



**BYLAWS**  
**FLORIDA PUBLIC ARCHAEOLOGY NETWORK**  
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The Florida Public Archaeology Network (FPAN) is a University of West Florida (UWF) Center located in the downtown campus. FPAN is a unit within the UWF College of Arts, Social Sciences, and Humanities (CASSH). FPAN operates a state-wide archaeology preservation and education program.

Chapter 267.145, *Florida Statutes*, directs the Florida Department of State, Division of Historical Resources (DHR) to work with the university to create a “Florida network of public archaeology centers” to be administered by the university. This program was funded by the Florida legislature in 2005 as part of the university’s base appropriation, with funds first available for fiscal year 2005-2006.

FPAN routinely collaborates with other university units involved in Anthropology and Archaeology: Department of Anthropology, Archaeology Institute, and Marine Services Center. FPAN also frequently collaborates with the other CASSH departments including Communication and History and Philosophy as well as the University of West Florida Historic Trust.

The UWF Historic Trust provides FPAN with use of the historic Louisville and Nashville (L&N) Marine Terminal, 207 East Main Street, for use as the administrative Coordinating Center, Destination Archaeology Resource Center (museum), and public archaeology lab. FPAN also has a classroom that is made available to and heavily used by campus departments and other units and organizations. Prior to occupying the L&N, FPAN converted space upstairs for use as an effective classroom and installed an elevator to make the building accessible. Investment in the building continued upon occupation with the construction of a modern exhibit space (Destination Archaeology).

FPAN has a relatively complex administrative footprint:

- Within the university, FPAN is a unit that reports directly to the Dean of CASSH and participates in university annual planning and reporting as a unit of the college.
- As a University Center since 2014, FPAN also has annual reporting requirements to the Florida Board of Governors.
- FPAN also has a largely programmatic relationship with DHR that is codified in a Memorandum of Agreement first implemented on July 1, 2005, and updated in 2006, 2010, 2017, and 2024. (Current MOA: <https://www.fpan.us/wpcontent/uploads/2024/07/FPAN-MOA-2024-Approved.pdf>)
- FPAN is advised by an 11-person board of directors established by UWF, which includes three members of the university, one of which is the chair and another the vice-chair of the

board. The FPAN board is a public board that meets twice a year, once in Fall and once in Spring towards the end of the fiscal year; meetings may be virtual, in person, or hybrid. The board is advisory and has no personnel or fiduciary responsibilities. The board has adopted policies that address some of the peculiar administrative relationships inherent in FPAN. ([https://www.fpan.us/wp-content/uploads/2021/11/FPAN\\_policies\\_2017.pdf](https://www.fpan.us/wp-content/uploads/2021/11/FPAN_policies_2017.pdf))

- FPAN delivers its programming in eight regions. The program is administered by UWF from the downtown Pensacola Coordinating Center. UWF directly delivers public archaeology programming in two regions: from the Coordinating Center in Pensacola (Northwest Region) and the field office in Tallahassee (North Central Region). Programs in six other regions operate through annual renewable contracts between UWF and FPAN Regional Center Host Institutions: Flagler College (Northeast and East Central Regions), Florida Atlantic University (Southeast and Southwest Regions), and the University of South Florida (West Central and Central Regions) ([www.fpan.us/regions](http://www.fpan.us/regions)).

In 2010, FPAN developed a strategic plan focused on delivery of state-wide programming. This initial plan was developed through the use of a professional facilitator and is revised periodically through staff input to the board of directors (<https://www.fpan.us/wp-content/uploads/2021/11/FPANStrategicPlan.pdf>; current goals and objectives <https://www.fpan.us/wp-content/uploads/2023/02/FPAN-2022-Goals-and-Objectives-rev-2.10.2023.pdf>).

## **Mission**

As a state-wide program, Chapter 267.145, *Florida Statutes*, defines the FPAN mission as “...to help stem the rapid deterioration of this state’s buried past and to expand public interest in archaeology.” The MOA with DHR defines public outreach, assistance to local governments, and assistance to DHR as the means to achieve this mission, and originally refined the FPAN mission as, “To promote and facilitate the conservation, study, and public understanding of Florida’s archaeological heritage through regional centers.” During the 2010 strategic planning, the mission of FPAN was revised as, “To engage the public by promoting and facilitating the appreciation, value and stewardship of Florida’s archaeological heritage through regional centers and partnerships.”

As university facilities staffed by university employees, the FPAN Coordinating Center in Pensacola and the Tallahassee field office also recognize a related yet different mission as part of UWF and CASSH.

The FPAN university mission focuses on community engagement; university and professional service; and assisting the Department of Anthropology with delivery of the university’s academic program. FPAN personnel consist of PhD- and MA-level faculty (non-tenure earning), MA-level staff archaeologists, Administrative Specialist(s), and specialized full- and/or part-time staff as needed (web developer/designer, graphic designer, etc). As of 2024, FPAN has two permanent PhD-level faculty (Executive Director and Associate Director), one permanent MA-level (faculty) Research Associate, three permanent MA-level staff archaeologists (one in the Coordinating Center and two in the Tallahassee field office), and one staff Administrative Specialist (Coordinating Center). All FPAN employees are on 12-month appointments.

FPAN faculty contribute to the academic program based on the nature of their appointment, type of degree, and as FPAN practice and policy allow. All FPAN faculty mentor graduate students holding graduate assistantships with FPAN or volunteering with FPAN, and undergraduate students

volunteering with FPAN or participating in special projects with FPAN. All faculty are able to sit on graduate student thesis committees, and the Executive and Associate Directors may chair committees. FPAN faculty occasionally teach in the Department although this is the exception<sup>1</sup>; more common are guest lectures. FPAN also provides occasional support for graduate student research projects through supervision and funding including field excavation projects. FPAN provides a temporary exhibit venue for Anthropology faculty research and, more commonly, student research, with the student serving as exhibit curator and working directly with FPAN's Director of Education and Interpretation. FPAN also encourages FPAN graduate assistants to participate in professional conferences, funds them to attend one or more conferences a year, and mentors them while preparing for and during the conference.

The daily work of FPAN faculty and professional archaeologists is program administration and/or delivery in northwest Florida and state-wide through the other FPAN regions. FPAN also engages other communities at the national and international levels. FPAN includes in this the message that FPAN is part of the University of West Florida, along with a recruiting message. FPAN's service to the university routinely includes assistance to the Department of Anthropology, the UWF Archaeology Institute, the Marine Services Center, the Department of History and Philosophy, and the UWF Historic Trust. All FPAN professionals are actively engaged in their professions, conduct research in anthropology (archaeology) and public history, present research at conferences, publish, and serve on committees and as officers of professional organizations.

### **Board of Directors**

The FPAN board is a University of West Florida public board. The board consists of directors and staff as follows:

- Three directors representing and appointed by the Dean of the UWF College of Arts, Social Sciences, and Humanities who shall be faculty of UWF. Terms of these appointments shall be for three years.
- One director representing and appointed by the Florida Anthropological Society (FAS). The term of this appointment shall be three years.
- One director representing and appointed by the Florida Archaeological Council (FAC). The term of this appointment shall be three years.
- The DHR Division Director will serve on the board *ex officio* and non-voting. The Division Director may appoint a designee from within the Division.
- The directors shall select an additional five members serving at-large as follows:
  - One member to represent the interested lay public.
  - Two members who are Florida resident archaeologists who are not employed by UWF or by FPAN's regional Host Institutions and who are not on the boards of the FAS or FAC.
  - Two members who are archaeologists not residing in Florida who have expertise in public archaeology.

The term of these appointments shall be three years and shall begin on July 1.

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<sup>1</sup> From FPAN's creation, FPAN practice and policy has been that FPAN personnel are not engaged in classroom teaching. This is partly due to the amount of regional and state-wide travel that is involved in the delivery of the FPAN program.

The Chair of the FPAN board of directors may appoint temporary advisors to the board as needed.

Terms of office of the members of the board of directors shall be staggered. A director shall not be eligible to serve more than two consecutive terms, except for those directors who are employees of UWF. A director who has served two terms consecutively may be reappointed or re-elected to the board of directors after the expiration of one year following the end of their last previous term and will have the status of a new member.

A director may resign at any time by submitting a written resignation to the Chair. Any director may be removed from the board at any time with or without cause by a vote of the majority of the full board. Two consecutive unexcused absences from regular board meetings shall be grounds for removal.

The officers of the board shall be a Chair, a Vice Chair, and a Secretary. The FPAN Executive Director shall serve as Executive Officer and Secretary of the board and shall be responsible to the board for all operations of FPAN. The Chair and Vice Chair shall be elected as necessary by the board of directors from the UWF directors at a regularly noticed meeting. The Chair and Vice Chair shall serve terms of three years, each commencing immediately following their election or appointment. The Chair and Vice Chair may serve no more than two consecutive terms, but are eligible to serve additional non-consecutive terms.

#### Meetings of the Board:

The board will meet at least twice a year: a mid-year meeting and an annual meeting toward the end of the fiscal year. Additional meetings may be called by the Executive Director or Chair as needed. Meetings shall be noticed in accordance with the provisions of s.120.525, *Florida Statutes*. Meetings may be held virtually, in person, or hybrid.

A quorum of six (6) voting board members is required for any action requiring a vote.

#### Duties of the Board:

The board will serve as the selection committee for Regional Center Host Institutions and will otherwise serve in an advisory capacity. Individual board members are encouraged to liaise with individual FPAN staff or regions on programs or issues of mutual interest.

The board may adopt policies from time to time as needed for the efficient operation of FPAN, including but not limited to policies regarding criteria for selection of Host Institutions, operations of the Regional Centers, and responsibilities and operations of the Coordinating Center. Policies will be made available on the FPAN website documents page ([www.fpan.us/about/documents](http://www.fpan.us/about/documents)).

#### **Academic Policies**

FPAN faculty teach and interact with undergraduate and graduate students at the pleasure of the Department of Anthropology. As individual faculty with an appointment in the Department, FPAN personnel follow the bylaws of the Department as it relates to university teaching.

## **Personnel Policies and Procedures**

It is the intent that all personnel policies and procedures contribute to the collegial well-being of FPAN as a University of West Florida Center.

Recruitment/Selection of New Faculty and Professional Staff: Recruitment and selection of new FPAN faculty and professional staff shall follow established policies and procedures of the college and the university. In the case of the Executive Director, these policies and procedures will incorporate appropriate provisions of the FPAN MOA (Section V[C]).

Annual Evaluation Criteria and Procedures: Annual faculty evaluations are the responsibility of the Executive Director and Associate Director. They shall follow university and college policies and consider an annual CV update, results of scholarly and creative activities, and evidence of teaching and program delivery as the faculty/staff member shall submit. Evaluations will be based on the criteria outlined below.

Professional staff evaluations shall follow established university procedures tied to established annual objectives.

Merit Pay Criteria and Procedures: If merit pay becomes available, the Executive Director will follow university procedures in its allocation.

Promotion Criteria and Review Processes: The Executive Director shall be responsible for advising eligible FPAN research faculty to facilitate their movement toward meeting promotion criteria. To be promoted, a faculty member must exceed expectations of standards, as outlined below, for professional performance in at least one category and meet expectations in each of the other two categories.

Work Assignment Procedures: While the Executive Director is responsible for making the annual work assignment, input from each faculty member shall be requested and considered prior to its development. A draft work assignment shall be submitted to the faculty persons for review and response prior to the final document.

Not all faculty will necessarily have comparable assignments across all categories. These work assignments will be regarded as the joint product of the Executive Director and the individual faculty member.

## **Student-Related Policies and Procedures**

FPAN faculty and staff regularly engage with students from the Department of Anthropology as Graduate Assistants, OPS employees, and volunteers and recognize a responsibility to enhance their learning and to assist them in meeting their educational and workforce or career goals.

FPAN shall follow college and university policies regarding student grievances and complaints.

## **Changes in the Bylaws**

These bylaws may be changed by a majority vote of the faculty and professional staff attending any staff meeting. At least one week's notice shall be provided to all faculty and staff that such a specific change is contemplated.

## **Faculty Assessment**

FPAN faculty are not tenure-earning and have a work assignment that does not generally include routine classroom teaching. Because of this, the lack of a course assignment does not prevent the attainment of an Exceeds Expectations rank in teaching. For the overall rank, scholarly and creative activity and service are weighted more heavily than teaching because they capture the core mission of FPAN as well as responsibility to the university itself.

### **Performance Standards for Evaluation**

The following categories shall be used in evaluating faculty efforts in teaching, scholarly and creative activities ("scholarship"), and service for the purposes of Annual Evaluation.

- Exceeds Expectations: Exceeds FPAN standards for professional performance in quality and/or quantity.
- Meets Expectations: Meets FPAN standards for professional performance in quantity and/or quality.
- Does Not Meet Expectations: Does not meet FPAN standards for professional performance in quantity and/or quality.
- Unsatisfactory: Disregard or failure to address remediation efforts by FPAN and/or UWF to provide correction or assistance for performance that does not meet expectations, or performance involving incompetence or misconduct as defined in the collective bargaining agreement and applicable university regulations and policies.

## **Faculty Assessment Criteria and Rubrics**

### **1. Teaching**

FPAN faculty do not normally engage in formal classroom teaching as part of their annual faculty assignment, and therefore Student Assessments do not contribute to FPAN annual evaluations, but do engage on a formal and routine basis with graduate students, and occasionally with undergraduate students:

- "Interns" describe Graduate Assistants (GAs) at the Coordinating Center recruited by FPAN for a 3-year full scholarship, which involves working for FPAN to assist in delivering public programs, supervising the FPAN public archaeology lab during their third year, and writing a thesis under the direction of one of FPAN's PhD faculty focusing on public archaeology or having a public archaeology component. These students are mentored by one or more FPAN faculty throughout their tenure.
- Graduate and Undergraduate Assistants are occasionally hired to undertake a particular one-time or recurring project. For example, one recurring project is a cooperative program of archaeology instruction with Milton High School; the Graduate Assistant hired for this project may complete a thesis related to the site under investigation. These students are mentored by one or more FPAN faculty throughout their project.

- On occasion FPAN faculty co-teach with Department faculty a course in public archaeology, help to instruct a section of field school when it relates to an FPAN student thesis project, and/or teach a directed study course.
- Periodically FPAN faculty mentor a student through the creation of a museum exhibit on their research; often this is one of the students described above but occasionally it brings another student into contact with FPAN. Lead on this mentoring is always the FPAN Director of Education and Interpretation.
- FPAN faculty and staff occasionally collaborate with departments across UWF to create public archaeology experiences for students (for example, working with the Department of Communication's social media class to provide content for FPAN).
- FPAN faculty and staff occasionally guest lecture in classes.
- FPAN faculty and staff support undergraduate students seeking knowledge or experience in public archaeology (for example, working with OUR to identify students interested in archaeology or heritage studies).

Because the Department of Anthropology does not have a formal, regular public archaeology curriculum, engagement with FPAN is a primary means for Anthropology students to gain knowledge, skills, and experience in this critical area for which the university is well regarded.

### **Criteria for assessing teaching contributions and educational engagement**

Teaching effectiveness may be demonstrated by, but is not limited to:

- Executive Director's annual evaluations and recommendations.
- Directing students in directed studies, honors projects, and internships.
- Supervising graduate student research and serving on thesis and/or dissertation committees for UWF and for other universities and institutions.
- Mentoring graduate and undergraduate students in public archaeology and in topical specialties of FPAN faculty (including creation of museum exhibits).
- Teaching or co-teaching a class. Should FPAN faculty co-teach or teach a class, the criteria described in the Department of Anthropology bylaws shall be utilized in assessment.
- Engaging students in research projects.
- Delivering public educational programming that is open to UWF students, faculty, and staff.
- Teaching scholarship (in pedagogical journals, for example).
- Designing new educational programs or improving existing programs.
- Participating in conferences, workshops, or seminars related to public archaeology education.
- Teaching awards and other outstanding accomplishments in teaching.
- Participating in teaching development programs.
- Teaching specialty topics in lectures, seminars, directed studies, honors courses, discussion groups, and other student-centric delivery forums.
- Collaborating with other departments and colleges to provide learning experiences.
- Incorporating university priorities such as active learning and student engagement.

FPAN uses the following standards in teaching for annual evaluation:

Exceeds Expectations: Sustained contribution to student success from one or more of the areas above, or a combination of lesser contributions of comparable aggregate impact.

Meets Expectations: Contribution to student success from one of the areas above, or a combination of lesser contributions of comparable aggregate impact.

Does Not Meet Expectations: Little contribution to student success from one of the areas above.

Unsatisfactory: No engagement with students or contribution to student success.

## **2. Scholarly and Creative Activity**

FPAN faculty, while not tenure-earning, maintain a serious commitment to scholarly and creative activity; in fact, these activities contribute to the primary mission of FPAN.

### **Criteria for assessing scholarly/creative contributions**

Scholarly contributions include peer-reviewed journal articles; non-peer-reviewed journal articles; books; book chapters; book reviews; technical reports; peer-reviewed proceedings chapters; non-peer-reviewed proceedings chapters; encyclopedia entries; edited volumes; professional paper/poster presentations; panel or symposium discussant; museum exhibits; online or electronic format writings; popular press items; videos; grants written; grants received. Each category can be further sub-divided according to criteria such as author contribution (e.g., sole author, second author); report complexity (Phase I, II, or III archaeology reports); and significance (e.g., international, national, or regional journal).

Project Lead, Sole Author, Principal, and Supervisory Activities exemplars include: peer-reviewed article in a journal; editor-reviewed article in peer-reviewed journal; book; editor of edited volume; book chapter; peer-reviewed proceedings chapter, published data set; grants/contracts and grant/contract writing; exhibit (traditional or digital); interpretive literature/media (traditional or digital); archaeology technical report (phase I, II, or III); other technical reviews/reports/manuals; non-peer-reviewed journal article; book review; non-peer-reviewed proceedings chapter; encyclopedia articles; popular press items; digital content; archaeological fieldwork; symposium/conference organization; paper/poster presentation; participant on organized panel; symposium discussant.

Contributory, Co-Author, Team Member, and Assistance Activities exemplars include: peer-reviewed article in a journal; book co-author; co-editor of edited volume; book chapter co-author; peer-reviewed proceedings chapter; published data set; grants/contracts and grant/contracts writing; exhibit (traditional or digital); interpretive literature/media (traditional or digital); archaeology technical report; other technical reviews/reports/manuals; non-peer-reviewed journal article; encyclopedia articles; popular press items; digital content; manuscript/proposal review and/or editing; archaeological fieldwork; symposium/conference organization; paper/poster presentation.

Engaged Research Activities exemplars include: research and response to general public inquiry; research and response to local government inquiry; research and response to Florida Division of Historical Resources; research and response to faculty inquiry; research and response to outside researcher inquiry; presentation of research to the public; creation and maintenance of internal digital assets (e.g., databases, datasets, GIS information); maintenance, organization, and

stabilization of archaeological collections; complete specialized analyses of artifact collections; archaeological fieldwork (ad hoc/emergency); laboratory work (ad hoc/emergency); letter report.

FPAN uses the following standards in scholarly and creative activity for annual evaluation:

**Exceeds Expectations:** Contributions completed in the course of one academic year that reflect multiple exemplars in two or more activity categories are considered to be rated as Exceeds Expectations for that year. A single-authored book may count as Exceeds Expectations the year it is published and for two subsequent years; a co-authored book will be evaluated for multi-year credit depending on complexity of contribution.<sup>2</sup>

**Meets Expectations:** Contributions completed in the course of one academic year that reflect two or more exemplars in one or more activity categories.

**Does Not Meet Expectations:** Contributions in the course of one academic year that reflect one exemplar in one activity category.

**Unsatisfactory:** None of the above accomplished.

### **3. Service**

Just as classroom teaching is not a routine part of FPAN faculty assignment, due to the nature of the FPAN mission, service, and especially that related to community engagement, is paramount.

#### **Criteria for assessing service contributions**

Most important, along with teaching and scholarship, is service to UWF, local communities, FPAN regions, and the disciplines of anthropology, archaeology, and heritage education and preservation. As is the case with scholarship, some service activities are more meritorious than others. Most meritorious are those that involve major time commitments and contribute to the mission and well-being of UWF, FPAN region, or profession. Service activities will be assessed annually.

Service is broadly defined and includes a wide range of activities including, but not limited to, the following categories. All service activities must be linked to the FPAN mission and/or discipline, and faculty are expected to participate in at least three of the four following categories on an annual basis, one of which must be category 4) Service to FPAN.

- 1) Service to the Institution
  - a) Service on department, college, or university committees.
  - b) Advising students and/or student organizations.
  - c) Service related to recruitment and retention of students.
  - d) Outreach activities that promote the department, college, or university.
  - e) Textbook, manuscript, and grant reviewing activities.

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<sup>2</sup> The efforts that go into substantive contributions may be “invisible” in the annual evaluations leading up to the actual publication date. Therefore, a monograph of original research that is published with a respected university or trade publisher warrants 3 years of Exceeds Expectations rating, 4 years if award winning (in instances of co-authorship, the faculty member must clarify their role).

- f) Mentoring and assisting new faculty and/or staff.
  - g) Obtaining professional licenses or certifications in one's discipline.
  - h) Preparing students for professional conferences or publications.
  - i) Pursuing continuing education and personal development.
- 2) Service to the Profession
- a) Service to professional and student organizations.
  - b) Service on editorial review boards, advisory committees, and/or grant review panels.
  - c) Editing a scholarly journal.
  - d) Organizing conferences or serving on conference committees.
  - e) Chairing panels, leading workshops, guiding tours, or participating in roundtable discussions at conferences.
  - f) Serving as a reviewer/referee on textbooks, monographs, journal articles, or grants.
  - g) Membership in pertinent professional organizations.
- 3) Service to the Community
- a) Community service related to one's discipline.
  - b) Participation with local avocational/volunteer organizations.
  - c) Public lectures, performances, workshops/trainings, or exhibitions.
  - d) Unremunerated consultancies and services.
  - e) Providing information when requested to media, general public, colleagues, government agencies, or students.
- 4) Service to FPAN
- a) Administration of FPAN, such as bylaws review/revision, office procedures and practices, fiscal/budgetary planning and oversight, staff development/training/mentoring, etc.
  - b) Administration of a program of FPAN, such as record keeping, advertising/promotion, development/improvement, etc.
  - c) Service on FPAN board or staff committee, such as nominations, development, program assessment, etc.
  - d) Design, delivery, or improvement of new or existing content for public outreach/engagement programming.
  - e) Design, delivery, or improvement of new or existing content for assistance to local government programming.
  - f) Design, delivery, or improvement of new or existing content for assistance to DHR programming.
  - g) Developing new partnership(s) and maintaining existing partnership(s).
  - h) Administration of digital content and platforms including websites and social media accounts.

FPAN uses the following standards in service for annual evaluation:

**Exceeds Expectations:** Active participation in service to the community (3) and in either service to the institution or service to the profession (1 or 2). Service to FPAN (4) is expected as a major component of faculty performance since this describes the core mission.

**Meets Expectations:** Service to FPAN (4), and active participation in service to the community (3), or in service to the institution (1), or in service to the profession (2).

Does Not Meet Expectations: Active participation in service to the community (3), or in service to the institution (1), or in service to the profession (2).

Unsatisfactory: None of the above accomplished.