant.
3. Develop a budget as soon as possible with input from Sheila Davidson.
4. Complete Proposal Summary Form and CERI Internal Processing Form. CERI Internal Processing Form must be approved by the people indicated in the various categories on the form. Along with budget, give to Sheila Davidson for approval signatures: S. Davidson (budget), C. Langston (CERI Internal Processing Form), A. Johnston.
5. A proposal must be complete for internal review.
6. Routing and Approvals: Dean’s Office (Linda Bennett or Marcia Taylor); Research Support (Cathy Awsumb).
7. Submit complete proposal to Research Support four to five working days before receipt or postmark deadline date. This enables them to complete necessary forms; get institutional signatures; photocopy proposal; and ship to sponsor.
8. If PI’s cannot meet Research Support deadlines, it may be necessary for PI to be responsible for copying and shipping proposals to sponsor.
9. ALWAYS provide “final” copy of proposal to Sheila Davidson and Research Support.

Notification from Sponsor:

Any notification from a sponsor about the status of a proposal should be copied to Sheila Davidson. This includes rejections and panel reviews.

If proposal is funded, PI has the option to request that an advance account be established. This may be necessary if expenditures (travel, equipment purchases, etc.) need to happen before award information and processing of award are completed. The “Request for Advance Account” form would need to be approved (Arch Johnston and Dean’s Office) and then submitted to Research Support.

University Award Information:

PI will receive documentation from sponsor and/or Research Support confirming award; Research Support will forward information to Grants Accounting.

Grants Accounting establishes the account number and budget for funded grant. PI will receive documentation from Grants Accounting with this information.

NOTE: Copy Sheila Davidson with all paperwork you receive from Research Support and Grants Accounting.

Grants/Budgets:

Sheila Davidson will provide PI financial reports for grant accounts each month. Meeting with PI, Arch Johnston, Chris Powell, and Sheila Davidson will be conducted. However, PI should consult with Sheila Davidson at any time with questions related to grant and/or budget.

NOTE: Reporting requirements of sponsors must be met by PI. If not, sponsor may hold up awards to others at CER/University. Copy Sheila Davidson with reports.

DONATIONS TO CER AND SOLICITATION OF FUNDS

All University policies and procedures apply (specifically – University of Memphis Operating Procedure #2A:09:03A, Donations to University of Memphis)

All things related to development or donations to CER should be coordinated with Arch Johnston.

EQUIPMENT PURCHASING AND INVENTORY

Purchasing

All University policies and procedures apply (specifically - University of Memphis Operating Procedures #2D:03:05A and 2D:01:01H).

Less Than \$2,000:

Non-equipment purchases for less than \$2,000 may be made by properly authorized employees without specific bid requests.

Purchases to be charged to a grant should be approved by the PI of the grant. Invoices should be approved by PI for payment; and, then submitted to Sheila Davidson for payment processing.

General supply items may be ordered through Teresa Tucker. All reasonable requests are considered, but not guaranteed.

\$2,000 - \$5,000:

Purchases of non-computer equipment must be submitted to Purchasing via a purchase requisition on the University purchasing system for inventory control purposes.

Information must be submitted, in writing, to Sheila Davidson listing item(s) to be purchased, “quotes” if you have them, account to be charged, and total dollar value to be charged to account. Individuals may contact sources for preliminary information concerning price, quality, etc. The Purchasing Department will receive bids and enter into negotiations with supplies. EXCEPT, if

the item is to be sole-sourced. If so, a written justification for sole source must accompany the requisition request.

Approvals: grant funding – PI; CERI funding – Arch Johnston. If purchases are computer related, they will need to be routed through Mitch Withers.

\$5,000+:

Same as \$2,000 - \$5,000. However, definition of equipment was changed to include items with an initial cost of \$5,000 or greater where all other criteria of classification as equipment has been met (moveable, useful life greater than 1 year, non-expendable, etc).

NOTE: (1) Budget revisions may need to be done moving funds into appropriate object codes (which may delay processing). (2) Indirect costs are not assessed on items \$5,000 or greater.

Inventory:

Dollar value of items reflect how item is listed on equipment inventory. CERI's equipment inventory representative is David Greganti. He should be notified immediately of any change in location of equipment at CERI. Appropriate forms must be completed and submitted to the Property Section of Accounting.

A physical inventory confirmation of all equipment will be done annually.

Refer to University procedure and check with David Greganti with any questions about equipment inventory.

CERI COMPUTING POLICY

General Information

CERI computing facilities consist of a network of Sun/Solaris systems and PC/Microsoft systems. Each supported computer is part of one of these networks and should, with notable exceptions, behave in a very similar way to every other computer. Both networks gain resources (e.g. storage, applications, licenses, etc) from servers located in house 1. Some services are supported at the University level. Additional information is available at <http://www.ceri.memphis.edu/computer> and at <http://itd.memphis.edu>.

User Accounts

Account Eligibility

All CERI faculty, staff, and students are eligible for computer accounts on both the Solaris and NT domains. Additionally, faculty and staff may request accounts for collaborators and guests.

Login Security

The first line of security are user passwords. Users should occasionally change their passwords and choose passwords that can not be found in English or other dictionaries. Passwords should contain mixtures of upper and lower case characters and non-alphanumerics. Passwords should not be written and should be given to no one.

Secure shell is used exclusively.

Connections to CERI computers from outside the domain are restricted. Users requiring outside access should request such access by providing computing staff with services required and ip addresses prior to leaving.

Users should refrain from remaining logged in when leaving the immediate area of the console. Users with dedicated machines should lock the screen and users of public machines will be logged out.

Intended Use

CERI computing facilities are provided only in support of the missions of the University of Memphis, CERI and CERI partners.

Unacceptable Use

All users must refrain from the following activities:

1. Using computing facilities to violate any university policy or regulation, or federal, state or local law;
2. Entering, without authorization, into any account to use, read, transfer or change the contents in any way;
4. Impersonating/misrepresenting another individual's computer account or e-mail username;
5. Granting another individual access to your computer account (certain exceptions may apply with appropriate authorization);
6. Using computing resources to interfere with the work of other students, faculty or university officials;
7. Using computing facilities to send obscene, abusive, threatening, defamatory, or harassing messages;
8. Using computing resources to interfere with the normal operation of university computing systems and connected networks including, but not limited to, introducing viruses, flooding the network with messages, sending chain letters, or unfairly monopolizing resources that results in the exclusion of others;
9. Using university computing resources for profit or commercial purposes.
10. Uses of CERI computing resources for political activities requires permission from the Director or Associate Director. Political activities include supporting or opposing a candidate for political office, lobbying for or against legislation and governmental activities, and supporting or opposing political organizations.

Intentional failure to comply with this policy will result in action which may include suspension of user privileges or other disciplinary action, including suspension or expulsion from the University or termination of University employment. In addition, violations may result in referral for prosecution by local, state or federal authorities.

Expiration/Deactivation/Revocation

Under normal circumstances, user accounts will be deactivated 3 months after leaving CERI. User files will be deleted 3 months after that. In some cases, at the discretion of the computing staff, accounts may be disabled immediately and without notice if a security risk or inappropriate

use is detected or suspected. It is the responsibility of a user's sponsor to transfer appropriate data files prior to deactivation of a user's account.

Sponsors

All computing accounts at CERI have sponsors which are in most cases the individuals supervisor or academic advisor. The sponsor is responsible for transferring appropriate data files prior to deactivation of a users account. The sponsor also requests creation of accounts and provides appropriate information for account creation. In the event that problems arise with a particular account and the user is unavailable, the sponsor is considered the owner.

General Conduct

Computing facilities should be considered a tool for conducting CERI and University of Memphis business. As such, personnel should conduct themselves following the same guidelines as set forth in CERI and University policy manuals.

Resources and Services

1. Disk, Memory, and CPU: Each user is restricted to a disk quota on servers. Requests for increasing quotas should be justified by the sponsor. Users should be considerate of others when consuming memory and cpu resources and restrict resource intensive activities to off-hours.
2. Software: Standard software packages are provided for general CERI use. Additional packages may be requested and will be considered based on cost to the center in capital and maintenance, general usefulness to the CERI community, and meeting the mission of the center.

Mail

1. Large attachments and user lists should be avoided.
2. Mail services are provided through the University postoffice system.
3. Avoid spam.
4. Remember that email is not necessarily private.

Printing

Printers are provided in each CERI house. Printing is not cost-free either to CERI or the environment and users should avoid printing large or numerous files unless necessary. Strive for a paper-free workplace.

Network

Access to the CERI computing network is entirely at the discretion of the CERI and University computing staff. Immediate removal from the network may result if security or behavioral violations are suspected.

Remote Access (dialin)

Dialin access is supported by the University of Memphis. Additional information on this service is available at <http://support.memphis.edu/newcs/guides/dialup.html>. Users of this service should be considerate of others and not monopolize these lines.

Goal of Backups

The purpose of backup plans are to provide recovery from hardware, software, and system failures. Users are discouraged from using backups as a means of recovering deleted files.

Unfortunately, current resources permit backup of servers only. Desktop backups are the responsibility of the custodian.

User Data Privacy

All data stored on University equipment is the property of the University. Privacy will be maintained wherever feasible and prior justification must be provided before violating it.

Support

1. Office Hours and Availability: Office hours will vary but support staff will attempt to provide assistance during normal University hours.
2. Levels of Support: Supported systems meet both hardware and operating system specifications:
Solaris 7 or better on UltraSparc platform;
Windows 2000 on Dell Optiplex platform;
3. Administrative and root privileges of supported systems are reserved for computing staff only.
4. While installing an unsupported system is counter to the goal of providing a fully networked computing environment, those who choose to do so must conform to the following:
No computing staff support;
No NFS or other remote disk mounts;
Do not participate in NIS or similar authentication schemes.

Requesting Support

Support is requested through ARS from the CERI web page <http://www.ceri.memphis.edu/computer/service>. Exceptional circumstances may require other means. Definition of exceptional circumstance is at the discretion of computing staff.

Support Prioritization

Prioritization is at the discretion of the computing staff and generally consider number of users impacted and benefit to be derived versus resources necessary to implement and maintain.

Complaints and Suggestions

Suggestions may be made via ARS and complaints should be handled through the normal chain of command.

Purchasing

Purchases that involve the use of Center funds will be made for the supported systems and software packages. Other systems and software can be purchased by an individual using his or her own funds but these systems and software packages will not be maintained by CERI personnel unless there is a prior agreement made with the Director of Computing. Purchase requests involving Center funds will be considered by the Computer Committee based on cost to the Center in capital and maintenance, general usefulness to the CERI community, and

compatibility with the mission of the Center. All requests for computer hardware and software that involve the use of Center funds must be made in writing to the Chair of the Computer Committee. The request should include the reason for the purchase, any continuing expenses and/or maintenance needs, and potential use by other members of CERI in both teaching and research capacities. The amount of Center funds allocated for any purchase is up to the discretion of the Director. In general, Center funds will be used to match up to 50% of any purchase requested by faculty members and those staff members capable of writing grant proposals. Students may not request Center funding for hardware or software purchases directly but should express the need for items to their advisor or other appropriate faculty member. In general, software purchases will not be made with Center funds if the package is intended for the use of one person only.

GUIDELINES FOR USE OF DATA IN GRADUATE COURSES

Many graduate courses incorporate datasets collected by national and international organizations, external research groups, and from faculty and students internal to CERI. Use of these datasets in a graduate course offers an excellent opportunity for students to work with state-of-the-art geophysical techniques and to be exposed to on-going, active research by the faculty and other students. However, there are responsibilities that must be recognized by instructors, students, and the CERI community as a whole when using these datasets.

Often these datasets are proprietary in nature representing a significant research effort for colleagues who need them for their funded research or have restrictions on them from the data source agencies. These datasets may also form the basis of ongoing graduate student research for Masters or Ph.D. degrees. Examples of datasets that are of current interest are data from international and regional earthquake aftershock deployments, field refraction and reflection data, network GPS data, and industry reflection data. Most important are datasets that are being collected and used by graduate students in their individual degree programs. The purpose of these guidelines is to clearly state what is ethically allowable in the study or manipulation of any of these datasets in a classroom setting. This is for the mutual protection of research interests of both the faculty and the students inside and outside of class.

In particular:

- 1) Data provided by the instructor for use in lecture and laboratory study may be freely used by students in the class for any class-related purpose. These data may also be used for informational and educational purposes outside of class by the instructor and class students. Class activities include use for in-class demonstrations, homework, lab assignments, and term projects. Outside use includes informational general seminars, discussions, inclusion in internal CERI reports, and individual vitae.
- 2) Data provided by the instructor may not be used by class students for research outside of class or by other students or other faculty for any purpose unless explicit permission from the instructor is obtained. Naturally, students and faculty can contact the appropriate original data source or cognizant faculty member for obtaining their own copies of the data.
- 3) Students and the class instructor must get permission from the appropriate, cognizant faculty member to incorporate datasets into class work that may be part of a research

program at CERI. Use of these data will follow the guidelines of statement (1) unless special restrictions are placed on the data. A typical restriction might be that the data can only be used for a particular student's term project. This kind of data includes data collected by the students themselves; students must discuss such use of self-collected data with their research advisors and obtain permission from them to use it in class.

- 4) Data provided under the circumstances of statement (3) may not be used by the class instructor or class students for research purposes outside of class, nor can the data be obtained by others from the class instructor or class students. Approval for using this data outside of class must come from the original source of the data.

In general, if a faculty member or student think they have a potential conflict of interest under these guidelines, it is best to bring up the question with the instructor of the class.

STAFF

POLICY FOR ANNUAL EVALUATION OF STAFF AT CERI

Each employee's job objectives and expectations are established by his/her manager and the CERI Director and/or Associate Director. Based on these job expectations, each employee's performance is formally evaluated at least one time each year. Clerical/Supporting Staff are evaluated by February 28 of each year, and Administrative/Professional employees are evaluated by March 31.

The performance appraisal is based on the following criteria:

1. Communication
2. Cooperation/Teamwork
3. Customer Service
4. Dependability
5. Flexibility
6. Initiative/Works Independently
7. Job Knowledge
8. Judgment/Decision Making/Problem Solving
9. Leadership
10. Organization Skills
11. Productivity
12. Quality of Work

The evaluating manager will meet with the employee individually to discuss job performance over the past twelve months and to provide feedback on how to meet job objectives.

The performance appraisal is one of several basis for merit salary increases.

TIME AND ATTENDANCE – HOURLY EMPLOYEES

Listed here are University procedures related to time and attendance that you should be aware of. Additional details are found in University Operating Procedure number 2D:05:10A.

The standard work schedule is Monday through Friday 8:00AM to 4:30PM with one unpaid hour for lunch and up to two paid 15 minute breaks. Hours should be recorded in tenths.

The University does not provide for compensatory time.

Human Resources has approved a change to the standard work schedule that allows for a more flexible schedule. If the employee works more than 37.5 hours in fewer than five days, additional work will not be required except to meet the needs of the department. Your supervisor must approve overtime.

There will be no "shifting" of hours either within a given week or from week to week.

In order to work fewer than 37.5 hours, you must get approval from your supervisor and use annual leave.

If more than 40 hours are worked in a given week, then premium overtime applies which is time and a half. Holiday hours count toward this but leave (annual, sick, jury duty, etc.) do not. For example, you work 50 hours in 4 days and take annual leave on the fifth day. You will be paid for 57.5 hours, 10 of which will be at time and a half.

In the event an employee is required to work on a day that is recognized as a University holiday, the employee will receive regular pay for the number of hours worked plus holiday pay at their regular rate (operating procedure 2D:05:12C).

The employee must sign in and out using the CERI time sheets and record hours worked each day on the blue time card. The employee must write on the time card whether or not he/she wants "-0-" hours on Friday, or whether he/she wants to use annual leave. Also, if the employee works less than 37.5 hours, he/she needs to write on the time card to use annual leave for the balance.

The estimation of hours worked does not always match the actual hours worked because time cards are submitted early on Friday and hours for that day are estimated. When there is a discrepancy, Teresa will send out an email the next Monday to the employee (copying the supervisor and Sheila) listing the difference (i.e. either the employee owes time or is due time). The correction will be done the next week if at all possible. Note however, that the employee must work 37.5 hours or take leave in any given week regardless of minor adjustments made due to estimation problems. Adjustments in pay are the only mechanism to correct for estimation problems. For example, if the employee estimates working 48 hours but actually works 50 hours, two overtime hours will be added to the next week. The employee is not permitted to work 34.5 hours the next week without taking leave for the additional 3 hours of work at the normal pay rate.

PAYDAY

For employees whose pay is based on an hourly rate, paydays are on alternate Fridays. If this falls on a holiday, the payday will normally be the preceding work day. Staff members on the

monthly payroll are normally paid the last banking day of each month. The University requires that all employees be paid by direct deposit.

NOTE: An employee's first paycheck usually will not be direct deposited (because it takes at least one pay cycle for the paperwork to be processed). In that case, the employee should pick up his/her paycheck at the Bursar's Office in the Administration Building. The employee will have to show picture ID.

ANNUAL AND SICK LEAVE

All full-time University employees accrue annual and sick leave after the first month of employment. An employee's type of appointment determines the accrual rate for sick and annual leave.

Annual leave must be requested and approved in advance. Abuse of annual or sick leave may result in the employee being placed in the performance improvement process.

HOLIDAYS

The University observes 12 paid holidays per year including six official holidays: New Year's Day, Martin Luther King Jr. Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. A listing of the additional holidays to be observed is published each year.

TECHNICAL RESOURCES

CERI enjoys an experienced technical staff who are available to provide assistance on research projects. In general faculty and staff may interface directly with the staff person. Projects requiring more than about one half day of technician time will be referred to Mitch Withers to be placed on the schedule. Prioritization and scheduling is dependent upon salary support, provisions for necessary hardware, and other scheduled projects.

ADMINISTRATIVE STUDENT/TEMPORARY EMPLOYEES

The Administrative student /temporary employees provide assistance to CERI faculty and staff when requested. Work schedules are flexible and are determined by student's class schedules. Work requests should be submitted through the Senior Administrative Secretary.

FACULTY

COURSE LOAD AND ASSIGNMENT

Course assignments will be made by the Associate Director based upon faculty interest and background, and programmatic need. Teaching load will be balanced with research productivity. In general, tenured faculty can expect to teach three courses per academic year and research professors will teach one per academic year.

CONDUCT IN THE PRESENCE OF STUDENTS

Faculty members must make every effort to act in a collegial manner when students are present. This is particularly important in situations where students are active participants in an activity such as committee meetings, brown bag talks, and oral examinations. Disagreements between faculty members that cannot be resolved in a collegial way must be avoided. Students should

receive constructive criticism during brown bag talks and should be encouraged to pursue research ideas that they formulate.

GRADUATE STUDENT SUPPORT

CERI supports graduate students through fellowships and research assistantships. Research assistantships are funded by either internal or external funds. A student receiving a fellowship or an internally supported research assistantship must have a CERI faculty member as advisor. Appropriate advisors may be tenure track faculty, research professors, or adjunct professors with Graduate Faculty status. A change in advisors from one CERI faculty member to another CERI faculty member will not change the status of a fellowship or internally funded graduate assistantship. In the case where a student changes advisors to a faculty member outside of CERI, the new advisor will be expected to provide funding for the student from other sources.

PUBLICATION COSTS

CERI will assist in defraying the cost of publication. Each faculty member should include publication costs in his/her proposals whenever possible.

MEETING EXPENSES

In general, faculty members will be expected to cover the costs of meetings in grants and contracts. These costs can also be covered through indirect cost recovery funds. The Director can be asked to help cover costs for a particular meeting when external funds are not available and the faculty member is presenting a paper or poster.

COMPUTER PURCHASES

In general, faculty members should make every attempt to purchase computers and computer related items (printers, plotters, large disks, etc.) using external funds. CERI may agree to cover half of the expense of computer purchases but will not cover the entire expense unless a strong argument can be made to do so. A faculty member will have to document that attempts have been made to cover computer expenses on external proposals. Requests for assistance should be directed in writing to the chair of the computer committee.

GENERAL UNIVERSITY POLICIES

Please refer to the U of M policies and procedures web site (http://policies.memphis.edu/Policies/TOC_General_Policies.html) for information concerning issues such as:

Outside Employment/Consulting

Use of University Property

Legal Services

Faculty Authored Text Books

GRIEVANCE

A faculty member should proceed as follows if he/she is experiencing a problem or has perceived a problem that requires intervention at a higher level. The exceptions are sexual or racial harassment; the appropriate action for these problems is described above.

1. For problems relating to the graduate program (e.g. course assignment, graduate committee assignment, exam schedules, cheating, student issues) see the Director of the Graduate Program.
2. For problems related to space allocation, see the Associate Director
3. For problems related to the actions of another faculty member see the Director.
4. For problems related to the actions of a staff member, see the staff member's immediate supervisor (see organizational structure).
5. For all other problems, see the Director.

If you do not receive satisfaction after discussing your problem with the Director, faculty members may take their grievance to the Dean of the College of Arts and Sciences. The Director must be notified that the Dean will be consulted. Faculty members may also seek advice from the Faculty Advocate on campus. For steps beyond consulting the Dean, please see the U of M Faculty Handbook.

POLICY FOR ANNUAL EVALUATION OF FACULTY AT CERI

This document defines and implements CERI's annual performance evaluation for faculty. Untenured tenure-track faculty will be evaluated following the DES Tenure and Promotion Guidelines and the University Tenure and Promotion Policy.

Purpose

The annual evaluation is to provide a measure of an individual's contribution towards CERI's mission and will be used by the Director for the purpose of rewarding merit and to provide feedback to each faculty member on his or her performance of duties. The evaluation will be used by the Director in making recommendations to the Dean of the College of Arts and Sciences with regard to annual compensation increases, when available. The evaluation will be used for other considerations, including making committee and other assignments, projecting future needs, and allocating CERI resources.

Timing

The evaluation will take place in April after all data are compiled. This will also require that faculty submit their CERI Faculty Evaluation Summary form no later than April 1st. Late submissions cannot be considered.

Period Considered

The evaluation will use the last 2 years of the above data with emphasis placed on the current fiscal year of the evaluation. This is done in the recognition of vagaries of funding, students, and available monies for raises.

Procedures

Please refer to the CERI Faculty Evaluation Summary form. Five areas of effort will be considered: teaching, advising/mentoring, scholarship, outreach, and service. The Director will grade all faculty in the categories of scholarship, support, service and outreach. The Associate Director will evaluate teaching and mentoring. The overall evaluation will be given a grade of Exceptional, Very Good, Good, Needs Improvement, or Failure.

Criteria

The following criteria are intended as a guide for CERI faculty. They set the standards toward which we can aspire. Of course, it should not be construed as a rigid formula because none of the items is a necessary condition; it is the ensemble that matters. The DES Tenure and Promotion Guidelines should be consulted for additional criteria.

Criteria for Teaching Performance

An excellent teacher is one who:

1. teaches a minimum of 9 credit hours per year (3 for research professors)
2. is an effective teacher as measured by the S.I.R.S. evaluations and reports develops new courses or new classroom methodologies
3. obtains external funds to improve teaching/learning or develop new courses

Criteria for Advising/Mentoring

An excellent advisor is one who:

1. advises >2 graduate students
2. engages students in innovative research leading to publishable results
3. advises students through the completion of their degrees and provides all necessary resources for the completion of degrees
4. creates a positive mentoring relationship with each student that is helpful, collegial, and encourages original thought

Criteria for Scholarship Performance

An excellent scholar is one who, on an annual basis:

1. publishes significant papers and books, some first-authored, that establish the author as a recognized leader, expert, or innovator in the profession
2. maintains a research program with high national and international visibility that attracts outstanding graduate students, visiting scientists, and post-doctoral scholars
3. receives invitations to speak at national/international meetings
4. receives invitations to speak at departmental colloquia across the nation
5. presents or contributes to multiple abstracts at national/international meetings

Criteria for Support Performance

A faculty member providing excellent support is one who:

1. provides RA support for more than two students each year over the past two years
2. acquires funding for multiple grants and/or has multiple proposals pending

Criteria for Service Performance

A faculty member providing excellent service to his or her university (department and college level units), profession, and society is one who:

1. serves on and in particular, chairs national or international government or professional scientific committees
2. serves on and in particular, chairs university committees
3. serves as an administrator or Faculty Senate officer in the university
4. serves as an editor or associate editor for professional scientific journals
5. reviews many proposals for funding agencies and manuscripts for professional scientific journals
6. is an officer in one or more professional scientific societies
7. organizes meetings, workshops, and short courses for professional societies

Criteria for Outreach Performance

A faculty member providing excellent outreach is one who:

1. presents talks at regional universities and colleges
2. involves undergraduates at local colleges and universities in research projects
3. shares professional expertise with the wider community
4. actively recruits students for the graduate program
5. provides distance learning through video assisted courses or on-line courses

Data Sources

The following information will be used by the Director and Associate Director in arriving at their evaluations:

- 1) The CERI Faculty Evaluation Summary form --the document to be submitted annually to the Director by each faculty member, and is the primary basis for evaluation. Information for which there is no obvious section on the form, such as names of undergraduates included in research projects, should be entered under the section most closely related. Be sure to document the ways in which you have improved teaching/learning and the specific proportions of time spent in the class room if team teaching. Include the names of post-doctoral associates working with you, committees on which you have served over the past year, and specific numbers of proposals reviewed for funding agencies.
- 2) CERI Data on Teaching--CERI will compile a record of all courses taught (and sections), numbers of students in each course, and responses of recent graduates to the CERI Educational Program Review form. These data will be used in evaluating teaching contributions and effectiveness.
- 3) University S.I.R.S. forms--CERI will compile these data annually.
- 4) Salary Recovery and Overhead Return--CERI will compile these data annually.
- 5) Graduate Student Support Database --prepared by the Director of the Graduate Program

Feedback

Following the completion of the evaluation, the Director will prepare a written evaluation for each faculty member. The Director will meet with each faculty member individually to discuss the evaluation. Although there is no formal procedure for negotiating the results, the Director will consider reasonable appeals and/or requests for illumination.

TENURE AND PROMOTION GUIDELINES

Please refer to the DES Tenure and Promotion Guidelines

GRADUATE STUDENTS

Please see the Graduate Student handbook