

PATTERN OF ADMINISTRATION

College of Biological Sciences

Mission

The College of Biological Sciences is one of the five Colleges of the Arts and Sciences. In addition to the objectives expressed in the University Functional Mission Statement, the College's mission is to provide outstanding:

- Undergraduate education in the basic and applied life sciences including the life sciences component of the General Education Curriculum.
- Graduate education and research in the life sciences. Our goal is national and international preeminence in selected areas.
- Service to the University, to the public and to the scientific community.

Administration

The College is administered by a Dean with the authority and responsibilities outlined in University Rule 3335-3-29, a College Secretary, Associate and Assistant Deans, Coordinators, Directors, and other officers as provided in sections 3335-3-32 and 3335-3-33 of the Rules of the University Faculty as are needed to carry out the programs of the College.

Faculty

The faculty are organized into Departments and other units as defined in section 3335-3-34 of the Rules of the University Faculty. Administration of these units and selection of Chairs and Directors must be in accordance with section 3335-3-35 of the Rules of the University Faculty.

Regular faculty holding salaried appointments in a Department in the College, including regular faculty at regional campuses, are eligible to vote in College matters.

Standing Committees

The College has seven standing committees as follows. Unless otherwise stipulated, members of committees are appointed or elected annually and will begin service on October 1.

The Executive Committee:

The Executive Committee advises the Dean on administrative matters, assists with planning, assists with coordination of activities in Departments and Programs and serves as the primary liaison between the Dean and the faculty. The Executive Committee consists of the Dean, the Associate Dean(s), the Assistant Dean(s), the College Fiscal Officer, the Chair of each Department of the College and the Director of the Introductory Biology Program. In accordance with section 3335-5-15 of the Rules of the University Faculty, the Dean serves as Chair of the Executive Committee. The Secretary of the College serves as an *ex-officio* member and secretary of the Executive Committee.

The Curriculum Committee:

The Curriculum Committee deals with instructional issues and with recommendations to the Council on Academic Affairs on course and curricular matters.

The committee has faculty and student members. There is one faculty member from each Department, appointed by the Dean from nominees elected by the faculty of the Department. Appointments are for three years and staggered cyclically, 2-2-2. A retiring member is not eligible for immediate reappointment. From nominees suggested by the Executive Committee, the Dean appoints an undergraduate student and a graduate student as full voting members of the committee. Student members serve one-year terms and are eligible for reappointment. The committee annually elects a chair from the faculty members who have completed at least one year of service on the committee. The chair will appoint a vice chair for a one-year term from the faculty members of the committee. An Assistant/Associate Dean of the College serves as an *ex-officio* member of the committee. The Undergraduate Dean of the Colleges of Arts and Sciences or her/his designee serves as Secretary of the committee. The Assistant/Associate Dean and the Secretary are non-voting members except in the case of a tie vote where the Assistant/Associate Dean may cast the deciding vote.

Diversity Committee

To assist in achieving the goals expressed in the University's Functional Mission Statement, the Diversity Committee advises the Dean on issues affecting diversity of faculty, staff and students. It recommends specific actions to recruit, retain and enhance the experience of a diverse population of faculty, staff and students within the College.

The committee has faculty, student and staff members. There is one faculty member from each Department, appointed by the Dean from nominees elected by the faculty of the Department. Appointments are for three years and are staggered cyclically, 2-2-2. From nominees suggested by the Executive Committee, the Dean appoints two undergraduate students, two graduate students and three staff members as full voting members of the committee. Student members serve one-year terms. Staff members serve three-year terms, staggered cyclically, 1-1-1. The committee annually elects a chair from the faculty members who have completed at least one year of service on the committee. The chair will appoint a vice chair for a one-year term from the members of the committee. An Assistant/Associate Dean of the College serves as an *ex-officio* member of the committee.

The Promotion and Tenure Committee:

Under section 3335-47-04 of the Rules of the University Faculty, the College must have a standing promotion and tenure committee. The College Promotion and Tenure Committee reviews the promotion and tenure dossiers of faculty and issues a report and recommendation to the Dean regarding promotion and tenure of those faculty. The committee also considers all fourth-year reviews in the college. The committee consists of one member from each Department, appointed by the Dean from nominees elected by the faculty of the Department. Nominees must be Professors who hold a 50% or more appointment in a Department of the College. Each nominee must be a member of the Graduate Faculty. Each member will be appointed to a two-year term and may not serve consecutive terms. In

reviews of Regional Campus faculty members, a Professor from a Regional Campus will be appointed to the committee for those specific deliberations. The Regional Campus representative will be appointed by the Dean in consultation with the Dean of the candidate's Regional Campus. A different committee member serves as chair for each review. The committee is empowered until the University makes its ultimate recommendation regarding each faculty member reviewed by the committee.

Committee membership should represent the diversity of faculty and the breadth of disciplines of the College. Department chairs, assistant deans, associate deans and persons holding similar administrative appointments are not eligible to serve on the committee. Members with a conflict of interest must not participate in the review of a candidate. At a minimum, committee members with a familial or comparable relationship with a candidate must not participate in the review of the candidate. In addition, a close professional relationship may give rise to a conflict of interest. For example, it may be difficult for a faculty member to review a candidate objectively when the faculty member is coauthor on a significant portion of the candidate's publications or when the faculty member is dependent in some way on the candidate's professional services.

The committee is responsible for upholding and strengthening the academic standards of the College, for assuring that the documentation for each candidate is consistent with the review and recommendations forwarded by the departmental promotion and tenure committee and department chair and for assuring that the department-level review was carried out appropriately and fairly.

Based on its experience, the committee should consider ways to improve the promotion and tenure process at the departmental and college levels and, when warranted, submit a separate report to the Dean outlining concerns and recommendations for improvement.

The Investigation Committee:

The Investigation Committee is established under section 3335-5-04 of the Rules of the University Faculty, to investigate formal complaints issued against faculty in the College. The committee is made up of seven tenured faculty. After consultation with the Department Chairs, the Dean will appoint a member and an alternate member from each Department in the College. Each departmental member must have at least a 50% appointment in the Department. A seventh, non-voting, member from outside of the College is appointed by the Dean. Deans, Associate Deans, Assistant Deans and Department Chairs are not eligible for service on the committee. Terms of appointment are three years, with initial appointments staggered such that two members (and their alternates) of the Committee are replaced each year. A member may not serve two consecutive terms. However, if terms of members end during an investigation, the terms will be extended until the completion of the investigation. If, in a particular investigation, the Dean determines that a committee member has a conflict of interest, the alternate member will serve the committee for that investigation.

Faculty Advisory Committee

The Faculty Advisory Committee serves as a balanced forum that advises the Dean on issues concerning scholarly activities, governance and administration. It hears faculty grievances, including salary grievances, and recommends appropriate actions to the Dean. It provides input on annual

evaluations of the Department Chairs and other matters as they arise. The committee meets with the Dean at least monthly during the Autumn, Winter and Spring Quarters.

Tenured faculty members who are not members of the Executive Committee are eligible to serve on the Faculty Advisory Committee. Six members are appointed by the Dean from nominees elected by the faculty of each Department. Appointments are for a three-year period and staggered cyclically, 2-2-2. A retiring member is not eligible for immediate reappointment. The committee annually elects a chair from the departmental members who have completed at least one year of service on the committee.

The committee should be a conduit between the faculty and the elected members of principal University governance bodies. The committee will meet periodically with College faculty who are members of the University Senate, Senate Committees and Council on Research and Graduate Studies.

Staff Advisory Committee

The Staff Advisory Committee serves as a forum for A&P and Civil Service staff to advise the Dean on staff issues and serves as the conduit between the staff and the College. Membership consists of one staff member from each department, the Introductory Biology Program, the Museum of Biological Diversity, an interdisciplinary graduate program administratively housed in the College, and the College Office. Members are selected by the dean from two nominees submitted by the unit chair or director. Committee membership should represent the diversity of staff duties and the breadth of disciplines of the College. Appointments are for two years with appointments staggered to assure continuity in membership between years. Members are eligible for reappointment. The committee meets with the Dean at least once each quarter during the Autumn, Winter and Spring Quarters

Graduate Student Advisory Committee

The Graduate Student Advisory Committee serves as a forum that advises the Dean on issues related to graduate education and serves as the conduit between the College and students in the graduate programs in the College. Membership consists of one student from each of the departmentally-based graduate programs and interdisciplinary graduate programs with significant numbers of students in the College. Normally, members are elected by the students in the graduate programs. Appointments are for one year.

Graduate Studies Committee

The Graduate Studies Committee serves as a forum that advises the Dean on issues related to graduate education and serves as the conduit between the College and the Graduate Programs in the College. Membership consists of the Chairs of the Graduate Studies Committees from each of the departmentally-based graduate programs, the Director of the Interdisciplinary Graduate Programs with significant numbers of students in the College and one member of the Graduate Student Advisory Committee. The student member is elected by the Graduate Student Advisory Committee. Appointments are for one year.

***Ad hoc* Committees:**

Each standing committee may appoint *ad hoc* committees to assist in its work. Such committees may be appointed to deal with subordinate areas within a standing committee's area of concern. The standing committees in this case will act as coordinators of the *ad hoc* committees. The Dean may appoint other *ad hoc* committees as are required to conduct College business. Unless there are compelling reasons to do otherwise, *ad hoc* committees will have student, and staff representation.

Faculty Meetings:

The College faculty will meet upon the call of the Dean but not less than once per year. A quorum consists of thirty percent of the faculty who are eligible to vote in College matters. Additional meetings of the faculty may be held at the request of the Dean, at the request of a majority of the faculty of any Department of the College, by petition of a minimum of ten percent of the faculty holding regular salaried appointments in the College, or at the request of any standing committee.

Any vote of the assembled faculty at a meeting is subject to appeal upon request by twenty-five percent of those present at the meeting at the time the vote is taken, or upon request by ten percent of the entire faculty within five days of the time the vote is taken. The ballot will be mailed by the Dean's Office with the Executive Committee acting as tellers.

Except as noted elsewhere in this document, Robert's Rules will be followed in the conduct of meetings if circumstances warrant such formality.

Changes to the Pattern of Administration

This document must be reviewed every five years or upon appointment or reappointment of the Dean. Changes in the pattern of administration must be approved by a simple majority in a written ballot.

The pattern of administration may be amended by a two-thirds majority vote at a properly scheduled College faculty meeting. Amendments must be submitted to the entire College faculty at least two weeks prior to the scheduled faculty meeting at which amendments are to be considered.

Standards for Appointment, Promotion and Tenure

Although there will be variations in the specific criteria established for any given faculty position, the minimum appointment criteria for Assistant Professors in the College include: an earned Ph.D. or equivalent degree in a field relevant to the mission of the College, postdoctoral research experience, demonstrated ability to carry out original research through to completion as evidenced by publications in refereed journals, potential to attract extramural research funding, demonstrated potential to develop into an accomplished teacher and a commitment to excellence in undergraduate and graduate education in a major research university setting.

Appointment or promotion to associate professor with tenure requires excellence in both scholarship and teaching. The promise of excellence in service is desirable. Excellence in scholarship must be demonstrated

by attainment of measurable national recognition, potential for international recognition, high-quality published research, submission of research grant proposals and receipt of extramural funding. There must be a substantial probability that a high rate of quality scholarship will continue. Excellence in teaching means providing students the opportunity to realize their full capabilities for learning in the biological sciences, providing the most capable and motivated students with an enhanced learning experience, and serving as an effective mentor to graduate students. Excellence in service means providing a high level of professional expertise to the University; to the public at the local, state and national levels; to the scientific community and to professional organizations. The service contribution of assistant professors is limited by design. The most important judgment is that the candidate will achieve excellence in service in the future.

Appointment or promotion to professor requires excellence in both scholarship and teaching. Excellence in service is highly desirable. Excellence in scholarship must be demonstrated by a substantial body of high quality research publications, a continued record of research funding, and international distinction as a scholar based on high-quality productivity. There must be substantial probability that a high rate of quality scholarship will continue. Excellence in teaching means providing students the opportunity to realize their full capabilities for learning in the biological sciences, providing the most capable and motivated students with an enhanced learning experience and serving as an effective mentor to graduate students. Excellence in service means providing a high level of professional expertise to the University; to the public at the local, state and national level; to the scientific community and to professional organizations.

Procedures for College-Level Promotion and Tenure Reviews

The college-level review process conforms to procedures outlined in the Rules of the University Faculty in Chapters 3335-47-02, 3335-47-03, 3335-47-04 and to additional procedures as recommended annually by the Office of Academic Affairs. The purposes of the college-level review are: (1) to determine whether the tenure initiating unit has conducted its review and reached a recommendation consistent with university, college, and department standards, criteria, policies, and rules and (2) to determine where the weight of the evidence lies in cases in which there is not a clear or consistent recommendation from the department-level review. If, in their judgment, the recommendation of the department is not consistent with university, college, and department standards, criteria, policies, and rules, the Promotion and Tenure Committee and/or the Dean may make a recommendation that is contrary to the recommendation of the department.

Committee membership and appointment criteria for the Promotion and Tenure Committee are specified elsewhere in this document. For each review, a different committee member is designated as the chair of the committee. For a review, the chair serves as the procedures oversight designee. A procedures oversight designee is responsible for monitoring the promotion and tenure process to assure that: written procedures for college-level reviews are followed, department promotion and tenure documents are available to the committee, faculty members under review have been treated the same way under the review process except when there are clear and defensible bases for differences, the review has been free of bias against underrepresented groups, the report of the committee adequately explains the basis for its judgement including bases for differing with department assessments when such differences exist, and the comments process has been followed according to the Faculty Rule. The designee is not intended to act as an advocate for particular faculty members or groups.

The committee evaluates candidates according to the highest professional standards. The evaluation must be based only on matters pertinent to a candidate's performance as a faculty member. The proceedings

must be free of comments or innuendos related to gender, race/ethnicity, religion, sexual preference, age, disability, or veteran status. Should substantive problems arise during the proceedings, the procedures oversight designee must report the problems to the Dean who is ultimately accountable for the appropriate conduct of college-level promotion and tenure reviews.

The college-level review must be independent of the department-level review. Therefore, committee members must not participate in the review of or the vote on cases from their departments. If questions are raised about any aspect of the documentation of a case during the review process, the committee will seek answers to those questions before proceeding with the review.

Assistant Professors are eligible for tenure at any time during the six-year probationary period. There is a formal review during the fourth year of appointment and a review for promotion and tenure no later than the sixth year of appointment.

The fourth-year review of assistant professors follows the same process as the review for tenure except that external letters of evaluation should not be solicited. The College Promotion and Tenure Committee fully participates in all fourth-year reviews. The committee submits a written report to the Dean for each candidate indicating the committee's actual vote and recommendation, its rationale for the recommendation including principal strengths and weaknesses of the candidate and, if the vote was divided, an explanation of the differing viewpoints on the case. The Dean will prepare a written assessment of the case and a recommendation to approve or not approve renewal of the appointment for the fifth year. When the committee report and Dean's recommendation have been completed, the candidate must be notified in writing of the completion of the college-level review and will be provided with a copy of the college-level report and Dean's recommendation. The candidate may provide the Dean with written comments addressing the college-level review for inclusion in the dossier within ten calendar days of notification of the completion of the review. The College Promotion and Tenure Committee and/or Dean may provide a response to the candidate's comments for inclusion in the dossier. Fourth-year reviews are complete after the college-level review of the dossier; there is no university level review.

As a part of the college-level review, the committee reviews the promotion and tenure dossiers of assistant professors and the promotion dossiers of associate professors. The committee submits a written report to the Dean for each candidate indicating the committee's actual vote and recommendation, its rationale for the recommendation including principal strengths and weaknesses of the candidate and, if the vote was divided, an explanation of the differing viewpoints on the case. The Dean will prepare a written assessment of the case and a recommendation.

When the committee report and Dean's assessment have been completed, the candidate must be notified in writing of the completion of the college-level review and will be provided with a copy of the college-level report and Dean's assessment. The candidate may provide the Dean with written comments addressing the college-level review for inclusion in the dossier within ten calendar days of notification of the completion of the review. The College Promotion and Tenure Committee and/or Dean may provide a response to the candidate's comments for inclusion in the dossier. There will be only one iteration of comments on the college-level review.

The Dean will forward the candidate's dossier to the Provost. The dossier must include all

recommendations, evaluations, reports, and documents generated in the promotion and tenure reviews including comments on the reviews provided by the candidate and any responses to their comments.

Approved by the Faculty of the College of Biological Sciences 6/15/98