

Bylaws for the Learning Systems Institute at Florida State University

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Record of Substantive Revisions and Amendments to these Bylaws

Renewal Provision

A renewal provision is provided here to elicit a periodic review of the Institute's bylaws to ensure that they are still relevant and effective. The purpose of these provisions is to promote accountability and responsiveness among the Institute members and possible stakeholders, and to encourage regular evaluation and improvement of the Institute's goals and operations. The following renewal provision applies to the Learning Systems Institute and its bylaws:

- The Learning Systems Institute and its bylaws shall be subject to a comprehensive review every five years by a standing committee appointed by the director, consisting of at least three faculty members from different disciplines and units within the institute, and at least one LSI non-faculty member with relevant expertise and experience.
- The review committee shall solicit feedback from the Institute members and stakeholders, including the Provost's Office and the Office of Faculty Development and Advancement, if need be, and assess the Institute's achievements, challenges, opportunities, and alignment with the university's strategic plan and mission.
- The review committee shall submit a report to the Director, summarizing its findings and recommendations for the continuation, modification, or termination of bylaws, no later than six months before the end of the five-year period.
- The Director shall present the report to the Institute members and possible stakeholders, and initiate a vote on the proposed actions, no later than three months before the end of the five-year period. A simple majority of the applicable voting members of the institute shall be required to approve any changes or renewals of the institute and its bylaws. The Director shall also submit the report and the results of the vote to the Provost's Office and the Office of Faculty Development and Advancement for final approval.
- If the bylaws are not renewed or amended by the end of the five-year period, they shall remain in effect until the above renewal and/or amendment process is completed unless otherwise noted by the Provost's Office and the Office of Faculty Development and Advancement.

These are the bylaws for the Learning Systems Institute at Florida State University. These bylaws were last approved on October 20, 2025 by a majority of the applicable voting members of the Learning Systems Institute and on March 26, 2026 by the Provost's Office and the Office of Faculty Development and Advancement.

Preamble

The Learning Systems Institute is a multidisciplinary research and development organization dedicated to innovations that improve learning and performance of organizations and individuals here in Florida and across the world. LSI is at the forefront of developing systems and solutions that bridge theory and practice in education, providing state-of-the-art methods and a clear path for implementation. LSI has a history of collaboration across FSU's campus and with outside organizations, forming project-based teams featuring top researchers from multiple departments at FSU and leading institutions globally. LSI has also launched several successful centers including the Florida Center for Reading Research (FCRR) and Florida Center for Research in Science, Technology, Engineering and Mathematics (FCR-STEM).

Our Mission

It is our mission to improve learning and human performance globally, with expertise in STEM Education, Literacy, Higher Education Capacity Building, Research, Monitoring, and Evaluation, Teacher Training/Learning, Policy and Standards, Instructional Design & Curriculum Development, Education Technology, English as a Foreign Language and Special Education utilizing innovative approaches and implementation techniques.

Our Vision

LSI is dedicated to conducting research and developing instructional and non-instructional interventions to improve performance. Our efforts focus on how individuals and organizations perform complex tasks and how we can help them achieve their performance goals. Our analytical approach is systemic, and our solutions are interdisciplinary, incorporating cognitive and educational psychology as well as instructional and information technology.

I. Bylaws

A. Adherence with Other Governing Documents. At all times, the Learning Systems Institute's policy shall adhere to and be consistent with all university policies found in the FSU Constitution, the BOT-UFF Collective Bargaining Agreement, the Faculty Handbook, and the Annual Memorandum on the Promotion and Tenure Process issued by the Office of Faculty Development and Advancement.

B. Bylaws Revision. The Institute may add, modify, or delete any language in the bylaws to ensure the mission of the Institute is supported, as long as the action does not conflict with the collective bargaining agreement. Any Research Support Faculty, Research

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Faculty, and Tenured/Tenure-Track Faculty member may propose an amendment to the bylaws by submitting a proposal for revision to the Institute Director in writing. The Director will review the proposal to determine if the proposed change(s) is(are) feasible, desirable, and appropriate. If deemed so, the Director will forward the proposal to the Bylaws Committee for review. The Bylaws Committee may then make a recommendation to the Director to either refuse the proposal with reason, request the originator revise and resubmit, or make a recommendation to present the proposed change(s) at the next faculty meeting. Following proposal at the next scheduled faculty meeting, discussion and feedback will take place, and the proposal will be put to a vote by all those with voting rights. The survey results will be delivered to the Bylaws Committee and the Director and based on the results the bylaws may be modified immediately with the change(s) to take effect immediately.

C. Substantive Change Statement. Faculty and staff members are expected to be familiar with and follow the Florida State University Substantive Change Policy as found on the university web site <https://sacs.fsu.edu/substantive-change-policy/>.

II. Membership and Voting Rights

A. Faculty Membership. The faculty of the Learning Systems Institute shall consist of those persons holding full-time or part-time appointments at the rank of Assistant in Research, Associate in Research, Senior Research Associate, Research Faculty I, Research Faculty II, Research Faculty III, Assistant Professor, Associate Professor, Professor.

Research Support Faculty: Faculty holding non-tenure-earning full-time or part-time appointments in the Learning Systems Institute at the rank of Assistant in Research, Associate in Research, and Senior Research Associate. Typically, research support faculty are project managers, project directors, researchers, postdoctoral researchers, research assistants, content developers, teacher trainers, instructional designers, and other staff on sponsored funding.

Research Faculty: Faculty holding non-tenure-earning full-time or part-time appointments in the Learning Systems Institute at the rank of Research Faculty I, Research Faculty II, and Research Faculty III. Typically, research faculty are researchers and investigators on sponsored funding.

Tenured/Tenure-Track Faculty: Faculty holding full-time, tenured or tenure-track joint appointments within academic units at FSU that have an approved Memorandum of Understanding (MOU) with LSI and for whom LSI provides a portion of salary support at the rank of Assistant Professor, Associate Professor, and Professor.

B. Institute Membership. In addition to the faculty defined in II.A above, the following are members of the Learning Systems Institute: Undergraduate Students, Graduate Students, Other Personnel Services (OPS), Administrative and Professional (A&P) personnel, and University Service Personnel System (USPS) personnel.

C. Faculty Voting Rights. All Research Support Faculty, Research Faculty, and Tenured/Tenure-Track Faculty as defined above, may vote in any faculty votes related to approval and/or change(s) to LSI's bylaws.

D. Non-faculty Voting Rights. Undergraduate Students, Graduate Students, Other Personnel Services (OPS), Administrative and Professional (A&P) personnel, and University Service Personnel System (USPS) personnel do not have faculty voting rights within LSI.

III. Organization and Governance

A. Faculty Meetings. The Director will host one meeting per semester during the academic year at a minimum. Research Support Faculty that are Principal Investigators, Research Faculty, and Tenured/Tenure-Track Faculty are invited to attend faculty meetings. An agenda will be provided prior to each meeting and any attending faculty member may suggest items to be added to the meeting agenda. Each meeting will end with scheduling the following meeting. In addition to regularly scheduled meetings, the LSI Director may call a faculty meeting at any time. The Director may also call a faculty meeting if any other attending faculty member requests a meeting for a designated purpose.

B. Director Selection. The Office of the Provost is responsible for appointing the Director of LSI. When a vacancy of the Director's position occurs or is anticipated, the Office of the Provost will consult with the current Director to determine if an Interim Director will be chosen and the method in which the new Director will be recruited and hired. The Office of the Provost will determine if a search committee will be formed to steer the recruitment process and will lead the recruitment of appropriate candidates.

C. Leadership and Committees.

The Institute Director: The Director is the Chief Executive Officer of the Institute. The Director is expected to have an administrative stipend and the position does not have term limits. The Director reports to the Office of the Provost at FSU. Selection of the Director is described in Section III(b). The Director provides administrative leadership and strategic direction for the mission and vision of LSI. The Director is responsible for:

- carrying out Institute policies and procedures within limits set by the Office of the Provost;
- communicating regularly with the Provost to report on Institute activities, challenges, and opportunities;

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- supervising the daily operations of the Institute, including management of administrative personnel and functions, distribution of Institutional resources, and implementation of policies and procedures as required by LSI, the Office of the Provost, and FSU;
- developing, implementing, and evaluating an Institutional strategic plan;
- calling and presiding over LSI faculty meetings and preparing the agenda for meetings;
- communicating to the Institute's members information regarding activities, challenges, and opportunities currently facing the Institute;
- representing LSI's interests in venues internal and external to FSU;
- responding to requests from the Provost, Deans, Department Chairs, and other units within FSU about LSI, as appropriate;
- acting on recommendations from the Institute's faculty, staff, and students;
- addressing other matters at the Director's discretion in the interest of the Institute.

Associate Director(s): LSI will enlist one or multiple Associate Director(s). The position does not have term limits. The Associate Director(s) advise the Director on the strategic direction of LSI's research agenda and provides leadership on all activities that safeguard the mission and vision of LSI. An Associate Director is responsible for:

- reviewing research opportunities in the context of the Institute as a whole and offering recommendations to the Director regarding opportunities pursued in keeping with LSI's overall mission and vision;
- representing the Institute's interests in venues internal and external to FSU;
- advising and supporting the Director in addressing challenges, opportunities, and other matters facing the Institute, particularly those involving LSI's research portfolio.

Committees: In order to promote shared governance and active engagement in the Institute and in order to provide opportunities for professional growth and advancement, LSI members may be enlisted to participate in standing and ad hoc committees. The standing committees at LSI include the Bylaws Committee and the Promotion Committee, each focused on key areas of governance and institutional development. Both standing and ad hoc committees are formed by the Director to align with the Institute's mission, vision, and strategic plan and may be constituted or dissolved by the Director. All members are encouraged to be actively engaged in LSI's committees. Service on committees within LSI and FSU is allowable, including for faculty and staff whose assignments reflect fully funded effort on grants and contracts, provided such service commitments are minimal and do not interfere with members' primary roles and responsibilities. Committee membership is voluntary. In addition, the committees' activities are intended to be driven, in part, by the committee members themselves, so that members can determine collectively what is feasible, desirable, and appropriate for its members and for the greater LSI membership. Members interested in serving on committees within LSI are encouraged

to discuss their intentions with their supervisors to ensure that their contributions are not in conflict with their primary roles and responsibilities.

Ad Hoc committees are formed to address a specific matter that may arise. Committee membership and purpose will be determined by the Director. It is expected that ad hoc committees will be limited in scope and term and will be dissolved once the matter is resolved.

D. Faculty Recruitment. LSI's hiring policies and practices align with Florida State University's Office of Human Resources. For more information, please visit: <https://hr.fsu.edu/>. Faculty recruitment and selection in LSI is governed is determined by the intended role within the Institute. Specifically:

Research Support Faculty: Faculty holding a non-tenure-earning full-time or part-time appointments at the rank of Assistant in Research, Associate in Research, and Senior Research Associate. Typically, research support faculty are project managers, project directors, researchers, postdoctoral researchers, research assistants, content developers, teacher trainers, instructional designers, and other staff on sponsored funding. As staff on funded grants and contracts, research support faculty are recruited and selected by or approved by the Principal Investigator(s) on the project. Per the job code classifications set out by FSU HR, all Research Support Faculty must have an academic master's degree or highest-level terminal degree from an accredited institution in an appropriate field of specialization or equivalent qualifications based on professional experience and otherwise qualified to perform assigned duties. The initial designation or track for a faculty new hire is determined and described in the employee's offer letter and will be based on the judgment of the hiring committee, supervisor, Principal Investigator, and Director. Faculty may be reclassified laterally from Research Support Faculty to Research Faculty or vice versa with approval from their supervisor, Principal Investigator, and Director, with the ultimate action being reviewed and approved by FSU's Office of Faculty Development and Advancement.

Research Faculty: Faculty holding a non-tenure-earning full-time or part-time appointments at the rank of Research Faculty I, Research Faculty II, and Research Faculty III. Typically, research faculty are researchers and investigators on sponsored funding. As staff on funded grants and contracts, research faculty are recruited and selected by or approved by the Principal Investigator(s) on the project, or the director. Per the job code classifications set out by FSU HR, all Research Faculty must have an academic doctorate or highest-level terminal degree from an accredited institution in an appropriate field of specialization or equivalent qualifications based on professional experience and otherwise qualified to perform assigned duties, with a demonstrated record of achievement in research. The initial designation or track for a faculty new hire is determined and described in the employee's offer letter and will be based on the judgment of the hiring committee, supervisor, Principal Investigator, and Director. Faculty may be reclassified laterally from Research Support Faculty to Research Faculty or vice versa with approval from their

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supervisor, Principal Investigator, and Director, with the ultimate action being reviewed and approved by FSU's Office of Faculty Development and Advancement.

Tenured/Tenure-Track Faculty: Faculty holding full-time, tenured or tenure-track joint appointments within academic units at FSU that have an approved Memorandum of Understanding (MOU) with LSI and for whom LSI provides a portion of salary support at the rank of Assistant Professor, Associate Professor, and Professor. Tenured/Tenure-track faculty are recruited and selected using a joint process between the Institute and the department in which they will have or seek a tenure home. In consultation with the Institutional faculty, the Associate Director for Research, and the relevant Dean, Director, and/or Department Head of the academic department, the Director will determine the need, available resources, and timeline to recruit a new shared faculty member. If agreement is reached, a Search Committee will be formed to steer the recruitment process. The Search Committee will be chaired by an LSI Faculty member who will recruit additional members as deemed appropriate by the chair of the search committee in consultation with the Director. The Search Committee will work with LSI's Human Resources and the comparable staff in the academic unit to create a posting for the position and to manage the search process, including review of application materials and virtual and on-campus interviews. During the interview process, the candidate will have the opportunity to engage with LSI faculty, staff, students and appropriate administrative offices across the academic unit and FSU. The Search Committee will solicit feedback on the candidate from these interactions. Upon completion of the interview process, the Search Committee will provide feedback, rank overall choices, and will provide a recommendation to the Director. The Director will relay this information along with his/her own recommendation to the Dean, Director, and/or Department Head of the relevant academic unit. If the selection is moved forward, then the Director will enter negotiations with the candidate and the candidate's academic unit to reach an agreement on conditions of hire. In the event that a search is unsuccessful, the Director will consult with the Dean, Director, and/or Department Head of the relevant academic unit to determine if the search should be continued.

E. Unit Reorganization. The Director, in consultation with LSI Faculty Members and the Office of the Provost, in compliance with FSU policies, may reorganize the Institute to maximize the organizational effectiveness, governance structure, and strategic direction of LSI. The Director will discuss substantive changes to the organizational structure in a Faculty Meeting to gain input and feedback. If the Director determines that the reorganization is feasible, desirable, and appropriate, the Director take necessary steps to reorganize the unit.

IV. Curriculum – N/A

V. Annual Evaluation of Faculty on Performance and Merit (if applicable)

A. Peer Involvement in Annual Performance and Merit Evaluation. Each faculty member's performance will be evaluated relative to his or her assigned duties. Each faculty member's performance will be rated annually using the following university rating scale:

- Exceeds Expectations
- Meets Expectations
- Official Concern
- Does Not Meet Expectations

Annual Performance Evaluations are to be conducted by the employee's supervisor and are described in the Criteria for Evaluation of Specialized Faculty below. Supervisors are expected to consult with appropriate collaborators and fellow employees to obtain peer feedback prior to completing the evaluation of a faculty member.

Tenured / Tenure-Track Faculty associated with the Institute are evaluated in their tenure home department or college and input from LSI's Director is provided to the Dean, Director or Department Head of the home department or college for inclusion in the faculty member's evaluation.

Merit Evaluation is based on the collective Annual Performance Evaluations of eligible faculty and is conducted by LSI's Director as follows:

The university often allocates budgets for Merit performance increases. While these budgets are allocated, the funding will be provided by the budget(s) the employee receiving a merit is paid from. A Principal Investigator has the right to decline increasing salaries for merit performance if their grant cannot afford the increase because it was not budgeted, or they wouldn't have sufficient funds to complete the project. In that case, all employees on that budget do not receive any merit allocation.

Merit often comes in two allocations: Department's Merit and Dean's Merit pools. Each of these follows a different allocation procedure.

Department's Merit Pool:

This is allocated based on employee evaluations and all employees with an evaluation rating of Meets Expectations and higher receive a share. All employees with the same rating will receive the same percentage increase. Employees with an evaluation rating of Exceeds Expectation will receive a higher percentage. These rates are determined by calculation to maximize the use of the merit budget. Budgets are separated by E&G and C&G. We calculate the percentage of merit for each E&G and C&G separately and

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determine the highest rate possible to use across the board regardless of the funding source.

Dean's Merit Pool:

This is a budget that is provided to the Dean (LSI Director) to assign additional merit to individuals. The criteria for that are decided on by the Director. Typically, multiple factors are used to determine the allocations of this pool. These factors include:

- Evaluation rating must be exceeds expectations.
- Faculty stood out for going over and beyond to support our stakeholders (participants, team members, funding agencies, etc.)
- Success in grant proposals and expanding their line of work, team, etc.
- Leadership skills and mentorship of others.
- Input and feedback from other LSI/FSU team members.

These can vary year over year. The Director's goal is to be consistent in the criteria. The discretionary merit pool is for the Director to use to reward excellent performance.

Review of LSI's Merit Evaluation Protocol is conducted during the comprehensive review of bylaws every five years and can be brought forth as a bylaws revision per Section I above in between regular 5-year interval reviews.

B. Criteria for Evaluation of Specialized Faculty.

**Evaluation Criteria found in Appendix A

VI. Promotion of Faculty

A. Progress Toward Promotion Letter. Each year, every faculty member who is not yet at the highest rank for their position will receive a letter that outlines progress toward promotion and/or tenure at the time of their evaluation.

B. Peer Involvement in Evaluation of Promotion of Faculty.

In conjunction with the annual evaluation process, LSI reviews and evaluates each specialized faculty member's readiness for promotion every spring semester in relation to the below criteria. This review is documented in the annual progress toward promotion letter given to the employee at the time of evaluation. Based on the outcome of the review, the faculty member and their supervisor may request that notification be given to the Director of intention to submit a promotion binder. The Director will determine whether to request that the faculty member participate in the preparation of a promotion binder.

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Specialized faculty members interested in promotion should secure a recommendation letter from their supervisor to be submitted to the LSI Human Resources Manager to signify intent to submit materials to apply for promotion. The faculty member should notify the LSI Human Resources Manager of intent to submit no later than **June 15** of the review cycle.

Faculty members should reference the Specialized Faculty Promotion memo issued by Faculty Development and Advancement (FDA) for the current promotion review cycle. A list of required items is provided within the memo. Promotion materials are to be submitted in their entirety to the LSI Human Resources Manager no later than **August 1**.

When a specialized faculty member submits intent to apply for promotion, the LSI Human Resources Manager will establish a Promotion Committee for Specialized Faculty. The committee shall include a minimum of three members, of which at least one is either Associate Director of the institute or a senior-level specialized faculty; and at least two are specialized faculty at the rank of Associate in Research or Research Faculty II or higher. The LSI Human Resources Manager will solicit interest in serving on the committee from all eligible committee members. In the event that there are not enough eligible faculty in a given rank, a specialized faculty member from the next lower rank will be substituted on the committee. The institute Director will grant final approval of the established committee. The committee shall be formed no later than **August 15** of the review cycle.

The LSI Human Resources Manager will submit complete promotion binder(s) to members of the Promotion Committee for review electronically (e.g., email; secure SharePoint or OneDrive) no later than **August 15** of the review cycle (or the next working day if August 15 is a weekend or holiday). Only complete binder(s) will be submitted to the committee for review. **The faculty member may not submit any further changes or additions to the binder beyond August 15.** The committee will meet to review the candidate, vote via secret ballot, and write a narrative to submit with the promotion binder. The narrative will reference materials submitted by the candidate that can be used as evidence of progress in meeting criteria for promotion. The letter will indicate explicitly the committee's recommendation regarding the candidate's promotion. The committee's narrative will be submitted to the LSI Human Resources Manager to be included in the promotion binder no later than **September 15** of the review cycle (or the next working day if September 15 is a weekend or holiday).

Then, the LSI Human Resources Manager will submit a complete promotion binder with the narrative and vote count from the Promotion Committee to the Director. The Director will review the binder and provide a separate letter. The letter will indicate explicitly his/her recommendation regarding the candidate's promotion. The letter will be submitted to the LSI Human Resources Manager to be included in the promotion binder no later than **October 10** (or the next working day if October 10 is a weekend or holiday). If desired, the candidate may submit a response to the Director's letter within five working days after the Director's letter is submitted. This faculty response letter is optional. If submitted, the LSI Human Resources Manager will attach it to the candidate's promotion binder. The LSI

Human Resources manager will submit the required summary of actions and complete promotion binders to the Office of the Vice President of Faculty Development and Advancement by the designated submission deadline.

The Vice President for Faculty Development and Advancement will review the candidate's binder, confirm that the candidate meets the eligibility requirements, and forward the recommendations (for approval or denial) to the Provost and the President for final action. The President's decision is communicated by letter to the appropriate administrators and to the faculty member by this office, typically during the following spring semester. All specialized faculty promotions are effective at the same time as tenure-track faculty promotions at the beginning of the next academic year.

**Dates subject to change if FSU significantly alters promotion process timeline.*

***Promotion schedule and due dates are shared with LSI Faculty throughout each promotion cycle.*

C. Criteria for Promotion of Specialized Faculty. Promotion-eligible faculty members include all specialized faculty members below the highest level in each track. Demonstrated sustained excellence in performance of one's assignment of responsibilities shall be the basis for promotion recommendations. Promotion is not automatic, nor should it be regarded as guaranteed upon completion of a given term of service. Specialized faculty are typically reviewed for promotion during the 5th year in their current rank. For faculty members who are recommended for promotion prior to completion of five years in rank, justification for early promotion must be included in the chair's/director's/supervisor's (or equivalent) letter.

A faculty member hired at the first level (Teaching Faculty I, Research Faculty I, Assistant Curator, Assistant in Research, Instructional Specialist I, and Assistant University Librarian) may bring in no more than two (2) years of credit for prior service. A faculty member hired at the second level (Teaching Faculty II, Research Faculty II, Associate Curator, Associate in Research, Instructional Specialist II, and Associate University Librarian) may bring in no more than three (3) years of credit for prior service. Any credit for prior service must be specified in writing at the time of hire. Please note that bringing in credit does not guarantee promotion but allows the candidate to be considered earlier than is typical.

Since a faculty member in visiting status may only be appointed in that class for three (3) years, not more than two (2) years in visiting status may count towards promotion for a faculty member hired at the first level (Teaching Faculty I, Research Faculty I, Assistant Curator, Assistant in Research, Instructional Specialist I, and Assistant University Librarian) and no more than three (3) years in visiting status for a faculty member hired at the second level (Teaching Faculty II, Research Faculty II, Associate Curator, Associate in Research, Instructional Specialist II, and Associate University Librarian). This should be

specified at the time of hire and requires that the Assignments of Responsibility (AOR) for the visiting appointment and the regular appointment be the same.

APPENDIX A: Evaluation Criteria

Research Faculty Track Performance Review Criteria

Items within each column are exemplars and guidance on how to score performance. Not every item is required to assign a score.

Rank	Qualifications for Appointment/Promotion to this rank	Meets	Exceeds
Research Faculty I	<ul style="list-style-type: none"> • Earned doctorate and/or terminal program degree in the appropriate field, or equivalent qualifications based on professional experience and otherwise qualified to perform assigned duties. • Evidence of high-quality scholarship including recent creative work, professional writing or research in refereed and other professional journals, working papers, or recent presentations at state, national or international conferences. • Strong organizational and interpersonal skills. • Meets the university criteria for appointment to the rank of Research Faculty I. 	<ul style="list-style-type: none"> • Exhibits a potential for success in garnering external funding for research – including supporting the development and submission of grant proposals to potential funding agencies as PI, Co-PI or Co-I. • Produces creative work, professional writing, or research in refereed and other professional journals, working papers, or recent presentations at national or international conferences. • Exhibits deep content knowledge related to AOR. • Successfully supports existing research, education, or development projects in meeting deliverables. • Completes contractual and grant obligations in a timely manner. • Exhibits success managing internal teams to support research, education, or development projects. 	<ul style="list-style-type: none"> • Exhibits success in garnering external funding for research as PI, Co-PI or Co-I. • Participates in development of documents for proposals for external funding for research. • Engages in a high-quality scholarship agenda, including the production of creative work and/or professional writing. • Leads successful research, education, or development projects. • Provides service to the department.

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Rank	Qualifications for Appointment/Promotion to this rank	Meets	Exceeds
Research Faculty II	<ul style="list-style-type: none"> • Earned doctorate and/or terminal program degree in the appropriate field, or equivalent qualifications based on professional experience and otherwise qualified to perform assigned duties. • Meets the university criteria for appointment to the rank of Research Faculty II. • Evidence of a high-quality scholarship agenda including recent creative work, professional writing or research in refereed and other professional journals, working papers, or recent presentations at national or international conferences. • Experience conducting research and leading education or development projects. • Evidence of success in garnering external funding for research as PI, Co-PI or Co-I. 	<ul style="list-style-type: none"> • Exhibits success in garnering external funding for research as PI or Co-I, contributes to the submission of at least one high-quality grant proposal each year. • Leads or Co-leads successful research, education, or development projects. • Produces creative work, professional writing or research in refereed and other professional journals, working papers, or recent presentations at national or international conferences. 	<ul style="list-style-type: none"> • Exhibits success in garnering external funding for research as PI to support oneself and administrative staff; submits more than one high-quality proposal each year. • Leads successful research, education, or development projects. • Supports professional growth and builds capacity of LSI colleagues. • Develops a well-defined research agenda. • Provides service to the department, and the profession.

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Rank	Qualifications for Appointment/Promotion to this rank	Meets	Exceeds
Research Faculty III	<ul style="list-style-type: none"> • Earned doctorate and/or terminal program degree in the appropriate field, or equivalent qualifications based on professional experience and otherwise qualified to perform assigned duties. • Meets the university criteria for appointment to the rank of Research Faculty III. • Evidence of high-quality and well-defined scholarship agenda, including recent creative work, professional writing or research in refereed and other professional journals, working papers, or recent presentations at national or international conferences. • Demonstrated success in garnering external funding for research as PI to support oneself, other faculty, and administrative staff. • Experience leading successful research and/or development projects. • Experience providing mentorship to more junior faculty. • Interest in providing service to the university, the department, and the profession. 	<ul style="list-style-type: none"> • Leads successful research, education, or development projects. • Produces creative work, professional writing or research in refereed and other professional journals, working papers, or recent presentations at national or international conferences. • Provides mentorship to more junior faculty, which may include directly supervising RF1 and RF2 (and/or Assistant/Associate Research Faculty). • Leads teams (as the PI) to win grant proposals that support oneself, administrative staff, and other research faculty. • Submits more than 2 high-quality proposals each year as needed to maintain full research level of effort. • Provides service to the university, the department, and the profession. 	<ul style="list-style-type: none"> • Leads multiple successful research and/or development projects. • Leads teams (as the PI) to win multiple grant proposals that support oneself, administrative staff, and other research faculty; submits multiple high-quality proposals each year. • Leads the development of research publications and other creative works important for the field. • Effectively leads a project team. • Supports professional growth and builds capacity of LSI colleagues.

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Research Support Faculty Performance Review Criteria

Items within each column are exemplars and guidance on how to score performance. Not every item is required to assign a score.

Rank	Qualifications for Appointment/Promotion to this rank	Meets	Exceeds
Assistant in Research	<ul style="list-style-type: none"> • Academic master's degree or highest-level terminal degree from an accredited institution in an appropriate field of specialization or equivalent qualifications based on professional experience and otherwise qualified to perform assigned duties. • Strong organizational and interpersonal skills. • Must meet university criteria for appointment to the rank of Assistant in Research. 	<ul style="list-style-type: none"> • Successfully supports existing research, education, or development projects in meeting deliverables. • Demonstrates deep content knowledge to support academic area and meet expectations of assigned grant. • Engages in a high-quality scholarship agenda. • Complete contractual and grant obligations in a timely manner. 	<ul style="list-style-type: none"> • Supports the development and submission of grant proposals to potential external funding agencies potentially as Co-I, Co-PI, or PI or key personnel. • Participates in development of documents for proposals for external funding for research. • Engages in a high-quality scholarship agenda, including the production of creative work and/or professional writing. • Exhibits success managing internal or external teams to support research, education, or development projects.

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Rank	Qualifications for Appointment/Promotion to this rank	Meets	Exceeds
Associate in Research	<ul style="list-style-type: none"> • Earned master's degree or highest-level terminal degree in education, education policy, international development, or similar education and/or science disciplines or equivalent qualifications based on professional experience. • Must meet university criteria for appointment to the rank of Associate in Research. • Participation in submission of contract & grant proposals for external funding. • Exhibits success managing internal and/or external teams to support research, education, or development projects. 	<ul style="list-style-type: none"> • Engages in a high-quality scholarship agenda. • Exhibits success managing teams to support successful research, education, or development projects. • Produces creative work, professional writing or research in refereed and other professional journals, working papers, or recent presentations at state, national or international conferences. • Supports the development and submission of grant proposals to potential funding agencies as PI, Co-PI or Co-I. 	<ul style="list-style-type: none"> • Leads or Co-leads successful research, education, or development projects. • Exhibits success in garnering external funding for research as PI, Co-PI or Co-I to support oneself and administrative staff. • Supports professional growth and builds capacity of LSI colleagues. • Develops a well-defined research agenda. • Provides service to the department.

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Rank	Qualifications for Appointment/Promotion to this rank	Meets	Exceeds
Senior Research Associate	<ul style="list-style-type: none"> • Master's degree from an accredited institution with a demonstrated record of academic research achievement, or professional qualifications in specialization above those equivalent to the highest degree. Additional education and experience as required by position. • Must meet university criteria for appointment to the rank of Senior Research Associate. 	<ul style="list-style-type: none"> • Manages successful teams supporting research, education, or development projects. • Analyzes statistical and other data. • Produces creative work, professional writing or research in refereed and other professional journals, working papers, or recent presentations at state, national or international conferences. • Supports professional growth and builds capacity of LSI colleagues. • Provides service to the university, the department, and the profession. 	<ul style="list-style-type: none"> • Leads multiple successful research and/or development projects. • Leads teams (as the PI or Co-PI, Co-I) to win grant proposals that support oneself, administrative staff, and other research faculty; submits multiple high-quality proposals each year. • Leads the development of research publications and other creative works important for the field. • Supports LSI faculty to provide service to the university, the department, and the profession.

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