

# **OSU**

## **INTEGRATIVE BIOLOGY**

### **Policy and Procedures Manual**

**Changes made August 2009 to Graduate Committee duties and Appendices (degree requirements for M.S. and Ph.D.). Voted on in Council meeting-21 August 2009. Changes to III. D voted on and approved September 2009.**

**Changes made in July 2010 - voted and approved**

**Changes made to Section II.C.1 – voted and approved 11 March 2011**

**Changes approved on 27 May 2011 – Graduation Policy, COV Policy, and Tracking of Graduate Students – deadlines and sanctions.**

**Changes to Graduate Committee procedures - September 2011 and November 2011**

**Changes to Section II.C.4.e and Section III.C.1.a – voted on 22 June 2012 council meeting**

**Changes to Section I.A.8 - Selection, Privileges and added section on Evaluation of Adjuncts – changes voted on 22 June council meeting**

**Changes to Sections II.A.1 – Composition of Council, II.A.4 – Quorum, and II.A.5 – Voting as voted on 10 August 2012 Council Meeting**

**Made two tiny editorial changes page 64 – June 2013**

**Changes to Sections I.A.3.e – Faculty Recruitment as voted on 15 August 2013 Council Meeting**

**Multiple changes made to Personnel and RPT committee duties – voted and approved June 2014**

**Multiple changes made to Graduate Committee and Graduate Program – voted and approved August 2014.**

**Changes to section II.C. 7 – Composition of RPT committee. – accepted 18 September 2015.**

**Addition to I A. 1 - ranks for non-tenure track clinical positions – approved June 2016**

## **PREFACE**

This guide describes the policies and procedures of the Department of Integrative Biology (hereafter “Department” or “Departmental”) of Oklahoma State University. Each part is a separate section, which permits replacement after modifications. These policies are consistent with the University Policy and Procedures Letters, the OSU Faculty Handbook, and the College of Arts and Sciences Handbook.

The five general sections are as follows:

1. Faculty ranks, responsibilities, recruitment, and appraisal and development; general responsibilities of the academic and classified personnel; the students; and the units and center associated with the Department.
2. Organization of the permanent Departmental committees, Integrative Biology Council, and Integrative Biology Faculty.
3. Departmental program areas, and the undergraduate, and graduate programs.
4. Physical facilities including space, security, equipment, and the policies governing use of specialized rooms.
5. Policies governing maintaining records, travel, use of vehicles, and general office procedures.

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The OSU Faculty Handbook, specifically the section entitled “Policy Statement to Govern Appointments, Tenure, Promotions, and Related Matters of the Faculty of Oklahoma State University,” is the official University document to consult for general questions about personnel matters.

That document, and OSU Policy and Procedures #2-0902 (hereafter, PP 2-0902) “Reappointment, Promotion and Tenure Process for Ranked Faculty” adopted September 2000 can be consulted for questions about Sections I.A.1, 4 and 5.

#### Tenure Track

##### a. Assistant Professor

Requirements. Must hold an earned doctorate or the equivalent in an appropriate discipline from an accredited institution of higher learning. Must have strong recommendations from professionals qualified to assess the person's potential as a teacher, scholar/researcher, and effective participant in professional service.

Responsibilities. An Assistant Professor shall have full responsibility for one or more University classes, mentor graduate students, and serve on graduate student committees. He/she shall be actively engaged in service activities such as advising students in their academic development, assisting student organizations, engaging in public service activities and serving on Departmental, College, and University committees. He/she shall begin developing scholarly maturity as evidenced by establishment of a program of externally funded scholarship, and publication in refereed national or international journals. Expectations regarding the balance between research and teaching will be based on the letter of offer at the time of initial employment or as amended by written agreement between the Department Head and the affected professor.

Term of Appointment and Review. The Assistant Professor is first appointed for four years. Reappointment may be granted for three additional years. This allows for a maximum seven-year probationary period as an Assistant Professor (PP 2-0902). The policy for reappointment is the policy in effect at the time of initial appointment. In the sixth year in rank a recommendation must be made to: (1) not promote or (2) promote to Associate Professor with tenure. An Assistant Professor will not be reappointed a second time; he/she cannot be tenured within the Assistant Professor rank. He/she will be provided annually with a written appraisal of effectiveness in terms of specific criteria mutually agreed upon by the faculty member and the Department Head. In the period between appointment as an Assistant Professor and promotion to Associate Professor, the terms of the letter of offer, the position description, and the annual evaluations provide guidance regarding professional development of the faculty member to peers and administrators charged with judging progress toward promotion (PP 2-0902). Especially exacting reviews will be conducted as a part of decisions affecting reappointment, and promotion/tenure. Promotion to Associate Professor in the sixth year or before confers tenure. The review will be conducted by the RPT (Reappointment, Promotion, and Tenure) Committee. All reviews shall conform to established University and College procedures.

##### b. Associate Professor

Requirements. In addition to requirements of Assistant Professor, the Associate Professor shall have demonstrated skill in instruction, research or appropriate scholarly activity, and professional service.

Responsibilities. An Associate Professor shall be responsible for conducting University classes and for assisting in course and curriculum development. He/she shall assume major responsibility for supervising graduate students completing theses or dissertations. He/she shall assume major service responsibilities within the Department or University. Such activities may include active participation on committees or other responsibilities assigned by the Department Head.

The Associate Professor shall demonstrate skill in instruction, research, and professional service. Skill in instruction is demonstrated by favorable assessments of an ability to help students learn as evaluated by Departmental administrators, peers, and students and by significant participation in instructional program and course development as recognized by Departmental administrators and peers. Skill in research is demonstrated by establishment of a program of externally funded scholarship appropriate to his/her discipline and publication in refereed national or international journals. Skill in professional service is demonstrated by significant participation and leadership in professional organizations. The level of these skills should clearly indicate continued growth in scholarly maturity.

Term of Appointment and Review. The Associate Professor has tenure if promoted from Assistant Professor to that rank. If initially appointed as Associate Professor, the appointment is normally for five years. During the fourth year in rank a recommendation must be made to: (1) reappoint as Associate Professor which confers tenure; (2) promote to Full Professor which confers tenure; or (3) not reappoint and give the required one year's notice of termination. A special tenure review may be made after one year of service (section 1.4.5, OSU Faculty Handbook). He/she will be provided annually with a written appraisal of effectiveness in terms of specific tasks mutually agreed upon by the faculty member and the Department Head. Especially exacting reviews will be conducted as a part of decisions affecting reappointment, promotion, and/or tenure. A cumulative review of performance, as described in the OSU Faculty Handbook (section 1.1.5.1, "cumulative review of tenured faculty"), will be conducted every five years after tenure has been conferred. The review will be conducted by the RPT Committee. All reviews shall conform to established University and College procedures.

c. Full Professor

Requirements. In addition to meeting the requirements for an Associate Professor, the Full Professor will have established a highly meritorious record in instruction and research. The Full Professor shall also be recognized nationally or internationally as a highly competent professional in their discipline.

Responsibilities. As a seasoned and mature professional, the Full Professor is expected to exhibit the highest caliber of instructional and scholarly skills, and shall provide leadership for the overall development of the Department, the College, and the University. Likewise, the Full Professor is responsible for using his/her skill and reputation to advance the profession.

Term of Appointment and Review. Tenure is often granted at the time of first appointment as Full Professor. However, a probationary period, not to exceed three years, may be specified. If a probationary period is specified, then a special tenure review must be completed at least one year before the end of the probationary period (PP 2-0902, p.8). The Full Professor will receive annually a written appraisal of his/her effectiveness in terms of specific tasks mutually agreed upon by the faculty member and the Department Head. A cumulative review of performance, as described in the OSU Faculty Handbook (section 1.1.5.1, "cumulative review of tenured faculty"), will be conducted every five years after appointment or promotion to Full Professor. The review will be conducted by the RPT Committee. All reviews will conform to established University and College procedure.

Non-Tenure Track

d. Clinical Instructor

Requirements. Must hold a Ph.D. or the equivalent in an appropriate discipline from an accredited institution of higher learning. Must have strong recommendations from professionals qualified to assess the person's potential as a teacher.

Responsibilities. A Clinical Instructor shall have full responsibility for one or more University classes. He/she shall begin developing scholarly maturity as evidenced by professional development towards establishing a high quality instructional program.

Term of Appointment and Review. The Clinical Instructor is appointed for three years, however continuation beyond the first year of appointment (and for each subsequent year) is dependent upon a satisfactory annual review and availability of funding. The three-year appointment may be renewed. A Clinical Instructor may request consideration for promotion to Clinical Assistant Professor after one year (two semesters) of service. He/she will be provided annually with a written appraisal of effectiveness in terms of specific criteria mutually agreed upon by the faculty member and the Department Head. The terms of the three-year contract letter, the position description, and the annual evaluations provide guidance regarding professional development of the faculty member to peers and administrators charged with judging progress toward promotion. Especially exacting reviews will be conducted as a part of decisions affecting promotion. A cumulative review of performance will be conducted prior to renewal of appointment to Clinical Instructor. The reviews will be conducted by the RPT (Reappointment, Promotion, and Tenure) Committee. All reviews shall conform to established University and College procedures.

e. Clinical Assistant Professor

Requirements. Must hold a Ph.D. or the equivalent in an appropriate discipline from an accredited institution of higher learning. Must have strong recommendations from professionals qualified to assess the person's potential as a teacher and effective participant in professional service. Must demonstrate evidence of establishment, or the promise of establishment, of a high quality instructional program.

Responsibilities. A Clinical Assistant Professor shall have full responsibility for one or more University classes. He/she shall be actively engaged in service activities such as advising students in their academic development, assisting student organizations, engaging in public service activities and serving on Departmental, College, and University committees. He/she shall begin developing a high quality instructional program as evidenced by student teaching evaluations and/or, course portfolios, peer evaluations, book chapters, laboratory manuals, textbooks, seminars, presentations, teaching awards, and other materials as deemed useful by the individual.

Term of Appointment and Review. The Clinical Assistant Professor is appointed for three years, however continuation beyond the first year of appointment (and for each subsequent year) is dependent upon a satisfactory annual review and availability of funding. The three-year appointment may be renewed. A Clinical Assistant Professor may request consideration for promotion to Clinical Associate Professor when he/she is performing at the level of Clinical Associate Professor. He/she will be provided annually with a written appraisal of effectiveness in terms of specific criteria mutually agreed

upon by the faculty member and the Department Head. The terms of the three-year contract letter, the position description, and the annual evaluations provide guidance regarding professional development of the faculty member to peers and administrators charged with judging progress toward promotion. Especially exacting reviews will be conducted as a part of decisions affecting promotion. A cumulative review of performance will be conducted prior to renewal of appointment to Clinical Assistant Professor. The reviews will be conducted by the RPT (Reappointment, Promotion, and Tenure) Committee. All reviews shall conform to established University and College procedures.

f. Clinical Associate Professor

Requirements. In addition to requirements of Clinical Assistant Professor, the Clinical Associate Professor shall have demonstrated skill in instruction as evidenced by university recognition of a high quality instructional program, appropriate scholarly activity, and professional service.

Responsibilities. A Clinical Associate Professor shall be responsible for conducting University classes and for assisting in course and curriculum development. He/she shall assume major service responsibilities within the Department, the College, or the University. Such activities may include active participation on committees or other responsibilities assigned by the Department Head.

The Clinical Associate Professor shall demonstrate skill in instruction and professional service by providing sustained evidence of high quality instruction and professional service. Skill in instruction is demonstrated by favorable assessments of an ability to help students learn, as well as significant participation in instructional program and course development as recognized by Departmental administrators and peers. Skill in professional service is demonstrated by significant participation and leadership in professional organizations. The level of these skills should clearly indicate continued growth in scholarly maturity.

Term of Appointment and Review. The Clinical Associate Professor is appointed for three years, however continuation beyond the first year of appointment (and for each subsequent year) is dependent upon a satisfactory annual review and availability of funding. The three-year appointment may be renewed. A Clinical Associate Professor may request consideration for promotion to Clinical Professor when he/she is performing at the level of Clinical Professor. He/she will be provided annually with a written appraisal of effectiveness in terms of specific tasks mutually agreed upon by the faculty member and the Department Head. Especially exacting reviews will be conducted as a part of decisions affecting promotion. A cumulative review of performance will be conducted prior to renewal of appointment to Clinical Associate Professor. The reviews will be conducted by the RPT Committee. All reviews shall conform to established University and College procedures.

g. Clinical Professor

Requirements. In addition to meeting the requirements for a Clinical Associate Professor, the Clinical Professor will have established a highly meritorious record in instruction. The Clinical Professor shall

also be recognized regionally or nationally for a high quality instructional program.

Responsibilities. As a seasoned and mature professional, the Clinical Professor is expected to exhibit the highest caliber of instructional and scholarly skills, and shall provide leadership for the overall development of the Department, the College, and the University. Likewise, the Clinical Professor is responsible for using his/her skill and reputation to advance the profession.

Term of Appointment and Review. The Clinical Professor is appointed for three years, however continuation beyond the first year of appointment (and for each subsequent year) is dependent upon a satisfactory annual review and availability of funding. The three-year appointment may be renewed. The Clinical Professor will receive annually a written appraisal of his/her effectiveness in terms of specific tasks mutually agreed upon by the faculty member and the Department Head. A cumulative review of performance will be conducted prior to renewal of appointment to Clinical Professor. The reviews will be conducted by the RPT Committee. All reviews will conform to established University and College procedure.

The Department recognizes the importance of excellence in instruction, research, and professional service in the fulfillment of its mission and is committed to the concept of equal compensation for equivalent achievement in these areas. Each individual is expected to engage in instruction, some type of scholarly or creative endeavor, and professional service.

a. General

Be involved in a program of research or other scholarly endeavor.

Maintain professional liaison with colleagues in discipline or field of interest; support professional societies by membership and participation.

Keep abreast of new developments in fields of interest by reading, attending workshops, travel, professional meetings, and sabbaticals.

Keep Department Head advised of academic and professional accomplishments.

Be accessible for consultation with students and colleagues.

Establish and maintain satisfactory rapport with students and colleagues.

Write letters of evaluation for students and alumni when requested.

b. Teaching

Be responsive to student input and needs.

Participate in planning courses, selecting textbooks and other course materials, and establishing grading standards.

Endeavor to develop new and better techniques for presenting and illustrating course materials.

Provide course syllabi that include name, office, and availability of instructors, course objectives, course structure, and criteria for grading. Syllabi should follow University guidelines.

Prepare conscientiously for classes.

Meet classes on schedule; notify Department Head and arrange for a substitute when unable to attend.

Encourage and assist students in class related activities.

Teach students techniques of research and instill in them the philosophy of research.

Administer appropriate evaluative instruments for judging student performance.

Maintain appropriate records of student performance and attendance and keep students advised of their progress.

See that the course evaluation instrument is administered.

c. Research

Be actively involved in scholarly and/or other creative endeavor recognized by professional peers.

Actively seek outside funds in support of creative endeavors, as appropriate to his/her discipline.

Supervise disbursement of funds from research grants under his/her direction.

Supervise research programs of students.

Publish results of creative endeavors.

d. Advising

Keep informed of requirements, regulations, policies, and procedures relating to the academic function.

Be available to students seeking counsel.

Demonstrate patience and understanding of student problems.

Advise students in their efforts to obtain suitable employment.

e. Professional Service

Serve on Department, College, and University committees.

Serve professional organizations as officer, member of committees, member of editorial boards, or reviewer of proposals and manuscripts

f. Mentoring Tenure-Track Faculty Members

Be available to advise tenure-track professors on requirements and strategy for success in obtaining tenure.

Consult with tenure-track professors on reporting activities for A&D evaluation.

Consult with tenure-track professors on the results of their annual A&D evaluations.

Recruitment of faculty is one of the most vital activities of the Department. The following steps will be followed in the search for and employment of faculty.

- a. **Job Description.** A position announcement and job description will be written by the Planning Committee. The description must be approved by a majority of the Integrative Biology Council.
- b. **Request to Staff.** The Department Head will prepare and submit the request to staff and job description to the Dean. The return of the approved signed form officially creates the vacancy.
- c. **Search Committee.** The Department Head will appoint a search committee composed, at least, of three faculty members and one graduate student to locate candidates. The position must be advertised nationally. Procedures will follow the College of Arts and Sciences Handbook. The committee will inform the Integrative Biology Council of its progress.
- d. **Files.** The chair of the search committee is responsible for maintaining a file of all communications and a folder for each applicant that must be available to the Integrative Biology Council. Letters of recommendation are confidential and may not be discussed outside of the Integrative Biology Council members.
- e. **Selection of Candidates for Interview.** The search committee will present the Integrative Biology Council with their list and ranking of the top six candidates. The Integrative Biology Council will discuss those candidates and a majority approval of the Integrative Biology Faculty is required to accept the list of candidates. Upon approval of the list the Department Head will prepare a written ballot to enable the Integrative Biology Faculty to rank the six candidates. Candidates receiving the best average rankings will be invited to interviews after the chair of the search committee and the Department Head have cleared interview choices with the Dean's office.
- f. **Interview.** The search committee will schedule the interviews, which will include meetings with members of the Dean's office, Department Head, Integrative Biology Council, and graduate students; a seminar based on the candidate's research program; a presentation to a class in certain cases; and an informal reception.
- g. **Selection.** The candidates will be discussed at a Integrative Biology Council meeting. The Department Head will prepare a written ballot to enable the Integrative Biology Faculty to rank the candidates and state if each candidate is acceptable or unacceptable. If a candidate is listed as unacceptable, reasons must be provided on the ballot. The results of the Integrative Biology Faculty vote and the choice of the Department Head will be reported to the Integrative Biology Council.
- h. **Correspondence.** The Department Head will prepare a letter of offer in consultation with the Personnel Committee and with the approval of the Dean. Upon receiving a letter of acceptance, the Department Head will assemble the necessary material for an academic appointment (College of Arts and Sciences Handbook).
- i. **Filling Unplanned Vacancies.** If a vacancy develops during the semester, the Department Head will appoint a replacement with the approval of the Integrative Biology Faculty and the Dean to serve the rest of the semester.

- a. Reports. All tenured and non-tenured tenure-track professors are evaluated annually. Prior to evaluation, the faculty member will submit a report of accomplishments in teaching, research and other creative activities, and professional service as well as plans for the coming years. Publications, proposals, and other manuscripts will be reported.
- b. Development. The Department has responsibilities in teaching, research and other creative activities, and professional service. The Department Head will develop with each faculty member an annual workload of responsibilities in accordance with the faculty member's expertise and Department priorities and needs. The faculty member will be provided with a statement specifying the workload at least one week prior to the appraisal and development meeting with the Head.

If the faculty member disagrees with the workload specified by the Department Head and agreement is not reached at the meeting, the faculty member may appeal to the Personnel Committee within 10 days after the meeting. The Personnel Committee will interview the Department Head and the faculty member and inform them in writing of its recommendation. The Department Head will then conduct a second meeting with the faculty member and if agreement is not reached using Departmental procedures, the faculty member may review further recourse described in Appendix D Section 2.0 of the OSU Faculty Handbook.

- c. Appraisal. The Department Head will perform the appraisals based on the agreed workload and the accomplishments described in the annual report. Although all parts of a faculty member's responsibility have substantial value, it is primarily the research and creative activity component that brings prestige to the Department. Research and creative activities involve not only basic or applied research in a scientific discipline, but also proposals, publications, and manuscripts resulting from instructional activities.

For each appraisal the Department Head will write an extensive evaluation of the faculty member's accomplishments. The appraisal will evaluate accomplishments in instruction; teaching innovations; major efforts that resulted in a substantial contribution to the discipline; proposal development, grants, publications and presentations at national meetings; and professional service. If a major element of performance is judged to be seriously unsatisfactory by the Department Head, the Head will prepare a detailed written plan for corrective action.

- d. Appeals. If a faculty member (tenured or non-tenured tenure-track) disagrees with the appraisal and/or the plan for corrective action, and agreement is not reached at the appraisal and development meeting, he/she may appeal to the Personnel Committee within 10 days after the meeting. The Personnel Committee will interview the Department Head and the faculty member and submit recommendations to both regarding the appraisal. In addition, the faculty member may present a written response within 10 days to the Dean as provided for in item #8 under Formal Appraisals within the OSU Procedures for Faculty Appraisal and Development Program (distributed with cover form used for A & D).

- a. Introduction. The long-term goals of the Department are to achieve academic excellence and national recognition in teaching and research. To accomplish this, all faculty members are expected to excel in teaching, quality research, and creative activities. Departmental recommendations on reappointment, tenure, and promotion are based on the following:
- 1) Appraisals by the Department Head (and Personnel Committee if the faculty member has appealed to it concerning appraisal),
  - 2) A judgment as to how well he/she will be able to assist the Department in meeting its goals as detailed in Section III.A.
  - 3) The quality with which the faculty member carries out his/her responsibilities (Sections I.A.1 and I.A.2).
- b. Concept of Reappointment. Prior to granting tenure, ranked faculty members are appointed for specific probationary terms. Prior to the expiration of these terms, their performance is reviewed for reappointment. Such reviews are based on the policy and procedures in effect at the time of initial appointment. A positive recommendation for reappointment will be made only if the faculty member's formal appraisals indicate a consistent pattern of meritorious performances, and a reasonable expectation exists that he/she has the potential to be awarded tenure. In reappointments that confer tenure, the faculty member must meet the criteria for tenure and for reappointment specified in Departmental and University policies and procedures in effect at the time, not those in effect at the time of initial appointment.
- c. Concept of Promotion. Promotion is to be granted only if it is judged that a candidate is consistently performing the quantity and quality of academic work expected at the next higher academic rank. Candidates for promotion must demonstrate skill in teaching, research, and professional service. Candidates for promotion to Full Professor must have established a highly meritorious record in at least two of these three areas. Exceptions should be made only for extraordinary cases. An adequate performance of assigned responsibilities is not sufficient to justify promotion.
- d. Concept of Tenure. The granting of tenure is an extremely serious commitment; it should be conferred only after considerable deliberation. It will not be recommended unless the faculty member demonstrates by consistent meritorious performance that the Department will benefit from making a career-long commitment to the faculty member. Tenure is granted with reappointment after six years as an Instructor, promotion to Associate or Full professor, or reappointment as Associate Professor.
- e. Reappointment as Assistant Professor. An Assistant Professor should be reappointed only if the formal appraisals indicate a consistent pattern of meritorious performance during the years of service, and reappointment should not be made if confidence does not exist that he/she has the potential to achieve promotion to Associate Professor (see next item for requirements and policy). Policy and procedures for reappointment are those in effect at the time of initial appointment.
- f. Promotion to Associate Professor. Promotion to Associate Professor confers tenure and will be recommended only for candidates who have become established in their scholarly field, who have developed a record of excellence in teaching, and who have served the Department and the University with a high degree of professionalism. Policy and procedures for promotion and tenure are those in effect at the time, not those in effect at the time of initial appointment.

Promotion to Associate Professor requires that the candidate has established and implemented a successful research agenda; i.e., prolonged and steady achievement in one area or connected areas of inquiry. By the time of tenure review, a substantial amount of the materials composing the research agenda must have been published or accepted for publication, and must have been accomplished since appointment to the Department. The research agenda must, in the view of the Department and the external peers, make a meaningful contribution to the candidate's field of study. Evidence of a research agenda includes, but is not limited to, the following:

- 1) Publications in national or international peer-reviewed journals
- 2) Leadership or invited participation in symposia or edited scientific books
- 3) Presentations at national or international scientific meetings
- 4) Research achievements of undergraduate students, graduate students, and postdoctoral scholars working under the candidate's mentorship
- 5) Success in obtaining extramural funding adequate to sustain an active research program

Promotion to Associate Professor requires excellence in teaching. Both the content and performance of the candidate's teaching will be considered. The candidate should provide documents showing the scope and quality of what he/she teaches. Teaching must, in the view of the Department and external peers, make a meaningful contribution to reaching the Department's educational objectives. Evidence of teaching excellence may include, but is not limited to, the following:

- 1) Evidence of success in meeting the learning outcomes established by the Department
- 2) Peer reviewed curricular materials
- 3) Teaching practices that reflect current educational research, pedagogical skills and techniques
- 4) Documented efforts to disseminate exemplary teaching practices or materials to a broader audience
- 5) Evaluations that indicate high success in achieving teaching objectives.

Finally, promotion to Associate Professor requires a record of service to the Department and the University through official committee work or through informal participation that enhances the quality of faculty, graduate, and/or undergraduate life.

- g. Reappointment as Associate Professor. Reappointment as Associate Professor confers tenure and should be recommended only if the candidate demonstrates a consistent pattern of excellence in research, teaching, and service to the Department and the University as evaluated under the criteria for promotion to Associate Professor (see item f, this section).

- h. Promotion to Professor. According to PP 2-0902, "The rank of professor, the highest rank in the university, designates that the faculty member's academic achievement merits recognition as a distinguished authority in his/her field."

Candidates for Professor must meet the most rigorous criteria of excellence that the Department applies. The candidate should have a distinguished record as a teacher of undergraduates and graduate students. As a professional in an academic setting, the candidate should also have a solid and consistent record of service, especially to the Department and its mission.

Although teaching, service, and professionalism enter into the evaluation, no candidate can be promoted to Professor without an exemplary record of scholarly productivity. Achievements, in the view of the Department and the external peers, must go well beyond those required for promotion to Associate Professor. There must be substantial evidence, through publications, awards, and extramural funding, of consistent and continuing excellence and productivity in research.

The Professor represents the strength of the Department to the greater academic community. It is in the best interests of the Department to promote to Professor only those whose records merit the honor that the title confers.

- i. Candidates for Reappointment and Promotion. Names of faculty who must be considered for reappointment are submitted to the Department Head by the Dean. Recommendations for promotion may be made by the Department Head, the Personnel Committee, or individual faculty members. The procedure and deadline for obtaining names are described in the timetable provided below
- j. Documentation from Department Head. For faculty being considered for reappointment, tenure, and/or promotion, the Department Head will furnish the RPT Committee with the following information:
- 1) Departmental, College of Arts and Sciences, and University policies and procedures for reappointment, tenure, and/or promotion.
  - 2) Definitions of faculty ranks and responsibilities.
  - 3) For each faculty member being considered, the initial position description; letter of offer; subsequent personnel actions; proportion of time assigned to teaching, advisement, research, and professional service; all formal appraisal and development forms; descriptions of significant leaves; and other information that may be pertinent to the deliberations. See PP 2-0902, sections 2.2 and 2.3 for details.
- k. Documentation from the faculty member being considered.
- 1) Summary of instructional activities including classroom teaching, supervision of special problems and theses, as well as achievements and awards. Descriptions of special curricular and instructional activities.
  - 2) Summary of professional service activities including formally assigned activities and informal and voluntary professional endeavors, achievements, and awards.
  - 3) Summary of research activities, including current vitae containing a list of publications with those in

refereed journals designated, grants received, other creative activities, accomplishments and awards, and several recent reprints.

- 4) For those being considered for tenure, a self-assessment statement on instruction, research and professional service activities.
  - 5) For those being considered for tenure and/or promotion, a list of four individuals not employed by OSU, and not to include his/her dissertation advisor or former students, to serve as evaluators of creative activities and contributions to the profession.
- l. Reappointment, Promotion/Tenure (RPT) documentation file. Before deliberations begin, a file containing all documents listed in Section I.A.5.j and I.A.5.k will be made available for inspection by the faculty member being considered.
- m. Letters of Evaluation. Letters of evaluation will be obtained for decisions involving tenure and/or promotion to Associate Professor or Full Professor and also become part of the RPT documentation file. Letters will not be required for decisions involving reappointment of Assistant Professors. The following procedures will apply to obtaining letters:
- 1) The Department Head will visit with the faculty member and determine whether he/she desires to waive or not to waive his/her right to examine the letters of evaluation. The faculty member indicates his/her choice by marking and signing the waiver form (PP 2-0902 attachment #2). Letters of evaluation for which the examination right has been waived will not be available for inspection by the faculty member and after use by the Department Head and the RPT Committee will be sealed in an envelope in the faculty member's file. A copy of the waiver form will be attached to the sealed envelope. When soliciting letters, the Department Head will inform the evaluator whether or not the faculty member has waived his/her right to access and a copy of the waiver form will be included with the materials provided. A copy also will be included in the documentation file with the letters solicited.
  - 2) The RPT Committee will recommend two of the four evaluators submitted by the faculty member and will recommend an additional evaluator to the Department Head.
  - 3) The Department Head will solicit letters from at least four evaluators; the two of those suggested by the faculty member that are recommended by the RPT Committee, the additional one recommended by the RPT Committee, and an additional one determined by the Department Head.
  - 4) A copy of the body of the letter sent to evaluators will be provided to the faculty member and included in the documentation file with the letters received from evaluators.
  - 5) Letters from departmental on-campus faculty and graduate students may be requested by the Department Head.
  - 6) If a faculty member has had academic responsibilities administered through units other than this Department, the Department Head will solicit letters of evaluation from the administrators and other appropriate persons of those units.
  - 7) The candidate may place in his/her file unsolicited peer and student reviews such as letters,

comments from referees, and book reviews.

- 8) If the faculty member has not waived his/her right to examine letters of evaluation, he/she will be informed when the letters are received and where they can be accessed for viewing.
- n. Departmental Recommendations. The recommendations of the RPT Committee and the Department Head normally are forwarded to the Dean's office. For exceptions see Section 2.4c (PP 2-0902)
- o. Approximate Timetable.
- 1 Oct. Department Head provides the Personnel Committee a list of faculty whom he/she wants to recommend for reappointment and/or promotion. Personnel Committee asks faculty who desire to be considered for promotion to indicate this in writing. The Personnel Committee informs members of each RPT Sub-Committee of the impending decisions and arranges the election of a chair for each RPT Sub-Committee needed that year.
- 10 Oct. Department Head and RPT Committee meet and discuss the policies, procedures, and timetable. Department Head furnishes each member of the RPT Committee with copies of the Departmental policies and procedures, definitions of ranks and responsibilities, and the College of Arts & Sciences policies and procedures for Reappointment, Promotion and Tenure.
- 20 Oct. Deadline for receiving documentation from Department Head and faculty member for those individuals being considered for promotion and/or tenure.
- 20–25 Oct. File open to review by the faculty member to correct the record should the need arise. Faculty member signs RPT Recommendations Form Section 3 (see attachments to PP 2-0902; Reappointment, Promotion/Tenure Recommendations Form, Development of the RPT Documentation File) indicating that he/she has been given the opportunity to review all materials in the documentation file to this point and that the file is complete.
- 1 Nov. The Department Head should begin contacting external reviewers. The reviewers should be notified that their letters must be returned to the Department Head by 15 December in order for the RPT Committee to adequately utilize the reviewer's assessments of the candidate.
- 1 Dec. Faculty members being considered for Reappointment provide A&D materials to the Department Head.
- 7 Dec. Department Head provides A&D evaluations of faculty being considered for Reappointment.
- 10 Dec. Deadline for receiving documentation from Department Head and faculty member for those individuals being considered for Reappointment.
- 10–15 Dec. File open to review by the faculty member being considered for reappointment to correct the record should the need arise. Faculty member signs RPT Recommendations Form Section 3 (PP 2-0902, Section 2.2), indicating that he/she has been given the opportunity to

- review all materials in the documentation file to this point and that the file is complete.
- 15 Dec. The documentation file (including letters or evaluation) for faculty being considered for reappointment, promotion and/or tenure should be delivered to the Chair of the RPT Committee.
- 10 Jan. The RPT Committee provides the following information to the Department Head.
1. RPT Committee Statement of Recommendation signed by all members of the committee; if desired, a dissenting opinion can be included within the single Statement of Recommendation. This statement should provide justification for the committee's recommendation for each faculty member evaluated. It must address specifically how the faculty member has or has not satisfied Departmental criteria for reappointment, promotion, and/or tenure.
  2. Committee's recommendation recorded on the RPT Summary of Recommendations Form by the committee chair.
  3. Department Head's and faculty member's documentation.
  4. Letters of evaluation.
- 10–15 Jan. A copy of the RPT Committee's Statement of Recommendation is given to the faculty member in a confidential manner, normally within three working days after the recommendation is finalized. The faculty member may rebut a negative statement of recommendation to the Department Head (PP 2-0902 Section 2.3.d).
- 1 Feb. Department Head submits his/her Statement of Recommendation including supporting reasons to the Dean accompanied by the following materials in the documentation file:
1. Reappointment, Promotion/Tenure Recommendations Form: Summary of Recommendation.
  2. Reappointment, Promotion/Tenure Recommendations Form: Development of the RPT Documentation File.
  3. Statement of Recommendation from RPT Committee.
  4. Letters from off-campus and on-campus evaluators (for tenure and/or Promotion) with waiver form.
  5. Any unsolicited letters and documents from peers and students.
  6. Annual Appraisal and Development forms.
  7. Summary statements of instructional, advising, research, and professional service activities submitted by the candidate (includes CV).
  8. For those being considered for tenure, the self-assessment statement on research, instruction and professional service.
  9. Departmental Faculty Rank requirements.
  10. Departmental Promotion and Tenure policy and procedures.
  11. Personnel Action Form.
  12. Any rebuttal of a negative Statement of Recommendation provided by the faculty member. See PP 2-0902, Section 2.2 for University required minimum materials.

University policy dictates that each tenured-faculty member will undergo a cumulative review every five years. A promotion review, including a review for Regents Professor, may be substituted for a cumulative review (OSU Faculty Handbook, section 1.1.5.1, "cumulative review of tenured faculty").

- a. The tenured members of the Department's Personnel Committee shall serve as a Subcommittee on Cumulative Review of Tenured Faculty in any given year. Members of the Personnel Committee cannot serve in this capacity in years when they are up for review.
- b. The following policies shall be followed when the indicated problems arise with the structure of the Subcommittee on Cumulative Review of Tenured Faculty:
  - 1) When tenured members of the Personnel Committee are up for review, or if, for whatever reason, there are fewer than three tenured members on the committee, the Department Head shall appoint *ad hoc* members of the tenured faculty to participate in the cumulative review process for that year.
  - 2) When the chair of the Personnel Committee is either not tenured or up for review, the Department Head shall designate one of the other tenured members of the Personnel Committee to serve as the subcommittee chairperson for that year.
  - 3) If an adequate number (minimum of three) of tenured faculty members are not available to serve in the cumulative review process, the Department Head should seek tenured faculty in other comparable science departments at the University to serve on the subcommittee.
- c. The Department Head shall notify faculty members up for review that, by the first week of the semester of review, he/she should provide the following documents to the Chair of the subcommittee.
  - 1) The annual appraisal and development documents for the period under review.
  - 2) A copy of the faculty member's last cumulative review report or promotion recommendation.
  - 3) A current curriculum vita.
  - 4) Professional goals and objectives for the next review period.
- d. The faculty member may request an interview with the subcommittee for the purpose of discussing and clarifying the documentation.
- e. The subcommittee will provide the Department Head and the evaluated faculty member a written review addressing the following points:
  - 1) The faculty member's overall performance during the review period in terms of the Department's performance standards and expectations as described in sections I.A.1 (Rank) and I.A.2 (Responsibilities) of this Policy Manual.
  - 2) The faculty member's contributions to the Department's research, teaching, and service missions, including specific areas of outstanding accomplishment.
  - 3) Areas requiring improvement given the faculty member's role in the Department/University.
  - 4) A determination of whether there is a need for a corrective plan to improve performance and address deficiencies (item g below).
- f. The Department Head and the faculty member shall be given ten (10) working days to respond to the report in writing, and the committee may revise its report based on these responses.
- g. For faculty members whose overall performance reflects substantial deficiencies, the committee, in

cooperation with the Department Head and the faculty member, shall develop a corrective plan to improve performance and address deficiencies. See item 2.08 in OSU Faculty Handbook, section 1.1.5.1 for details on the nature of this plan.

- h. A final copy of the committee's report, the faculty member's response, the Department Head's response, and the corrective plan (if one was developed) shall be provided to the faculty member and, along with the documents listed above (item c), shall be deposited in the faculty member's personnel file in the Departmental Office.

Faculty members in the College of Arts and Sciences are employed for the academic year and receive salary for a nine-month period (1 Sep – 31 May). Summer employment is not guaranteed. Faculty members are encouraged to seek grant or contract support for summer employment.

- a. Ranks. Temporary appointments may be made to the ranks of: (i) Adjunct or Resident Adjunct Assistant, Associate, or Professor, (ii) visiting Assistant, Associate, or Professor, (iii) Teaching Associate, (iv) Research Associate, (v) Postdoctoral Associate and (vi) Assistant, Associate, or Research Scientist.
- b. Purpose. Appointment is for individuals rendering teaching, research, or service to the Department.
- c. Selection. Research personnel will be selected by the supervising faculty member for a period appropriate to the research grant. Teaching personnel will be selected by the Department Head. Appointment of Adjunct Faculty is made by the Department Head on recommendation of the Integrative Biology Faculty. Resident Adjunct status in the Department may be achieved in the third year of service or thereafter, if the Integrative Biology Faculty deems it appropriate for Adjunct faculty who both have been (i) active in the Department and in the professional/scholarly realm, and (ii) granted membership to the University Graduate Faculty. Adjunct status will be evaluated by the Personnel Committee every three years.
- d. Evaluation. Adjunct Faculty that remains active in the departmental missions of teaching, research, and service may be reappointed for subsequent 3-year terms. Adjunct Faculty that have not taught a course, served on a departmental committee, collaborated on a grant with a ranked faculty member, or chaired/served as a member of a graduate advisory committee within a 3-year term will not be reappointed as Adjunct Faculty.
- e. Privileges. Temporary faculty members are encouraged to attend and participate in Integrative Biology Council meetings; however, only ranked faculty may vote. All space, equipment, and supply needs for temporary faculty must be negotiated with the Department Head. Adjunct faculty members may serve on graduate committees if they are members of the University Graduate Faculty.

a. Introduction.

- 1) The range of responsibilities performed by the faculty includes undergraduate and graduate teaching and advisement, research, instructional development, administration, and service. Each faculty member's work is a unique mix of the above responsibilities. Some carry a heavier responsibility for instruction, while others do so for research, advising, and/or other activities. In addition, the responsibilities in the Department are constantly changing as new programs are developed and old ones are modified or phased out.
- 2) Factors that should be considered by the Head in determining faculty teaching loads include the overall role of the faculty member (research productivity or primarily teaching), size, level, and number of classes to be taught; number of different preparations and whether preparations are new or old; teaching and evaluation methods to be used; new and innovative teaching materials and methods to be developed; honors, independent study, and internship opportunities to be offered; efforts to be made to provide for the individual differences and needs of students; coordination of multi-section courses, laboratories, and learning centers; supervision of teaching assistants and temporary faculty; and number of graduate and undergraduate students who will be advised.
- 3) Determination of research load should include the overall role of the faculty member (research productivity or primarily teaching), number, size, and duration of active research projects; number, length and quality of planned publications; number, length and location of anticipated research presentations; number, size, and complexity of research proposals to be written; number of research assistants, postdoctoral fellows, and technicians to be supervised; and whether the faculty member is new and in the process of establishing a research program.
- 4) Determination of professional service load should include consideration of planned involvement in and magnitude of responsibilities for professional societies and publications and national, state, University, College and Departmental task forces, councils, and committees.
- 5) No single formula can be devised for determining how the work of the Department should be distributed among individual faculty members. Rather, the Department Head, following guidelines and procedures approved by the Integrative Biology Council, is responsible for determining the work assignment of each faculty member within the Department.

b. Guidelines

- 1) The goal of the Department is excellence in all programs and activities. To maintain this, the total work assignment of each faculty member must be carefully limited so as to provide time for him/her to continue to perform at the highest possible level in all assigned professional activities. The basic guideline to be followed in making work assignments is thus not equity, but whether assignments will contribute to or detract from the maintenance of excellence.
- 2) Because of the nature of faculty responsibilities, a reasonable workload can rarely be evaluated in terms of hours per week spent on the job. A better means of evaluating workload is to assess its probable impact on the quality of current and future performance. It must take into consideration both the nature and magnitude of the assignments.

c. Procedures

- 1) A faculty member has much to contribute in evaluating the probable effect of work assignments on his/her ability to continue to perform at the highest level. Consequently, the Department Head should consult with each faculty member before that faculty member's work assignment is initially determined or subsequently modified. Reappraisal of the work assignment shall occur at least once each year at the time of the appraisal and development conference (Section I.A.4). More frequent reappraisals may occur at the request of either the Department Head or faculty member.
- 2) Specific work assignments and production expectations and any subsequent changes in assignments should be clearly stated in writing.
- 3) If a faculty member and the Department Head are unable to reach an agreement on the faculty member's assignment, the Head should request an evaluation of the matter by the Personnel Committee before formalizing the assignment. The committee should confer with the faculty member and Head and when appropriate, review the work assignments of other faculty in the Department. The committee's report should be in the form of a non-binding written recommendation to the Department Head. A copy of the report should be given to the faculty member. After reviewing the committee report, the Department Head shall inform the faculty member in writing of his/her assignment. Copies of the written assignment should also be sent to the Personnel Committee.
- 4) If the procedures described above fail to result in a work assignment satisfactory to the faculty member, he/she may appeal it following the procedures described in Appendix D of the OSU Faculty Handbook, the Policy Statement to Govern Appointments, Tenure, Promotions, and Related Matters of the Faculty of Oklahoma State University.

a. Policy

The Department's raise program shall be merit based. The range of responsibilities performed by the faculty includes undergraduate and graduate teaching and advisement, research, instructional development, administration, and professional service. Each faculty member's work is a unique mix of the above responsibilities. Thus, no single list of activities can be used to judge all faculty members. The quantity and quality of each faculty member's work must be judged individually and consideration given to the proportion of his/her load allotted to teaching and research. Policies for evaluating the performance of faculty members and updating these policies are as follows:

- 1) The period of evaluation will be the time since the last raise was given.
- 2) The Department Head will assemble data needed to evaluate faculty for raises. Some of the data are provided in the Appraisal and Development reports. Faculty will be requested to submit updated curriculum vitae and the A&D report when raises are being considered.
- 3) The Department Head will submit A&D materials to the Personnel Committee, and request input from the Personnel Committee regarding proposed raises prior to submitting them to the Dean.
- 4) The Personnel Committee will periodically review the raise policy in consultation with the Department Head and periodically compile comparative data on faculty salaries at peer institutions.

b. Criteria

- 1) Teaching and Mentoring
  - a) Scholarly teaching. The content and pedagogy employed in courses should reflect current scholarship in the field and the objectives of our degree programs. Faculty members can and should provide evidence, such as syllabi, web pages, sample assignments, exams, instructional materials, internal or external peer evaluations, videotapes, references for course content or pedagogy, or descriptions of content or pedagogy employed. Scholarly teaching is time consuming; assessing it should reflect the instructor's efforts in conducting meaningful laboratories or field trips, designing appropriate assessments of student progress toward course goals, attending to the diversity and number of students in the course, preparing instructional materials, grading assignments in a fair and informative manner, and incorporating current research into the course.
  - b) Teaching effectiveness. Courses and other instructional activities should contribute to students' progress toward the educational objectives specified for the course and the Department. Faculty is encouraged to provide copies of examinations and indicators of student success on examinations, samples of student work, results of instructor-initiated surveys, or other appropriate indicators.
  - c) The number of courses and student credit hours. While scholarly and effective teaching are of utmost importance, the relative share of the Department's teaching load should also be considered as a criterion for reward, especially when it is considerably above average.

- d) Mentoring graduate students. Some graduate students require little guidance and their mentors are rewarded by their productivity (presentation, publication). Most graduate students are apprentices whose professionalism and research skills are still developing. It is their mentor's role to guide that development. This criterion is established to reward faculty for their efforts in helping students develop. Faculty can provide evidence of their roles as mentors such as descriptions of laboratory meeting or journal clubs, programs designed to teach experimental techniques within and beyond the scope of the student's research, field or laboratory experiences offered to graduate students, promoting travel to professional meetings for students who are not presenting papers, awards won by students, results of graduate alumni surveys, laudatory exit interviews, or independent publications or presentations. The number of graduate students alone is not evidence of mentorship.
  - e) Mentoring undergraduate research, special projects, or honors contracts. Faculty can provide evidence of superior accomplishments in this area by submitting such items as samples or descriptions of their students' work, results of alumni surveys or exit interviews, or student awards.
  - f) Mentoring teaching assistants. Teaching assistants are apprentices whose knowledge of subject matter and pedagogy should develop under the tutelage of the instructor. Faculty who provide such guidance should provide evidence such as scheduled meeting times, agenda of meetings, teaching guides, or grading guides.
  - g) Improving facilities. While the Department provides basic equipment and supplies, it cannot provide it all. Faculty can contribute to the education goals of the Department by developing, constructing, procuring, or obtaining instructional equipment, facilities, or software for use in courses.
  - h) Teaching awards. More weight will be given to those that provide evidence of scholarly teaching and/or external evaluation (i.e. at University level, from professional societies, or from other organizations at the regional or national level).
- 2) Research
- a) Grants

Successful grantsmanship is essential to the long-term growth and recognition of the Department and its teaching, research, service, and extension functions. Extramural funding directly supports salaries of faculty, technicians, postdoctoral fellows, and graduate and undergraduate students. Most research and some teaching equipment have been purchased with grant funds. A proportion of indirect costs are returned to the Department and to the principal investigator. Therefore, it is important to consider the following:

- (1) Success in obtaining grants. Faculty members are expected to generate sufficient extramural funding to operate their research programs. Consistent coverage of research costs (e.g., summer salary, student support, travel, and appropriate indirect costs) through extramural grants should be encouraged and rewarded. Higher weight will be given to grants from prestigious sources, such as the National Science Foundation, the National Institutes of Health, and the Environmental Protection Agency.

- (2) Period of evaluation. Success in obtaining grants should be evaluated on the performance of more than a one-year period. A significant, long-term grant may have been awarded during a previous year.
- (3) The overall research program, quality of the effort, and support. Some programs are highly successful but do not require extensive funding. Care must be taken to evaluate the actual return to the Department's research mission.
- (4) Writing proposals. While the writing of successful proposals will be rewarded by the recognition of future grants, faculty should be recognized for writing proposals that are not funded. These require considerable preparation and faculty should be encouraged to prepare proposals.

b) Publications

Publications are the most important measure of the productivity of a researcher, lend recognition of the research function of the Department, are critical in the process of recruiting high quality students, and are necessary for grant support. Thus, it is important to evaluate the following:

- (1) Number of publications, contributed chapters, edited volumes, and books. However, a count of the number of publications does not in itself indicate the quality of research.
- (2) Quality of the publication. Publications in internationally recognized journals of broad scope such as *Nature*, *Proceedings of the National Academy of Sciences*, and *Science* are especially prestigious and should be weighed heavily. Publications in other international and national journals that are the "keystone" journals for a discipline should be weighed slightly less. Other journals should be weighed in descending order; international and national journals of broad circulation in specialized sub-disciplines, regional journals, and state journals.
- (3) The frequency of citation of a publication. Although there may be a lag-time before it can be assessed, this may be an important indicator of the success of a publication.
- (4) Author-line position. This is not easy to evaluate; however, it is generally assumed that the first author has put the greatest effort into the publication.

c) Presentations

Presentations of research at international, national, regional, and local meetings benefit faculty members, their programs, the Department and the University. Meetings introduce graduate students to the scientific community, provide opportunities to recruit students, and serve as forums for discussion and exchange of ideas. The following should be evaluated:

- (1) Significance of the meeting. Presentations should be weighed in descending order: international, national, regional, and state meetings. Invited presentations should be given special consideration.

(2) Presentations by graduate students. The faculty member should be recognized for having his/her graduate students give presentations at professional meetings.

(3) Presentations should not be weighed as heavily as publications or grants.

3. Professional Service

Faculty members are expected to provide service to the Department, College, University, citizens, and the professional community. These activities provide evidence that the faculty member is recognized by peers for his/her expertise. They provide recognition and/or service to the Department. A ranking of the importance of service functions is difficult because of the variation in time required and the significance to the Department. The following activities should be considered when awarding raises:

- a) Managing editors, associate editors, and members of editorial boards for scientific journals.
- b) Governing boards, officers, and committee service in professional societies.
- c) Review panels of funding agencies.
- d) Review of manuscripts.
- e) Chairing sessions and symposiums at professional meetings.
- f) National, regional, state, University, and College committees.
- g) Mentoring activities.
- h) Service to the Department. The effort devoted by faculty to the Departmental activities other than their assigned teaching and research function varies considerably. Activities include service on Departmental, College, and University committees or representing the Department on the University or College Faculty Council.

c. Summary

Faculty engages in a variety of teaching, research, and professional service functions. No simple list of activities can be used to judge all faculty. The Department Head needs to assemble all data relative to a faculty member's performance. By summarizing efforts of a faculty member and seeking the advice of the Personnel Committee, a fair and merit-based raise distribution may be achieved.

The Department Head has overall responsibility and accountability for the Department. However, the Department recognizes that the Head must seek counsel and guidance from his/her colleagues during formulation and implementation of policies and programs.

- a. Chief administrative officer of the Department. Develops policies and procedures based on input from the Integrative Biology Council.
- b. Expends funds allocated to the Department by the Dean. Prepares annual salary budget within the limits of the general College allocation. Makes an annual report to the Integrative Biology Faculty.
- c. Plans teaching schedules and advising assignments after consultation with the faculty.
- d. Assigns workload of faculty.
- e. Make decisions regarding extension requests from the faculty.
- f. Ascertains that Departmental committees are performing their assigned functions.
- g. Makes decisions regarding selection, salary increases, promotions, and reappointment or termination of personnel. Justifies decisions concerning faculty to the Dean and includes recommendations of the appropriate group along with his/her decision.
- h. Ascertains that each faculty and staff member knows what is expected of him/her and the basis on which his/her work will be judged.
- i. Assigns individual faculty members to serve as mentors for tenure-track faculty members.
- j. Keeps current files on faculty and discusses development plans with each faculty member as described in annual reports.
- k. Interfaces with the student body and the general public as the spokesperson for the Department.

The selection of the Department Head is a joint endeavor between the faculty and the Dean. The Integrative Biology Faculty shall be responsible for selecting from the appropriate applicant pool one or more candidates generally acceptable to them. The Dean, in conjunction with the higher administration, will make the offer of the position to a candidate after extensive input from those in the Department.

The Department Head will be selected for a term of 5 years and may be re-selected for subsequent terms. Before completion of an ongoing term, a special meeting may be called by one-third of the tenured and tenure-track faculty (Integrative Biology Faculty), at which time a vote of confidence may be taken by a secret ballot conducted using the procedure described in Section 1.B.4. The Returning Officer will be appointed by the Dean. If a majority votes "no confidence," the Dean shall meet with the Integrative Biology Faculty to discuss options for action regarding the re-selection of the Head. See Section I.B.5. for additional details on the process of removing a Department Head.

- a. Preliminary Activities. At the time a sitting Department Head announces his or her intention to leave the position, or sometime prior to the expiration of an ongoing term, the Dean, at his/her prerogative, (here and throughout I B) shall assume the responsibility for conferring with the faculty, graduate students, administrators, and consultants to determine whether there should be any major changes in the organization or direction of the unit. A careful evaluation shall be made of budgetary considerations and other pertinent factors to determine the scope of the recruitment effort that will be made.
- b. Job Description. The development of the job description shall be the responsibility of the Search Committee and shall be approved by the Personnel Committee of the Department. The job description shall be submitted to the Associate Dean for Instruction and Personnel, as College Affirmative Action Officer, for approval. The job description is of particular importance, for it determines the "applicant pool" as defined by affirmative action guidelines. In the case of an open search (where candidates are sought who may or may not be OSU employees) the Associate Dean for Instruction and Personnel will ensure that the position description is advertised as widely as possible nationally. In the case of an internal search the position description will be posted on the Departmental web site, and copies sent to all members of the Integrative Biology Council.
- c. Search Committee. In the event of a vacancy, a chairperson, who would normally be a Department Head of another department, shall be selected by the Dean following consultation with the faculty. The committee shall contain a minimum of three faculty members from the Department. The committee shall normally be composed of four to five members, the majority of whom would normally hold tenure. An effort must be made to afford representation on the committee with respect to sex, race, and rank. The Integrative Biology Council, in consultation with the Dean, shall determine appropriate procedures for appointment of the search committee members.
- d. The Search. The search committee will be responsible for receiving applications and nominations for the position. The committee will then select a group of finalists for the position. The files of those candidate(s) identified as finalists shall be made available to the Integrative Biology Council. Council members will be expected to respect the confidentiality of the applicants unless the candidate has given his/her permission to release information about his or her candidacy outside Oklahoma State University. The list of finalists will be presented at a Integrative Biology Council meeting and the search committee will continue the process, if necessary, until a list of finalists acceptable to the majority of the Integrative Biology Faculty is identified.

The finalists will be interviewed in a process that will include an opportunity to meet with all faculty members individually, a separate meeting with all staff of the Department, a separate meeting that provides an opportunity for students to provide input and a presentation to the Department which will include a vision for the future of the Department and an overview of the candidate's scholarship and teaching philosophy. The interview process will also include meetings with the Dean and the search committee. The Integrative Biology Faculty will conduct a secret ballot on the acceptability of the finalists. The secret ballot will be conducted using the procedure described in Section 1.B.4. The Chair of the search committee will serve as Returning Officer for the elections.

- e. Selection. The Dean will receive the results of the vote from the Department, will meet with the search committee and will obtain input from other sources, including the staff of the Department and input from the students. The Dean will consider the list of acceptable candidates and will normally appoint a person from that list. Should the Dean deem it necessary to make an appointment that does not reflect the Departmental ranking, he or she will meet with the Integrative Biology Council and inform them of the rationale for the choice.

The Integrative Biology Council will determine, in consultation with the Dean, its own policy regarding the length of term of its Head. This policy shall be filed in the office of the Dean of the College of Arts and Sciences.

- a. **The Review.** The Dean will institute a review process for the Department Head's reappointment, at a time before the end of the ongoing term. The Dean will determine whether the Head wishes to continue, and if so will request a vision for the proposed upcoming term. The Dean will gather information from each faculty member, and seek input from the staff and students in the Department. The Dean will appoint a Returning Officer, in consultation with the faculty, who will be present at a meeting of the Integrative Biology Council. All Integrative Biology Faculty members will vote by secret ballot on the acceptability of reappointment. The secret ballot will be conducted using the procedure described below (Section 1.B.4).
- b. **Reappointment.** The Dean will receive the results of the vote from the Department, and will consider the input received from other sources, including the staff of the Department and input from the students. The Dean's reappointment decision will be strongly influenced by the information received from all these sources. The Dean will transmit a summary of the vote and the comments received to the candidate when a reappointment is made.

- a. Procedure for Secret Ballots. There will first be a meeting of all voters chaired by the Returning Officer to discuss the issues related to the ballot. There will be no vote at this meeting, but voting envelopes will be distributed. On the next business day, voters will submit their ballot to the Returning Officer. The ballot form should be submitted inside a sealed, unsigned envelope that in turn is enclosed inside a plain, signed envelope. At the close of the business day or at a later time to accommodate absentee ballots, the Returning Officer will remove the sealed ballots from the envelopes in which they were transmitted, destroy the outer envelopes, and then the original sealed ballot forms will be processed as described below.

Ballot forms will be prepared so that they state the matter being voted upon, allow for an “Acceptable,” “Unacceptable” and “Abstain” and contain space for at least half a letter page of comments. When faculty are voting on a number of candidates, the ballot will allow Integrative Biology Faculty to indicate a ranking for all candidates they have rated as “Acceptable” using a procedure agreed upon by the Integrative Biology Council.

- b. Reporting the Vote. The Returning Officer will open the ballots and provide a list of the candidates being voted upon, indicating the number of votes cast in each of the categories (“Acceptable”, “Unacceptable” and “Abstain”), and in the case of “Acceptable” votes will also note the number of votes cast in each ranking category when more than one candidate is being voted upon. The Returning Officer will send the list to every Integrative Biology Council member in a manner consistent with Departmental procedures, and to the Dean. In addition all original ballots, which will include all comments written on the ballot forms, will be sent to the Dean. No copies of the ballots will be made, and no material will be retained by the Returning Officer after transmittal to the eligible members of the Department and the Dean has been completed. The Returning Officer will ensure the confidentiality of the process and will not transmit any information about the process to any person or persons other than the eligible members of the Department and the Dean.
- c. Absentee Balloting. The Department will give the Returning Officer a list of the names of all tenured and tenure-track faculty members eligible to vote (Integrative Biology Faculty). The Returning Officer will contact all eligible voters to determine whether they would be able to take part in the ballot. Balloting material will be provided to any eligible faculty members who cannot be on campus to submit their vote in the manner described above. Absentee ballots must be sent to the Returning Officer by the voting deadline. The voting deadline will be determined by the Returning Officer, in consultation with the faculty, to ensure that the absentee voters are able to return their ballots by the deadline. The method for returning absentee ballots will be determined by the Returning Officer in consultation with the faculty and with notification to the Dean if methods other than submission of a paper ballot are to be used.

When a search is open to candidates from outside OSU and a faculty member has not had an opportunity to be involved in the interview process, the Returning Officer will ensure that the faculty member will receive appropriate information. The Returning Officer will provide the faculty member with as much written information about the candidates as possible to assist them in making an informed vote. The Returning Officer will report to the Dean if any absentee ballots are sent out and will provide the Dean with a copy of any written information about the candidates distributed to any voters who use absentee balloting.

Informal Evaluation. Faculty members, staff employees, and graduate students who have suggestions for improvement of the administration and management of the Department may at any time submit their suggestions directly to the Head or to the Personnel Committee for transmission to the Head.

- a. Performance Appraisal by the Dean. Periodically, the Dean may request input from the faculty regarding the performance of the Head. All faculty members are encouraged to respond to such requests in a candid, constructive manner.
- b. Departmental Evaluation of the Department Head. Independent of the above, the Personnel Committee may conduct an evaluation of the Head. The committee will request the Head to organize and present information to members of the Integrative Biology Council that he/she believes will be helpful in the evaluation. The information presented should include a summary of his/her achievements since the last formal evaluation, a statement of plans for improvement of the Department, and a listing of specific issues on which the Head wishes to receive feedback from the Integrative Biology Council. The information may be presented orally or in writing or in both formats.

Following the completion of the procedures described above, the Personnel Committee shall prepare an evaluation form to be completed by each member of the Integrative Biology Faculty. The form should be constructed to provide a thorough, fair, and anonymous evaluation of the Head's performance. It should provide an opportunity for Integrative Biology Faculty members to comment on areas in which they found the Head particularly effective, areas where they believe improvement would be desirable, and any issues on which the Head had specifically requested input. It will also contain a secret ballot on whether to conduct a confidence/no confidence vote.

The Personnel Committee shall prepare a summary of the results of the evaluation and send copies to the Head and each member of the Integrative Biology Council. They shall also share the individually completed forms with the Head if he/she wishes to see them.

If at least one-third of the Integrative Biology Faculty indicates on the evaluation form that they favor a confidence/no confidence vote, the Personnel Committee will ask the Dean to assign a Returning Officer who will conduct a secret-ballot vote following the procedures described in Section I.B.4, and he/she will report the results to the Dean.

- d. Petition for Removal of a Department Head. A request for a vote of confidence/no confidence in the Head may be initiated at any time by means of a petition signed by one-third or more of the Integrative Biology Faculty and submitted to the Personnel Committee. Upon receipt of such a petition, the Personnel Committee will meet with those who signed the petition to explore/discuss reasons for a potential vote of confidence/no confidence. The Personnel Committee, with the approval of those submitting the petition, can bring the Department Head into these discussions. If the problems responsible for initiation of the petition can be resolved to the satisfaction of the majority of those signing the petition, the issue is dropped with no permanent record submitted to the Dean or faculty.

Alternatively, if the majority of those signing the petition are still not satisfied, the Personnel Committee will bring the issue to the Integrative Biology Faculty for discussion. The Dean will be apprised of the situation and at his/her discretion and/or request by the Department Head or any member of the Integrative Biology Faculty, the Dean would participate in that discussion. Following this discussion, a secret ballot on whether to conduct a confidence/no confidence vote will be prepared, distributed, and tabulated by the Personnel Committee. If at least one-third of the Integrative Biology Faculty indicates

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**DEPARTMENT OF INTEGRATIVE BIOLOGY  
POLICIES AND PROCEDURES**

**I. PERSONNEL AND RESPONSIBILITIES  
B. Department Head  
5. Evaluation and Removal**

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on this ballot that they favor a confidence/no confidence vote, the Personnel Committee will ask the Dean to assign a Returning Officer who will conduct the vote following the procedures described in Section I.B.4. He/she will report the results to the Dean.

The minimal support staff and their general responsibilities are as follows:

1. Administrative Assistant. Oversees Departmental office. Coordinates fiscal accounting and budgetary activities as well as activities pertaining to OSU Foundation Accounts. Oversees and maintains all personnel actions for faculty, staff, and students as well as processing all travel related items for faculty and students. Processes and maintains tracking of all teaching assistant assignments per course per semester. Responsible for maintaining Integrative Biology Council and Integrative Biology Faculty meeting minutes. Serves as backup for general office duties.
2. Financial Assistant. Maintains and processes accurate monthly financial records and statements for all accounts. Processes and maintains all purchasing activities for the Department, including OSU purchase card system. Posts expenditures as they relate to consumable fees per course and tracking of field trip expenses. Oversees maintenance and general up-keep of Departmental equipment. Serves as backup for general office duties.
3. Unit Assistant. Serves as office receptionist, answers telephone, distributes mail, responsible for checking out office/lab keys and ordering of office supplies. Conducts annual inventory of all equipment in the Department. Manager of time input on biweekly and monthly payrolls. Oversees ordering of textbooks each semester. Maintains database on potential graduate students. Distributes course evaluations each semester.
4. Academic Advisor. Assists undergraduate students in the Department in planning their academic programs and researching post-baccalaureate options. Assists faculty in the Department with scheduling courses, evaluating undergraduate degree requirements, and assessing the undergraduate program.

1. Undergraduate Teaching Assistants

- a. Selection. The Department Head will advertise the positions available and assemble the applications. The supervising instructor will evaluate the applications and make recommendations. The Department Head will assign assistants to the courses.
- b. Employment. Employed for one semester at a time. Informed of duties in writing by the supervising faculty member prior to the first week of the semester if possible.
- c. Termination. If a student assistant is to be terminated during the semester, the Department Head informs the student in writing of this action, the reasons for termination, and of the student's right to a hearing conducted by the Undergraduate Committee
- d. Reemployment. Students desiring to be reemployed must reapply for appointment each semester. A letter of recommendation from the supervising faculty member should be submitted to the Department Head.

2. Student Workers

- a. When funds are available, the Department may employ one or more student workers to assist in the main office. These students may also be available to work with faculty once they have completed tasks assigned by the office staff and if they have hours still available to work. Faculty should contact the Administrative Assistant to request help from student workers.

3. Graduate Teaching Assistants

- a. Requirements and Employment. Must have a baccalaureate degree and be enrolled as a full time student in the Graduate College. Priority will be given to graduate students in the Department. Graduate students of adjunct faculty are not normally supported by a Teaching Assistantship but may be considered for an assistantship if circumstances warrant. Teaching Assistants are usually employed half time for a period of nine months. Graduate Teaching Assistants hired as Collection Managers usually are employed half time for a period of 12 months. Assistants will be notified of their duties verbally, or in writing, by the supervising instructor of the course(s) prior to the first week of classes each semester. Continued employment will be reviewed each semester by the Department Head.
- b. Selection. The Department Head will request current Teaching Assistants and other continuing graduate students to indicate their desire to continue or be appointed as a teaching assistant for the next spring and fall semesters by 15 October and 15 February, respectively.
- c. The Graduate Committee will make recommendations regarding reemployment based on annual review of graduate student progress (see Section III.C.7.). Assistants are reemployed as long as their job performance and progress toward their degree are satisfactory and their employment as a Teaching Assistant does not exceed 3 years for an M.S., 4 years for a conventional Ph.D., and 5 years for a Ph.D. candidate by-passing the M.S. An extension of an additional semester (M.S. candidates) or an additional year (Ph.D. candidates) of employment as Teaching Assistant may be granted following a written request with justification and proof of satisfactory progress toward the degree submitted to the Graduate Coordinator, but is not guaranteed. The committee also will give special consideration to applications for Teaching Assistantships from current students who have

previously been unsupported or supported by Research Assistantships or fellowships and wish to gain experience in teaching, but it is the obligation of the student's Advisory Committee to monitor progress toward the degree and Teaching Assistantships will not be awarded to those students failing to demonstrate satisfactory progress toward the degree.

The Graduate Committee will review the credentials of all new graduate applicants who have requested teaching assistantships. Students considered for employment as Collection Managers must be available to work on campus during the summer and must demonstrate taxonomic expertise in some area of vertebrate biology. They also must have flexible schedules to allow for accommodation of class schedules for tours. The Curators will provide advisory input regarding Collection Managers. The Graduate Committee will provide advisory input to the Department Head in the selection of new Teaching Assistants.

The Department Head, with input from course instructors, will assign the current assistants and recommend new applicants to the available courses by 1 May for fall semester and 15 November for spring semester. An assistant will not be assigned to a course without approval of the instructor.

- d. Termination. If a Teaching Assistant is to be terminated, the Department Head informs the student in writing of this action, the reasons for termination, and of the student's right to a hearing conducted by the Graduate Committee (Section III.C.9.). Teaching Assistants may be terminated if they demonstrate unsatisfactory performance in their assigned duties or do not make satisfactory progress toward their degree.

#### 4. Graduate Research Assistants

- a. Requirements and Employment. Employed by the supervising faculty member (usually the major advisor) for a specified duration, Research Assistants should be informed of their duties and responsibilities in writing by the supervising faculty member prior to employment. Research Assistants are normally salaried at roughly the same level as Teaching Assistants.
- b. Termination. If a Research Assistant is to be terminated, the supervising faculty member informs the student in writing of this action, the reasons for termination, and the assistant's right to a hearing conducted by the Graduate Committee (Section III.C.9.). Research Assistants may be terminated if they fail to carry out assigned research duties adequately or do not make satisfactory progress toward their degree.

1. Composition. Ranked faculty, one staff representative, undergraduate advisor(s), and three graduate student representatives constitute the Integrative Biology Council.
2. Responsibilities. The Integrative Biology Council will discuss and vote on recommendations made by the permanent committees, ad hoc committees, and the Department Head. Items may be placed on the agenda at the request of Council members.
3. Meetings. Council meetings will be held as needed. Any Council member may recommend the need for a meeting of the Integrative Biology Council to the Department Head.
4. Quorum. A simple majority of the voting members of Council constitutes a quorum.
5. Voting. A voice vote or show of hands will normally be used; however, any member of the Council may request a secret ballot. Ranked faculty and the staff representative each have a vote. The undergraduate advisor(s) and all three graduate student representatives may participate in discussions and offer their independent opinions, but each group is allotted only a single vote. Only tenured/tenure-track faculty (Integrative Biology Faculty, see Section II.B) will be allowed to vote on budget or personnel issues as per College of Arts and Sciences policy.
  - a. Electronic votes.

Open questions- E-mail votes may be used to address open questions that would otherwise be answered with a voice vote during a Integrative Biology Council meeting. Votes will be submitted to the Administrative Assistant who will tally and report the results to the Department Head. The Department Head will convey the results to Integrative Biology Council and include a list that identifies how each council member voted. If any member of Integrative Biology Council indicates further discussion is required, electronic voting on an open question will not be acceptable.

Secret ballots- E-mail votes for secret ballots should be sent to the Administrative Assistant who will transfer the vote to a normal paper ballot and delete the electronic record. The anonymous paper ballots will then be submitted for counting.
  - b. Voting by Proxy. Any Council member may vote by proxy for an absent Council member during a Council meeting. The absent member should provide the proxy with a written request to vote on their behalf.
6. Recusal from voting. In voting on Department business, although not necessarily in discussions, Council members should recuse themselves in situations where conflicts of interest may arise.

1. Composition. Tenured and tenure-track faculty constitute the Integrative Biology Faculty.
2. Responsibilities. The Integrative Biology Faculty will vote on personnel issues and Departmental budgetary issues.
3. Meetings. Integrative Biology Faculty meetings will be held as needed. Any Integrative Biology Faculty member may recommend the need for a meeting of Integrative Biology Faculty to the Department Head.
4. Quorum. Simple majority of the Integrative Biology Faculty constitutes a quorum.
5. Voting. A voice vote or show of hands will normally be used; however, any member of the Integrative Biology Faculty may request a secret ballot.
  - a. Electronic votes.

Open questions- E-mail votes may be used to address open questions that would otherwise be answered with a voice vote during a Integrative Biology Faculty meeting. Votes will be submitted to the Administrative Assistant who will tally and report the results to the Department Head. The Department Head will convey the results to the Integrative Biology Faculty and include a list that identifies how each Faculty member voted. If any member of the Integrative Biology Faculty indicates further discussion is required, electronic voting on an open question will not be acceptable.

Secret ballots- E-mail votes for secret ballots should be sent to the Administrative Assistant who will transfer the vote to a normal paper ballot and delete the electronic record. The anonymous paper ballots will then be submitted for counting.
  - b. Voting by Proxy. Any Integrative Biology Faculty member may vote by proxy for an absent Faculty member during a Integrative Biology Faculty meeting. The absent member should provide the proxy with a written request to vote on their behalf.
6. Recusal from voting. In voting on Department business, although not necessarily in discussions, Integrative Biology Faculty members should recuse themselves in situations where conflicts of interest may arise.

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**DEPARTMENT OF INTEGRATIVE BIOLOGY  
POLICIES AND PROCEDURES**

**II. Organization and Procedures**

**C. Permanent Departmental Committees and  
Other Faculty Appointments**

**1. Names, Composition, Election**

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- a. Committees. Animal Care, Awards, Graduate, Personnel, Planning, RPT, Seminar, Technical, and Undergraduate.
  - b. Composition. Each permanent committee is composed of three faculty members (except for the Personnel Committee that is composed of 5 members and the RPT Committee which is composed of every eligible faculty member as specified in II.C.7), one elected to each committee in May for a three-year term. The Department Head is an *ex officio* member of all committees. The Graduate, Planning, Technical and Seminar committees will also include one graduate student member. Attempts will be made for the composition of all committees to reflect diversity present in the faculty and students."
  - c. Chair. The faculty member serving the last year of his/her term will serve as Chair of the committee. Exceptions to this include the Graduate, Undergraduate, and Technical Committees for which the Chair will be appointed by the Department Head to a three-year term, the RPT sub-Committees for which the Chair will be elected by members of those sub-Committees, and the Animal Care Committee for which the Chair will be the Director of the Life Sciences West Non-Centralized Unit of the Laboratory Animal Program appointed by the Vice President for Research and Technology Transfer. The Chair is responsible for visiting with the Integrative Biology Council and the Department Head to define problems related to the committee's function, set up meetings of the committee, and prepare written communication to the Integrative Biology Council.
  - d. Election of Committee Members. The Department Head will submit a form to all faculty members during the first week in May on which faculty can designate the committee(s) on which they desire to serve. The Head will prepare a ballot containing names of faculty members desiring to serve on each committee and submit the ballots to the faculty. If no candidate receives a majority of the votes cast, a run-off will be held between the two candidates receiving the highest number of votes. The graduate student representatives to committees will be elected by the Zoology Graduate Student Society.
  - e. Other Faculty Appointments: - A Departmental Safety Officer will be appointed by the Department Head each academic year. Primary responsibilities of this appointment will be to assist the Department Head in conducting annual chemical inventories and schedule necessary quarterly training sessions for faculty and students. The Safety Officer will also serve as the point of contact for questions related to University safety policies.

- a. Function. Advises Director of the Life Sciences West Non-Centralized Unit of Laboratory Animal Program (Director of the NCU).
- b. Duties and Responsibilities.

Assist Director of the NCU with in-house inspections of animal holding facilities.

Conduct annual review of existing animal husbandry protocols for the LSW NCU and submit suggested revisions to these protocols via the Director of the NCU.

The Director of the NCU will communicate the results of inspections of LSW animal holding facilities to the appropriate faculty.

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**DEPARTMENT OF INTEGRATIVE BIOLOGY  
POLICIES AND PROCEDURES**

**II. Organization and Procedures  
C. Permanent Departmental Committees and  
Other Faculty Appointments  
3. Awards Committee**

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- a. Function. Recognize the accomplishments of the students, staff, and faculty within the Department.
- b. Duties and Responsibilities. Maintain a list of both on and off-campus awards relevant to Department personnel with deadlines for nominations. The awards considered can be sponsored by the University, local community, and professional societies.

Solicit faculty, students, and staff for input to maintain the list of potential awards.

Evaluate personnel for the awards available and submit nominations of qualified individuals to meet the respective deadlines.

- a. **Function.** Administers the graduate program as approved by the Integrative Biology Council including policy and requirements; tracks graduate applicants and makes offers of admission; reports on annual progress of graduate students; conducts periodic review of graduate curriculum and makes recommendations to Department Head on graduate course action/course modification forms; selects award recipients for departmental graduate student awards and facilitates nomination and selection of graduate students for College/University awards, grants, and fellowships; conducts annual outcome assessment for graduate program; works with Graduate College to advertise program; and hears graduate student grievances.
- b. **Graduate Coordinator.** The Graduate Coordinator, a member of the Integrative Biology Faculty appointed by the Department Head, will serve as chair of the Graduate Committee. Duties of this position include coordination of applications from prospective students, providing files of applicants to faculty for review, communicating with prospective students regarding the status of their applications, preparing letters of offer for assistantships, and communicating with current students regarding their progress in the graduate program. The Graduate Coordinator will also attend informational sessions provided by the Graduate College and communicate changes in policies or funding opportunities to the Departmental faculty, staff, and students. Normal tenure will be three years.
- c. **Committee Selection.** The committee shall be comprised of the chair (Graduate Coordinator), two additional members of the Integrative Biology Faculty, and one Integrative Biology graduate student representative. As with other Departmental committees, faculty are free to volunteer to serve and to nominate others. In cases where there are more nominees or volunteers than openings available, an election will be held to decide who serves. Normal tenure for a faculty member will be three years. A graduate student chosen by the Integrative Biology Graduate Student Society will be included on the Committee for a 1-year term.
- d. **Action.** Routine action of the Graduate Committee will be carried out directly by the Graduate Coordinator, but negative personnel action (e.g., non-renewal of teaching assistantship, dismissal of a student from the graduate program, etc.) will be advisory to the Head, who will serve as an additional level of evaluation before he or she takes appropriate action.

a. **Composition.** The committee shall comprise five tenure-track faculty members, with a minimum of three tenured members. All tenure-track faculty members will rotate through the committee for terms of three years. No member will serve consecutive terms.

b. **Function.** Evaluates faculty performance and presents documented recommendations to the Department Head.

c. **Duties and Responsibilities.**

**Faculty Records.** Obtains from the Department Head, the annual appraisal forms (Section I.A.4) and copies of publications, proposals, and other pertinent information for use in making recommendations concerning A&D evaluations, cumulative review of tenured faculty (see item I.A.6), and termination. Personnel files are kept in the Department office as specified in Section V.A.

**Cumulative Review of Tenured Faculty.** A subcommittee of the Personnel Committee serves in the 5-year cumulative review process for tenured faculty. The structure and policies of this subcommittee are described in section I.A.6 of the Department's Policy Manual.

**Termination of Appointments.** Obtains information and makes recommendations concerning faculty members charged with specified violations (OSU Faculty Handbook). Confidential interviews will be conducted with the accused faculty member and with other faculty members and students with pertinent information.

**Faculty Morale.** Keeps the Department Head informed of and assists in evaluating problems affecting the morale of the faculty and staff.

**Grievances.** Investigates faculty and staff grievances and recommends remedial action to the Department Head if warranted.

d. **Action.** Recommendations are submitted to the Department Head.

- a. Function. Reviews Departmental plans, vacancies, use of space, and equipment needs and priorities.
- b. Duties and Responsibilities.

Planning. Develops long-range plans for the Department at least once every 3 years.

Job Descriptions. Writes position announcements and job descriptions for faculty vacancies. Descriptions must be justified and consistent with the long-range plans of the Department.

Space. Examines space resources of the Department listed in IV.A. Addresses faculty needs and requests for space resources as they occur and recommends appropriate changes. The Chair of the committee will participate in biannual surveys of Departmental space with members of Facilities Management.

- c. Action. Recommendations concerning planning, job descriptions, and space requirements are made to the Council and Department Head.

a. **Composition.** For reappointment, tenure, and promotion to associate professor, an RPT Committee shall be formed and will be composed of all tenured faculty members within the department. For promotion to full professor, an RPT Sub-Committee shall be composed of all tenured faculty members within the department with rank of full professor or above. Faculty members up for reappointment, tenure, or promotion, or anyone with a conflict of interest, shall not serve on the RPT Committee. If an adequate number (minimum of three of eligible faculty members are not available to serve on the RPT Committee or Sub-Committee, members of the RPT Sub-Committee in consultation with the Department Head will solicit faculty from comparable science departments at the University to participate as a member of the Sub-Committee.

b. **Function.** Evaluates faculty members up for reappointment, tenure, or promotion and presents documented recommendations to the Department Head.

c. **Duties and Responsibilities.**

**Faculty Records.** Obtains from the Department Head, the annual appraisal forms (Section I.A.4) and copies of publications, proposals, and other pertinent information for use in making recommendations concerning reappointment, tenure, or promotion. Personnel files are kept in the Department office as specified in Section V.A.

**Promotions and/or tenure.** Recommends promotions for eligible and deserving faculty members (Section I.A.5.). Interviews with prospective candidates may be required to supplement other information.

**Reappointments.** Evaluates performance of non-tenured faculty members being considered for reappointment (Section I.A.5.). Interviews may be conducted to obtain additional information. Recommendations will be made to the Department Head at least 14 months before expiration of the appointment.

Solicits input from tenure-track faculty in the department who are not serving on the RPT committee (i.e., those faculty members who do not meet the voting requirements for the particular reappointment, tenure, and/or promotion action) regarding the merits of the action. Any input provided will be compiled and briefly summarized anonymously in the RPT committee's written recommendation.

d. **Action.** Recommendations are submitted to the Department Head.

- a. Function. Organizes Departmental seminar programs.
- b. Duties and Responsibility.

Prior to the beginning of each academic semester, requests input from the faculty and graduate students concerning suggestions for seminar speakers.

Seeks financial support for speakers' expenses from on- and off-campus sources (e.g., Sigma Xi, Graduate College, student organizations)

Assembles a priority list of speakers for the academic semester (fall and spring) and plans a schedule. Contacts the potential speakers, prepares a semester program, reserves a room for the specific dates, and prepares notices.

Arranges for the visit of each speaker including meals, lodging, transportation, and an informal reception. Plans for the introduction of each speaker and attends to all details of the seminar.

a. Function. Review department's technological needs and priorities.

b. Duties and Responsibilities.

Solicits faculty, students, and staff for input with regards to academic technology facilities and equipment

Identifies the department's technological needs for improvements in classrooms, laboratories, web-based sites, public displays or kiosks, and general offices; formulates and evaluates solutions for those needs; and advises the Integrative Biology Council and the Department Head.

Seeks college and university funds for acquisition and maintenance of academic technology facilities, software, and equipment by preparing proposals on departmental needs to the Arts and Sciences Tech Fee Committee

Works with appropriate college and university support services to acquire, provide, implement, and maintain technology facilities and equipment to meet the department's academic technological needs

Develops policies for use of the department's technology facilities and equipment.

c. Action. Routine action of the Technical Committee will be carried out directly by the committee chair.

Recommendations concerning larger scale plans and policies are made to the Council and Department Head.

(approved by Council – 21 August 2009)

- a. **Function.** Reviews undergraduate program, requirements, advisement, and outcome assessment; promotes nomination of qualified individuals for recognition of their achievements as undergraduates or service to undergraduate mentoring and education; and serves as a grievance committee for undergraduate students.

- b. **Duties and Responsibilities.**

**Requirements.** Reviews annually the requirements for the B.S. degrees offered by the Department.

**Curricula.** Periodically reviews and updates undergraduate course descriptions and offerings.

**Course Modifications.** Receives and makes recommendations to Department Head on course action forms for undergraduate courses following procedures specified in Section III.D.1.

**Advisement.** Oversees advisement policy and responsibilities (Section III.B). Actively promotes the formation and maintenance of student groups that foster undergraduate involvement in the Department and professional development in Departmental-related endeavors.

**Outcome Assessment.** Annually reviews undergraduate portion of the Departmental outcome assessment plan, facilitates its development and implementation, and prepares and submits the undergraduate assessment report to the Department Head.

**Awards.** Makes recommendations for all undergraduate Departmental awards following application solicitation and review. Solicits nominations from the Department for outstanding undergraduates to encourage applying for Department, College, University, Regional, and National awards. Solicits nominations from the Department for individuals to promote for awards recognizing service to undergraduate mentoring and education.

**Grievances.** Receives complaints of undergraduate students regarding problems relative to their program or Departmental employment. The procedures to be followed are listed under the duties of the Graduate Committee (Section II.C.4.k).

- c. **Action.** Recommendations concerning changes in requirements, curricula, courses, advisement, awards, and grievances are submitted to the Department Head.

1. Personnel. Recommendations concerning personnel are received by the Department Head. Prior to reaching a decision on promotions and reappointments or terminations, the Department Head will inform Integrative Biology Faculty of the committee recommendation and give them an opportunity to furnish input. Decisions of the Department Head on promotions and reappointments or terminations are submitted to the Dean along with the recommendation of the Personnel or RPT Committee.
2. Committee Recommendations. Committee recommendations not submitted to the Integrative Biology Council are submitted to the Department Head for a decision. If the decisions of the committee and Department Head differ, the committee will be notified in writing the reasons that resulted in the difference.
3. Integrative Biology Council Recommendations. Committee recommendations submitted to the Council and Department Head will be placed on the agenda of a council meeting by the Department Head. After discussion at the council meeting, a vote will be taken. In order to maintain high faculty morale and confidence in faculty involvement, it is expected that the decision of the Department Head will agree with the majority vote of the Council. However, if the decisions differ and the recommendation is made to the Dean, both the Department Head and Integrative Biology Council decisions will be submitted.

1. Annual Review. A Integrative Biology Council meeting will be held each September to assemble a group meeting to discuss goals, program changes, study plans, course modifications, new courses, new faculty needed, and similar requests. Recommendations will be submitted to the Department Head who will present it to the appropriate committee for consideration.
2. New Areas of Emphasis. Faculty members seeking to establish new programs should present their plans to the Department Head. If approval is granted, the faculty members will assemble a proposal describing the program objectives, description, projected interest, funding and space required, and new faculty requirements. The new program will be presented to the Department Head who will present it to the Integrative Biology Council for consideration. Approval requires a two-thirds majority of the Integrative Biology Council on a written ballot and the approval of the Department Head.

### **GOALS AND OBJECTIVES**

The Department takes an integrative approach to research and instruction in organismal biology, focusing on increasing our knowledge of organisms and their environments through studies ranging from the cellular to the ecosystem level.

#### Goals

1. The Department will be recognized for excellence in basic and applied research and instruction in the broad, comprehensive field of zoology, but with a specific focus in Ecology & Evolutionary Biology and Environmental Stress, and in doing so will establish a strong national reputation and retain our superior position among our peer institutions.
2. Develop the modern and current instructional strategies, facilities, and equipment needed to educate students for life and work.

#### Objectives

For Goal 1:

1. Identify research specialties that are critical to achieve excellence in our areas of emphasis and concentrate hiring of new and replacement faculty in these areas.
2. Solicit increased on-campus and off-campus sources of research funds.
3. Establish Departmental targets for funding and publications.
4. Obtain increased financial support for sabbatical leaves and participation in national/international symposia and conferences.
5. Maintain a current list of equipment, renovations, and facilities needed and seek assistance of higher administrators in obtaining these.
6. Reduce teaching responsibilities of researchers with substantial research funding.

For Goal 2:

1. Determine undergraduate and graduate courses needed to maintain our current programs; develop new courses as required and eliminate courses no longer needed.

2. Maximize opportunities for student achievement in written, verbal, and technical skills.
3. Establish Departmental targets for teaching performance standards.
4. Maintain a current list of instructional equipment, renovations, and facilities needed and seek the assistance of higher administrators in obtaining these.
5. Increase the quantity and quality of graduate students.
6. Examine methods to increase enrollment in our upper-division and graduate level courses.
7. Institute graduate core programs.

1. Advisement. Advisement of undergraduates is conducted by the Academic Advisor(s). Students are required to meet with their advisor prior to enrolling for the following semester.
2. Degrees and Requirements.
  - a. B.S. in Biological Sciences (Appendix IA).
  - b. B.S. in Physiology (Appendix IB).
  - c. B.S. in Zoology (Appendix IC).
3. Departmental Objectives for the Undergraduate Degree Program

The Department promotes the advancement and widespread dissemination of knowledge about organisms and their environments from cellular to ecosystem levels of analysis. We prepare students for careers in academia, human and veterinary medicine, and professional disciplines that focus on the interaction between humans and the natural environment. Our overall goal is to produce graduates that (1) understand the core content of our discipline, (2) are competent in the research and communication skills necessary to share that knowledge, and (3) possess the career, social, and ethical awareness to remain lifelong learners who will appreciate, judge, and evaluate the role of scientific inquiry in society. Our specific objectives for the degree program are listed below.

**Upon graduation, our majors will:**

In the area of **core content knowledge**:

- Understand fundamental principles of evolution and the diversity of evidence that supports this unifying theory for the life sciences;
- Possess a working knowledge of biodiversity and systematics;
- Understand basic principles of ecology, physiology, genetics, and cell biology in terms of their historical foundations and currently active, “frontier” research areas; and
- Be able to articulate the relationships among these core disciplines and how application of an integrative approach to life science research contributes to our understanding of the natural world.

In the area of **research** and **communication skills**:

- Understand the scientific method and its application to the life sciences;
- Understand the concept of scientific peer-review and how to access peer-reviewed literature;
- Demonstrate the critical thinking ability to summarize and evaluate basic information on biological systems published in the scientific literature; and
- Demonstrate the ability to present scientific information clearly and concisely orally and in writing.

In the area of **career**, **ethical**, and **social awareness**:

- Understand the relatedness and distinctions among specialized fields of study within the life sciences as they relate to career options;
- Be prepared for admission into programs of graduate study, schools of human and veterinary medicine and related health professions, or for entry into the job market in fields related to the life sciences;
- Recognize and respect the central importance of scientific integrity to the advancement of science;

- Be able to formulate evidence-based arguments on matters of science that generate controversy in society; and
  - Appreciate standards of responsible use of organisms and environments in research as well as in the application of knowledge that comes from that research.
4. Honors. Undergraduate students in the Department can seek an Honors Award or a B.S. Degree with Honors in Zoology. For more information, students and faculty are encouraged to contact an advisor in the Honors College.

1. Degrees and Requirements

- a. Degree types.  
M.S. (report or thesis) and Ph.D. in Zoology
- b. Requirements.  
Requirements to complete the M.S. or Ph.D. degree in Zoology can be found in Appendices IIA and IIB

2. Courses, academic calendar. Graduate courses offered, semester schedules, and academic calendars can be found on the Registrar's Office website (<http://registrar.okstate.edu/>).

3. Advisement of Students. Tenured and non-tenured tenure-track Departmental faculty and resident adjunct faculty in the Department may serve as graduate advisors as long as they hold appropriate status on the University Graduate Faculty.

4. Application

a. Admission Requirements

Degree: B.A. or B.S. from an accredited college or university.

Course Work: Forty (40) semester hours (or equivalent) in upper division courses in biological and physical sciences. Students deficient in entrance requirements may be required to complete additional courses.

Grade-Point Average (GPA): A cumulative GPA of 3.00 or better in all undergraduate coursework is required for unconditional admission. A student with a cumulative GPA less than 3.00 may be considered for admission on academic probation. This requires that a student obtain an overall GPA of 3.0 or better in their first 9 hours of graduate coursework after which they are removed from academic probation. Students failing to meet this requirement may be dismissed from the Integrative Biology graduate program.

Graduate Record Examination (GRE) scores: Required minimum scores for entry into the Integrative Biology graduate program are: 150 on Verbal Reasoning (scale 130-170), 150 on Quantitative Reasoning (scale 130-170), and 4.5 on Analytical Writing (scale 0-6.0). Applicants failing to meet at least two of the minimum scores for the GRE may be considered for admission on academic probation (see above).

International Students: The Department follows the current Graduate College Policy regarding all requirements for international students as detailed on the Graduate College website (<https://gradcollege.okstate.edu/>). These additional requirements primarily involve tests of proficiency in English, financial affidavits, and visas/associated immigration paperwork.

b. Procedures

Students requesting admission into the Integrative Biology Graduate Program should do the following:

Make contact with Integrative Biology faculty member(s) with whom you might like to work to determine if they are accepting new graduate students. Students are not admitted into the Integrative Biology Graduate Program without a faculty advisor willing to accept them.

Complete online application through the Graduate College (<https://gradcollege.okstate.edu/>), and submit official transcripts from previous undergraduate and graduate classes and the necessary fee to OSU Graduate College. In addition to other, basic information, this application will require a goals statement, curriculum vitae, official transcripts from previous colleges/universities attended, official GRE scores, and three letters of recommendation from individuals familiar with the applicant's work and potential for success in graduate school.

c. Student Application Deadlines.

Deadlines for application material. The deadline for receiving all application materials for admission in the fall semester is 1 February. Offers for teaching assistantships can begin 1 February but should be completed by 15 April. Applications received after the deadline can still be considered for acceptance, and research and teaching assistantships can still be offered if available, however submission of all materials prior to 1 February will guarantee that the applicant will receive full consideration. There is no formal application deadline for spring admission.<sup>5</sup> Admission of Graduate Students.

5. Admission of Graduate Students.

- a. Notification of faculty about potential applicants. Application progress will be monitored by the Graduate Coordinator with assistance from the Unit Assistant. Once the student's application is complete, potential faculty advisors as identified by the applicant and/or Integrative Biology faculty will have the opportunity to review the file and decide whether to accept the student into their program, after which the application will be circulated among the members of the Graduate Committee for final approval for admission. If an applicant has not identified a faculty advisor or if no faculty member has agreed to serve as an applicant's advisor, the Graduate Coordinator will circulate the completed application among all other Integrative Biology faculty members whose research programs appear best to match the applicant's interests. Each faculty member will state his/her opinion concerning admission of the student to the Integrative Biology graduate program, any condition attached to such admission or the need to make up deficiencies, and whether he/she will serve as major advisor. No applicant will be accepted without a Integrative Biology faculty member agreeing to serve as major advisor.
- b. Final decisions regarding acceptance of students into the Integrative Biology graduate program will be made by the Graduate Committee. The decision to accept or reject a student will be relayed in writing to the faculty member(s) who has (have) agreed to serve as the prospective student's advisor. If the potential advisor objects to the Committee's decision, the faculty member may attend a meeting of the Graduate Committee to present further information in support of the candidate, but he or she may not be present during the final deliberations. If no consensus of opinion between the parties can be reached, then all pertinent materials will be forwarded to the Department Head for mediation. The final decision regarding admission into the program will be made by the Department Head and relayed to the student in a letter from the Graduate Coordinator. For those students accepted, this letter should identify the advisor, sources of financial support for the academic year and summer, availability of tuition waivers, and the requirement for continued satisfactory progress.

- c. Graduate student support. Graduate students may be financially supported by teaching or research assistantship as detailed in Section I.D or by externally awarded fellowships. These awards come with, at minimum, associated tuition waivers and health insurance thus increasing the overall value of the support; details can be obtained from the Graduate College website (<https://gradcollege.okstate.edu/>). Regardless of the type of support, all applicants will be evaluated using the criteria described above and processed the same.

6. Requirements for Current Graduate Students. The requirements detailed below are for the mutual benefit of the student and the advisor; they will ensure that students are meeting necessary Graduate College deadlines and are on track to finish the degree within an appropriate timeframe. Responsibility for understanding these requirements and for ensuring that they are met in a timely fashion ultimately rests with the student. Faculty may have requirements that go beyond those outlined here; clear communication of expectations and progress is essential for success.

a. Graduate student folders. All graduate students will have folders (“departmental graduate folders”) held in the Integrative Biology office under the supervision of the Administrative Assistant. These folders will be used by the Graduate Committee as necessary to evaluate student progress in the graduate program and will include application materials (except letters of reference), administrative paperwork (e.g., tuition waiver forms), and the following materials to be placed into the folder by the student: training certificates (e.g., Responsible Conduct of Research, IACUC training), current transcripts (updated each semester in which courses are taken; unofficial printouts are acceptable), and as appropriate (see details below) the approved Plan of Study, signed research proposal, Admission to Doctoral Candidacy form, Results of the Doctoral Comprehensive Exam form, and any other indicators of progress the student wishes to add to the folder. Students may access their folder at any time by requesting it from the Administrative Assistant.

b. Advisory committee. Before 12 months in residence, students must select an Advisory committee. For students who enter the program during the summer, this 12-month duration starts in August with the beginning of the fall semester. For all other students this 12-month duration starts the first day of the semester in August or January, depending on when the student first started the program. Advisory committees for M.S. students must consist of at least three members of the Graduate Faculty with at least one, the major advisor, from the Department. Doctoral student Advisory committees must consist of at least four members of the Graduate Faculty with a minimum of one member, the major advisor, from the Department and one member from outside the Department. For both M.S. and Ph.D. Advisory committees, an adjunct faculty member in the Department can count as a Departmental member.

c. Advisory committee meetings. All graduate students will meet with their Advisory committee at least once a year until completion of the degree. For students who enter the program during the summer, this 12-month cycle starts in August with the beginning of the fall semester. For all other students this 12-month cycle starts the first day of the semester in August or January, depending on when the student first started the program. Regular meetings will ensure that the advisory committee is kept apprised of progress and will allow advisory committee members to offer suggestions and feedback in a timely and helpful fashion. Failure to meet can lead to miscommunication, delays in progress, and in some cases even failure to complete the degree.

d. Plan of Study. The Plan of Study is a listing of coursework to be taken by the student for completion of the degree; additional explanation and online submission can be found on the Graduate College website (<https://gradcollege.okstate.edu/>). Before 12 months in residence, M.S.

and Ph.D. students must meet with their Advisory Committee to review their transcripts, potential areas of weakness, and planned research direction in order to efficiently complete the Plan of Study. Students are responsible for placing a copy of the approved Plan of Study in their departmental graduate folder to indicate that they have met this requirement. For students who enter the program during the summer, this 12-month duration starts in August with the beginning of the fall semester. For all other students this 12-month duration starts the first day of the semester in August or January, depending on when the student first started the program.

e. Proposal. A project research proposal must be approved by the student's advisory committee within the first 12 months (M.S. thesis option) or 18 months (Ph.D.). Students are responsible for ensuring that the completed proposal with the Departmental cover page (available on the Integrative Biology website [http://Integrative Biology.okstate.edu](http://IntegrativeBiology.okstate.edu)) is signed by each advisory committee member and placed in their departmental graduate folder within the above time frame. For students who enter the program during the summer, this 12- or 18-month duration starts in August with the beginning of the fall semester. For all other students this 12- or 18-month duration starts the first day of the semester in August or January, depending on when the student first started the program.

- i. Proposal format. The exact format of the project research proposal should be determined by the student and their advisory committee. However, at a minimum, the proposal should follow an NSF or EPA-style narrative that clearly explains the research problem to be addressed, provides a review of relevant literature to support the basis for the study, and provides an overview of general methodology. The proposal should not exceed 30 double-spaced pages, not including literature cited.
- ii. Proposal review. It is expected that students will prepare drafts of their research proposals to allow sufficient time for review and comment initially by the major advisor and subsequently the entire advisory committee. It is also expected that faculty will review and return proposals to students in a timely fashion to allow the established deadlines for submission of the proposal to be met.

f. Doctoral candidacy. Approval of the completed Plan of Study and Proposal by the doctoral student's advisory committee advances the student to candidacy for the Ph.D. degree. Students must submit the "Admission to Doctoral Candidacy" form (found on the Graduate College website <https://gradcollege.okstate.edu/>) to the Graduate College and place a copy of this form in their departmental graduate folder. Students must be admitted to candidacy no less than six months prior to graduation and must subsequently maintain continuous enrollment (a minimum of 2 graduate credit hours) in every fall and spring semester until graduation.

g. Comprehensive exam. Doctoral students must schedule and take the comprehensive exam (both written and oral portions) within 36 months of enrollment in the graduate program. For students who enter the program during the summer, this 36-month duration starts in August with the beginning of the fall semester. For all other students this 36-month duration starts the first day of the semester in August or January, depending on when the student first started the program. The comprehensive exam will be administered by the student's advisory committee and will cover general biological principles as well as the specific research area of the student. Students must demonstrate comprehension of the fundamental principles of evolution and knowledge of the diversity of evidence that supports this unifying theory for the life sciences, and be able to articulate the integrative nature of biological organization. The written portion must be taken and passed before

the oral portion can be given. The oral portion normally should be taken within two weeks of passing the written portion. The doctoral student either passes or fails the written and oral portions as a whole and as the majority of the advisory committee decides. Results of the exam are reported on the departmental "Results of Doctoral Comprehensive Exam" form, with signatures of all members of the student's advisory committee, and placed by the student into their departmental graduate folder. All members of the advisory committee should also anonymously complete the form for Graduate Assessment Rubric 1 (available on the Integrative Biology website <http://IntegrativeBiology.okstate.edu>) and submit it to the Unit Assistant immediately after the comprehensive exam. Students are allowed two opportunities to pass the comprehensive exam. The second attempt may be scheduled no earlier than four months after the first and must be successfully passed within eight months after a failure.

h. Defense. At the end of their studies, students pursuing an M.S. or Ph.D. degree are required to present a public seminar and complete a successful defense of their project to their advisory committee. In their defense, M.S. students (because they do not have a comprehensive exam) will demonstrate comprehension of the fundamental principles of evolution and knowledge of the diversity of evidence that supports this unifying theory for the life sciences, and be able to articulate the integrative nature of biological organization. All members of the advisory committee should anonymously complete the forms for Graduate Assessment Rubric 1 (for M.S. students) and Rubric 2 (for M.S. and Ph.D. students), available on the Integrative Biology website <http://IntegrativeBiology.okstate.edu>, and submit them to the Unit Assistant immediately after the defense. Students (M.S. and Ph.D.) have two opportunities to pass the defense; a second defense may not be scheduled earlier than 2 months or later than 4 months after a failure.

#### 7. Annual Review of Graduate Students.

a. All Integrative Biology graduate students will be reviewed annually by the Graduate Committee to track progress, ensure timely completion of program and degree requirements, and provide students with a mechanism of review that is efficient, relevant, and instructive.

b. Annual review for all graduate students will cover the preceding calendar year (1 January – 31 December), regardless of when the student entered the Integrative Biology graduate program.

c. All students will prepare their annual reviews by following the template provided in Appendix III.

d. Annual reviews are due no later than the first day of classes each Spring semester. They are to be submitted by email to the Graduate Coordinator and cc'd to the student's advisor and advisory committee; submitting the annual review in this fashion indicates that the advisor previously has seen and accepts the contents of the student's submitted annual review.

e. The Graduate Committee will evaluate the annual reviews in a timely fashion to ensure satisfactory progress is being made and, in consultation with the student's graduate advisor, to call attention to achievements worthy of nomination for award/recognition or, when necessary, deficiencies in need of corrective action. Should corrective actions be required and not taken by the student, any resulting negative actions recommended by the Graduate Committee (e.g., loss of assistantship, dismissal from Integrative Biology graduate program) shall be advisory to the Department Head.

#### 8. Changing advisors. Students who are dropped from or leave a faculty advisor's program will have three

months to identify a new advisor or they will be recommended for dismissal from the Integrative Biology graduate program by the Graduate Committee. If the circumstances are deemed extraordinary by the Graduate Committee, in close consultation with the Department Head, additional time to find a new Integrative Biology advisor may be given. If a new advisor is identified, the student and new advisor may jointly request an extension of the deadlines for submission of the signed Plan of Study, research proposal, and/or comprehensive examination (as applicable) from the Graduate Committee. Sufficient detail and justification for the proposed new deadlines should be included in the request. If approved, those new deadlines are immediately in force.

9. Grievances. The Graduate Committee serves as a grievance committee for graduate students for grievances related to their research program or employment. Students should bring complaints to the Graduate Coordinator or to the Department Head. If a complaint is brought to the Department Head, the Head will pass the complaint to the Graduate Committee for consideration. Committee members involved in a complaint will recuse themselves. Any discussions between a student and members of the committee will be held in a discrete manner. The following procedures will be followed by the Graduate Committee as expeditiously as possible:

- a. Ascertain that an attempt has been made by the advisor and advisory committee (or supervisor) to resolve the problem.
- b. Determine if a hearing is warranted by visiting separately with the concerned student and his/her advisor or supervisor.
- c. If a hearing is warranted, request letters from all individuals with information pertaining to the issue.
- d. Conduct further conferences with concerned individuals as deemed necessary.
- e. Submit recommendation to the Department Head and obtain his/her report of how the grievance was resolved.

10. Termination of graduate students. In addition to the circumstances described in section I. D. (Personnel and Responsibilities. Students.), students may be terminated from the Integrative Biology graduate program due to poor academic performance, consistent unsatisfactory progress, and/or academic integrity violations. The procedure for termination of teaching and research assistantships is described in Sections I.D.3.c and I.D.3.d. In instances when a student reaches a situation when it is no longer possible to complete the intended degree (e.g., failure of all permitted attempts of the comprehensive exam), but is still in good academic standing within the Graduate College, the student will be transferred to special student status and be subject to all special student rules (including maximum number of hours that can later be used toward a graduate degree or certificate program). This change in status is initiated with a letter from the Department Head or Graduate Coordinator to the Dean of the Graduate College, copied to the student, and should detail the reasons for the student's dismissal from the program. The student has 10 working days from the letter date to petition the Graduate College for a hold of this action. If a petition for such a hold is made, the student shall remain in the program while the petition is heard.

1. Course Modifications. Requests for changes in course descriptions, prerequisites, credit hours, course number, scheduling, and similar changes will be made by the instructor to the Department Head who will forward them to the Undergraduate or Graduate Committee for a recommendation. To avoid potential scheduling conflicts with other courses, petitioning instructors must consult with the Department's Academic Advisor. The recommendation will be submitted to the Department Head and may also be discussed at a meeting of the Integrative Biology Council. The need to discuss course changes before the Integrative Biology Council will be determined jointly by the Department Head and the Chair of the Undergraduate or Graduate committee. If discussed before the Integrative Biology Council and approved by a majority vote, the requested changes will be forwarded to the College.
2. New Courses. Requests for new courses will be made by the instructor through preparation of the appropriate course action form and necessary supplementary materials. The procedure described under "Course Modifications" in Section III.D.1 will then be followed, except that a discussion and vote at a meeting of the Integrative Biology Council will be required. Discussion of the proposed course at the departmental level should be completed before course action forms are forwarded to the College. Review of newly proposed graduate courses at the departmental level shall include "Special Problems (ZOOL 5020)" courses that are destined to be changed to a formal course with a regular schedule.
3. Course Evaluation. Faculty will administer a course evaluation every semester. Copies of the results for each course will be given to the appropriate faculty member and a duplicate will be maintained in the Departmental files. The Department Head may examine the evaluations during the annual appraisal.

1. Current Space Assignments. Assigned by Department Head. Space requests are made to the Department Head; the Planning Committee annually examines space resources (Section II.C.6.b) and recommends changes to the Head. The Integrative Biology Council will be informed of changes.

2. Teaching Laboratories and Classrooms.

Laboratories, Rooms 204, 210, 212, 214, 216, 309, 313, 315, 316. Faculty members in charge of laboratory classes taught in these rooms should notify Departmental office staff of any maintenance issues including problems with computers and laboratory technology.

Special Purpose Rooms, Rooms 203, 215, 312, 314. Primarily for instructional purposes. Requests for extended use of these rooms for other purposes should be directed to the Department Head.

Classrooms, Rooms 103, 201, 202. Reservations for use of classrooms for meetings other than scheduled classes are made by calling classroom scheduling at 744-6885.

Learning Resources Center (LRC), Room 303 and interior rooms A-D. For instructional purposes but not available for scheduled classroom use. Faculty member in charge of the LRC is responsible for establishing protocols for use (and communicating them to the Integrative Biology Council), scheduling, maintenance and loan of equipment, working with Department Head to insure adequate resources for ongoing support, and supervising teaching assistants and staff assigned to LRC.

Instructional Computing Lab, Room 301. For instructional purposes and available for only scheduled classroom use after coordination with the faculty member in charge of the LRC. General operating procedures for the lab are the same as those listed above for the LRC.

3. Research Laboratories.

Assigned Research Laboratories. The faculty member in charge is responsible for equipment and operating procedures.

4. Collection of Vertebrates Facilities.

Specimens deposited in the OSU Collection of Vertebrates (COV) are the property of OSU and the Department of Integrative Biology. Use of specimens, equipment, or facilities of the OSU Collection of Vertebrates requires prior permission from curators. Curators are appointed by the Department Head based on taxonomic expertise and curatorial experience. Collection Managers are employed by the Department of Integrative Biology as Graduate Teaching Assistants. Only Curators or Collection Managers may remove specimens from OSU COV for use in teaching or research. Policies for acquisitions, sources, conditions of acceptance, deaccessions, loans, and consumptive use of collections will be developed by the Curators with approval by the Department Head.

Preparation Room, Room 001. For use by curators, Collection Managers and faculty, graduate students, or undergraduates whose research or assigned duties require them to work in the collections. Researchers must have approval from Curators before using the Preparation Room. Use of the room for other purposes may be arranged by consulting the Department Head and curators.

Fluid-preserved Collections, Avian Collections, Room 002. For use by personnel authorized to use room 001.

Mammalian Collections, Room 111—for use by personnel authorized to use room 001.

Frozen Tissues Collections, Room 001—for use by personnel authorized to use room 001.

Osteological Preparation Room, Room 535—for use by personnel authorized to use room 001.

Collections Storage Room, Room 000H—for use by personnel authorized to use room 001.

5. Storerooms.

Room 402. Departmental supplies and equipment. Reserved for storage of audio/visual equipment and Departmental files and supplies.

Room 403. Library of Coop Unit. The Unit Leader is responsible and all materials must be checked out and in through Unit office.

6. Other Facilities.

Cold Rooms, Rooms 005, 108. For use by Departmental students and faculty. Room 005 is restricted for Collection of Vertebrates and for student classroom projects; Room 108 is for research purposes. Material must be tagged properly with name of depositor, name of responsible faculty member if depositor is a student, reason for deposition (e.g., disposal, addition to Collection of Vertebrates, use in classes, etc.), and date of deposition. Materials must be adequately labeled or specimens will be discarded. The Collection Managers and/or Curator of Vertebrates will be responsible for maintenance of cold room 005. Individual researchers are responsible for maintenance of cold room 108. The cold rooms will be inspected regularly. If cleaning is needed, Departmental faculty and graduate students will be informed one week prior to cleaning and requested to move their items to the other cold room. After one week, any items not tagged properly or past the discard date will be discarded. After cleaning, faculty and graduate students will be informed that materials can be moved back into the room.

Live Exhibits, Room 101. For exhibit of fish and snakes. Maintenance is the responsibility of the Department Head.

Conference Room, Room 102. Scheduled activities have priority over informal use of the room. Reservations must be made in the Departmental office.

Coffee Room, Room 412. Informal discussions and meetings.

Graduate Student Computer Lab, Room 518. For use by graduate students in the Department. Graduate student representatives to the Council or their designee are responsible for oversight of this facility; they will work with the faculty member in charge, to maintain, repair, upgrade computer equipment and peripherals, and receive supplies.

Keys will be issued by the Unit Assistant to personnel designated below with written approval of the Department Head, faculty supervisor, staff supervisor, or major advisor. No deposit will be required. Keys will be returned at termination of employment, upon graduation, at end of semester for TA's, or at end of research experience, as appropriate. Failure to return keys in a timely manner may be a violation of the Student Code of Conduct and will result in bursar charges and/or placement of enrollment holds, as appropriate. If re-keying becomes necessary as a result of unreturned keys, all costs may be the responsibility of the individual. Keys may not be transferred directly from student to student. Lost keys should be reported immediately to the Unit Assistant.

Keys may be issued according to the following guidelines:

1. Department Office – Faculty, staff, and post-docs upon approval of Department head.
2. Individual Faculty and Staff Offices – Occupants and others as deemed necessary by the occupant.
3. Teaching Laboratories and Learning Resource Center – Faculty, graduate teaching assistants, and lab assistants. Keys will be returned at end of teaching assignment.
4. Individual Research Laboratory - Faculty member in charge, assigned graduate students, and authorized laboratory technicians.
5. Shared Laboratories and Cold Rooms - Faculty, authorized graduate students, and laboratory technicians.
6. Collection of Vertebrates – Curators, collection managers, and assistants involved in COV functions.
7. Classrooms and Building - Any room key fits outside doors. Classroom Keys can be borrowed from the main office only for short periods to unlock or lock doors.
8. Graduate Student Computer Lab – Graduate students upon request.

1. Purchasing. Depending on individual card limits, purchases of up to \$5,000 may be made through the University procurement card (p-card) system. Faculty, staff and graduate students must follow University policies when making p-card purchases (<http://www.purchasing.okstate.edu/Pcard.htm>) and must complete a required training session (scheduled through the University Purchasing Department) before a p-card can be assigned to them. P-cards will be maintained by the financial assistant and may be checked out for use. Transaction receipts should be returned to the financial assistant when purchases have been made. The grant or course account number to which the purchase should be charged should also be supplied. Requests for purchase involving Departmental funds must be approved by the Department Head. Requests to purchase items over \$5,000 should be submitted to the financial assistant to be handled through the University requisition process.
2. Inventories. After the material is received, the packing slip must be given to the financial assistant who will initiate payment. Inventories will be maintained by the Unit Assistant.
3. Departmental Equipment. Recommendations concerning use and maintenance of Departmental equipment, needs, and purchasing priorities are made to the Department Head by the Planning Committee.
4. Laptop computers, projectors, and VCR. A limited number of laptop computers and projectors and a VCR/Television cart are kept in the Departmental office and storeroom and may be checked out through the Unit Assistant. Priority for use of these items will be given for classroom activities. Computers purchased for instructional activities should not be used for research purposes.

1. Faculty Personnel Files. Records will be maintained for each faculty member in the Departmental office. Provisions will be made to secure the confidentiality of personnel files. Access will be limited to the individual faculty member, the Department Head (Interim/Permanent), the Administrative Assistant acting under the supervision of the Head, and the Departmental Personnel Committee and RPT Committee. Materials will not be removed from the files, but a faculty member may submit rebuttals or clarifications to the materials on file. The file may not be removed from the Departmental office without the approval of the Department Head.

The Department Head will maintain the following materials for each faculty member.

- a. Personnel files will contain materials related to recruitment and initial appointment including the position announcement, proposal routing sheets, leaves, travel, promotion and other personnel actions, and miscellaneous correspondence.
  - b. Appraisal file for each year in which the faculty member has been employed will be maintained by the Department Head. This file will also contain a current vita.
  - c. Personnel action forms.
2. Search Committee Records. The Chair of the search committee is responsible for filing all communications pertaining to the position including the position announcement, the request to staff form, copies of advertisements, mailing lists, and minutes of committee meetings. In addition, a file will be maintained for each applicant.
  3. Graduate Student Records and application materials will also be maintained in the Departmental office by the Graduate Coordinator and Administrative Assistant. Folders may not be removed from the files unless the Administrative Assistant is notified. Inactive records on graduate students will also be maintained as necessary.
  4. Undergraduate records will be maintained by the Undergraduate Advisor.
  5. Accounting and financial records will be maintained by the Financial Assistant.
  6. Miscellaneous communication such as meeting notes; committee actions; Departmental reports; and Departmental, College, University, and outside correspondence and records will be maintained by the Administrative Assistant under the supervision of the Department Head.

Participation in professional activities is recognized as important to growth of the individuals and the Department.

1. Travel Funds. Each member of the Integrative Biology Faculty will be provided a yearly sum (determined by the Department Head) to spend on travel (or other research needs at the faculty member's discretion) Whenever possible, students should apply for outside funds to support travel.
2. Procedure. Faculty or students who travel must fill out a standard Departmental travel form and indicate that Departmental funds will be used to cover travel costs. This form should be submitted at least two weeks prior to domestic travel (in-state or out-of –state) and 60 days prior to international travel. Requests for Departmental travel funds that are submitted after travel has taken place will not be approved. Faculty and graduate students paying for travel with research funds must still submit any requests for international travel at least 60 days prior to the date of departure to facilitate Regents approval of the activity.

Vehicles may be purchased by faculty using start-up or other research funds. Expenses for fuel, maintenance and repair are the responsibility of the faculty member(s) in charge of the vehicle. Each vehicle must be assigned to a research account which will be charged for fuel, maintenance and repair costs. Assigning vehicles to accounts and/or changing the default accounts used for vehicle charges must be done through consultation with the Financial Assistant. Refueling of vehicles should be done at the University motor pool when at all possible. When purchasing fuel at the motor pool, the station attendant should be provided with an account number if fuel costs should be charged to an account other than the default vehicle account.

Use of vehicles by faculty or graduate students who are not affiliated with the laboratory the vehicle is assigned to is at the discretion of the faculty member in charge of the vehicle. Faculty and graduate students using any University vehicle (including those purchased by an individual faculty member) must have a valid Oklahoma driver's license and must abide by University regulations for vehicle use. Failure to do so will result in loss of privileges to use the vehicle. Any traffic tickets or other fines accrued while a faculty member or graduate student is using a vehicle are the personal responsibility of the individual operating the vehicle when the infraction occurred. If involved in an accident with a University vehicle, the driver should notify local or state police, followed by the University motor pool and the faculty member responsible for the vehicle. If a vehicle becomes stranded due to a mechanical problem, the University motor pool and the faculty member responsible for the vehicle should be notified.

If a faculty member in charge of a vehicle leaves the Department, decides they no longer wish to be responsible for the vehicle, or loses authorization to use the vehicle, the Department Head will notify the Departmental faculty of the vehicle's availability and will reassign it based on the need of faculty expressing interest in using it.

The Department's travel trailer (1998 38' Dutchman) is available for use by faculty and graduate students to provide accommodation for field-based research projects. Use of the trailer will be assigned on a case by case basis and may be reserved for a maximum of one field season. If possible, new requests to use the trailer should be submitted to the Chair of the Planning Committee by 1 April. If more than one faculty member wishes to use the trailer, the Planning Committee will work with the faculty involved to decide who the assignment is made to and will work to develop the most equitable arrangement possible. Factors that may be considered in making these decisions include available funding for the project (are funds available to provide alternate accommodation?), duration of the fieldwork, and logistics of finding alternate accommodation. The faculty member last assigned the trailer is responsible for its return to the Stillwater campus and will incur the costs of any damage beyond normal wear. The faculty member assigned the trailer will also prepare a report of any problems or repairs required and submit this to the Chair of the Planning Committee who will have the repairs completed following approval by the Department Head. Individuals using the trailer are representatives of the Department and should conduct themselves in an appropriate manner (e.g., be courteous of others camping in the same area, etc.).

Duties of the office staff are defined in Section IC. The Administrative Assistant is responsible for the operation of the office and any problems should be reported to him/her.

1. **Priority.** Faculty may request assistance with word processing or other tasks by consulting with the Administrative Assistant. The Administrative Assistant will assign the task to a member of the office staff and provide an estimate of when the task will be completed. Jobs will be handled in the order they are submitted and based on the availability of office staff to provide assistance.
2. **Duplicating.** Use of the office fax machine and copier/printer should be limited to University-related business only. In cases where personal or non-Departmental use is required, a charge will be assessed for each fax or copy made. Charges will be determined by the Department Head and posted by the copier.

In accordance with College of Arts and Sciences requirements, at least two faculty members from departments with less than 20 faculty members must attend fall and spring commencement ceremonies. At least four faculty members from departments with more than 20 faculty members must attend fall and spring commencement ceremonies. Attendance from the Department of Integrative Biology will be based on a rotation system determined by seniority with the most senior faculty members attending commencement ceremonies first. After a faculty member attends commencement either voluntarily or from being at the top of the list, his/her name will go to the bottom of the list. In semesters when the department head is able to attend commencement, only one additional faculty member may be selected for attendance. The department head will notify the faculty member(s) selected for commencement attendance by September 15 for fall commencement and February 1 for spring commencement to provide sufficient time for the rental of academic regalia. The department will cover the cost of regalia rental for the faculty members that attend commencement each semester. If a faculty member cannot attend commencement in the designated semester, s/he must find a substitute and will be selected to attend commencement in the subsequent semester.

### **Appendix I A. B. S. in Biological Sciences**

### **Appendix I B. B. S. in Physiology**

### **Appendix I C. B. S. in Zoology**

### **Appendix II A. Degree Requirements for the M.S. in Zoology**

Credit Hour Requirements.—Students may select a thesis or report option. The thesis option is more common and generally is recommended. The courses taken to fulfill degree credit hour requirements are listed on the Plan of Study. The credit hour requirements for the thesis or report options are as follows:

Thesis option:

1. A minimum total of 30 credit hours.
2. A minimum of 2 seminar classes.
3. A minimum of 6 hours of thesis (ZOOL 5000); hours of ZOOL 5000 beyond 6 will not count toward the total of 30.
4. A minimum of 15 hours of 5000 level courses or seminars, not including ZOOL 5000.

Report option:

1. A minimum total of 32 credit hours.
2. A minimum of 2 seminar classes.
3. A minimum of 2 hours of thesis (ZOOL 5000); hours of ZOOL 5000 beyond 2 will not count toward the total of 32.
4. A minimum of 19 hours of 5000 level courses or seminars, not including ZOOL 5000.

Thesis Requirement. Students who select this option must write a thesis containing original research that is worthy of publication in a refereed journal(s) as determined by the student with the approval of his/her advisory committee.

Report Requirement. Students who select this option must complete a written literature review (or similar) of some defined research field as agreed upon by the student and his/her advisory committee. A formal proposal is not required for the report option, but the Advisory Committee must approve an outline of the report within the first 12 months in residence and this approved outline is placed by the student into their departmental graduate folder. For students who enter the program during the summer, this 12-month duration starts in August with the beginning of the fall semester. For all other students this 12-month duration starts the first day of the semester in August or January, depending on when the student first started the program. The final report is reviewed and approved by the Advisory Committee and the Graduate College and subjected to the same format requirements and deadlines as a thesis.

Responsibilities.—It is the student's responsibility to meet deadlines of the Department and Graduate College. Students are advised to check with the Graduate College for additional requirements (e.g., changes to the Plan of Study, changes to the Advisory Committee, thesis and report format, scheduling of the final examinations). Students are expected to participate in all Departmental activities (e.g., weekly, lunchtime, and special seminars, annual Departmental orientation seminars and any other required training sessions).

### Appendix II B. Degree Requirements for the Ph.D. in Zoology

Credit Hour Requirements. Students usually pursue the doctoral degree after completing a M.S. degree (Option 1), but less commonly begin a doctoral program directly following the B.S. degree (Option 2). Only exceptional students with an outstanding undergraduate background will be permitted to follow Option 2. The courses taken to fulfill degree credit hour requirements are listed on the Plan of Study. Candidates pursuing Option 1 should not list courses from their M.S. program on the doctoral Plan of Study. The credit hour requirements:

#### Option 1:

1. A minimum total of 60 credit hours.
2. A minimum of 3 seminar classes.
3. A minimum of 15 hours of dissertation (ZOOL 6000).
4. A minimum of 25 hours of 5000 or 6000 level courses or seminars, not including ZOOL 6000.
5. At least 75% of courses (including ZOOL 6000) taken at the 5000-6000 level.

#### Option 2:

1. A minimum total of 90 credit hours.
2. A minimum of 3 seminar classes.
3. A minimum of 15 hours of dissertation (ZOOL 6000); hours of ZOOL 6000 beyond 60 will not count toward the total of 90.
4. A minimum of 25 hours of 5000 or 6000 level courses or seminars, not including ZOOL 6000.
5. At least 75% of courses (including ZOOL 6000) taken at the 5000-6000 level.

Dissertation Requirement.--Students must complete an original research project that is worthy of publication in a refereed journal(s) as determined by the student with the approval of his/her advisory committee.

Responsibilities.--It is the student's responsibility to meet deadlines of the Department and Graduate College. Students are advised to check with the Graduate College for additional requirements (e.g., changes to the Plan of Study, changes to the Advisory Committee, dissertation format, scheduling of the comprehensive examination and final defense). Students are expected to participate in all Departmental activities (e.g., weekly, lunchtime, and special seminars, annual Departmental orientation seminars and any other required training sessions).

### Appendix III. Integrative Biology Graduate Student Annual Review Template

- I. Date
- II. Name
- III. Degree (MS-thesis, MS-report, PhD-60hr, PhD-90hr)
- IV. Semester matriculated
- V. Graduate advisor
- VI. Advisory committee members (if you have not formed your advisory committee yet, enter "TBD" here)
- VII. Semester and year approved Plan of Study due
  - a. Status of your Plan of Study: Not submitted; Submitted (date); or Approved (date) – you must place a printout of your approved Plan of Study in your departmental graduate folder
- VIII. Semester and year approved Research Proposal (Outline for MS-report option) due
  - a. Status of your Research Proposal (or Outline): In preparation; In review by Graduate Advisory Committee (date given to them); or Approved (date) – you must place a copy of your approved Research Proposal (or Outline), including the departmental signature page, in your departmental graduate folder
- IX. Semester and year Comprehensive Exam due (PhD only; if MS enter "NA" here)
  - a. Status: Not yet completed; Not passed (date); or Passed (date) – you must place the signed departmental Comprehensive Exam Results form in your departmental graduate folder
- X. Dates of all Advisory Committee meetings (starting with most recent; enter "None" here if you have not yet had your first Advisory Committee meeting)
- XI. Research activities/progress during review period (enter "None" as necessary)
  - a. Grant/scholarship/fellowship proposals submitted (status: Awarded; Not awarded; or In review)
  - b. Presentations (oral or poster, meeting/conference title and location, date)
  - c. Publications (give full citation or clearly indicate if In preparation or In review)
  - d. Other
- XII. Teaching/mentoring activities/progress during review period (enter "NA" or "None" as necessary)
  - a. Courses/lab sections for which you served as a teaching assistant/associate (enter "NA" if you were not assigned a GTA during the review period)
    - i. Modifications, innovations, or any other extra work contributed in the course of carrying out your assigned GTA
  - b. Undergraduate students mentored/assisted in research (e.g., Freshmen Research Scholars, ZOOL 4700, Wentz or Niblack Scholars, etc.) including a brief explanation of your role
  - c. Other
- XIII. Professional activities/progress during review period (enter "None" as necessary)
  - a. Leadership positions held
  - b. Memberships in professional organizations
  - c. Committee service (departmental, college, university, professional organization, etc.)
  - d. Professional development activities (workshops attended, certifications received, etc.)
  - e. Other
- XIV. Outreach/Broader Impact activities during review period (enter "None" as necessary)
  - a. List and briefly describe, including location and date
- XV. Goals for upcoming review period (enter "None" as necessary)
  - a. Research goals
  - b. Teaching/mentoring goals
  - c. Professional goals
  - d. Outreach/Broader Impact goals
- XVI. Curriculum Vitae (CV) – attach an updated, complete CV to this annual review