

DEPARTMENT CODE

**Department of Microbiology, Immunology
and Pathology**

College of Veterinary Medicine and Biomedical Sciences

Colorado State University

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I. DEPARTMENTAL MISSION STATEMENT AND GOALS

The mission of the Department of Microbiology, Immunology, and Pathology (DMIP) is to pursue excellence in undergraduate, graduate, and veterinary medical education, biomedical research, diagnostic service, and outreach. The department faculty collectively should excel in basic and applied bacteriology, virology, parasitology, vector biology, prion biology, molecular biology, immunology and pathology. DMIP integrates these disciplines through exploration of underlying disease pathogenesis, improved disease diagnostics and innovative disease therapeutics. The impact of this expertise will bring new knowledge into the clinical setting to improve animal and human health.

The major goals and objectives of the DMIP as undertaken by its core components are to excel in:

- Undergraduate education, leading to a BS degree in Biomedical Sciences with a concentration in Microbiology, encompassing bacteriology, virology, immunology, parasitology, genetics, molecular biology, and vector biology.
- Veterinary Medical education, leading to the DVM degree, in the topics related to animal disease and diagnostics. These courses comprise essential elements of the professional veterinary medicine curriculum.
- Graduate education, leading to the MS, PhD and DVM/PhD degrees
- Combined residency/PhD training programs in pathology, comparative/laboratory animal medicine or microbiology provided for individuals holding the DVM/VMD degree interested in both laboratory investigation and specialty board preparation.
- Research and dissemination of knowledge regarding human and animal health that contributes to translating basic science to clinical application and intervention.
- Diagnostic service and outreach programs, including distance education that emphasize animal health and disease investigation. This includes involvement in the Colorado State University Veterinary Diagnostic Laboratory.
- Providing service to professional organizations and to communities, and peer review of grant applications, scientific manuscripts and academic or research programs.
- Innovation and development of new research programs that foster multidisciplinary collaborations to address emerging challenges and opportunities in human and animal health.

DMIP shall continue to establish and improve important links to other departments within the College of Veterinary Medicine and Biomedical Sciences, as well as other university departments and units outside of the University.

II. ADMINISTRATION OF THE DEPARTMENT

A. Administrative Officer

1. Requirements and Duties

The chief administrative officer shall be designated as the department head. Official responsibilities will be those put forth in the *Academic Faculty and Administrative Professional Manual* of Colorado State University, Section C.2.6.2. The department head shall conduct all administrative matters of the department within the guidelines established by the codes of the department, the college and the university *Academic Faculty and Administrative Professional Manual*.

Degree requirements for the position are a PhD, DVM, MD (or equivalence) or a combination thereof. Evidence of administrative and leadership roles and skills are desirable. In addition, active involvement in research in one of the applicable disciplines of the Department, including evidence of established scholarship and ability to generate extramural research funds are required. Broad academic interests are important in light of the diversity within the department. Similar qualifications are desirable for an interim department head position that may be filled through an internal search.

The position may be supported by associate department heads appointed by the department head after consultation with the Advisory Committee. Associates will provide leadership in matters associated with undergraduate, graduate and veterinary medicine education; residency training; and research programs and will be specified in an amendment to the departmental code. Within this collective leadership a strong clinical background must be represented. Associate department heads will be appointed for a three-year term.

2. Selection

The department head shall be selected as specified in the *Academic Faculty and Administrative Professional Manual* (Sections C. 2.4.2.2.b and E 4.3).

3. Term of Office

Term of office of the department head shall be five years in compliance with the *Academic Faculty and Administrative Professional Manual* (Section C.2.4.2.2.c). Procedures for termination of office are outlined in the *Academic Faculty and Administrative Professional Manual* (Sections C.2.4.2.2.c.).

B. Departmental Standing Committees

1. Advisory Committee

The Advisory Committee shall make recommendations to promote the academic interests of the department and shall advise the department head and associate department heads on matters of departmental operation and policy. Final decision and responsibility rests with the department head.

a. Election of the Advisory Committee

The committee shall consist of five faculty members each elected for a three-year term by the faculty of the department. All department faculty members with academic appointments above the rank of instructor and with the majority of their appointment in the department shall be eligible to serve. Ideally, the members of the committee should reflect the diversity of the activities of the department. Associate department heads and/or program directors may be included as ad hoc members of the committee at the discretion of the department head with the approval of the committee. The terms of service shall be staggered so that, at any time, there shall be at least one member who has one year and one member who has two years remaining to serve. Elections of members for expiring terms shall occur before the end of the spring semester and the term shall begin on the first day of the fall semester. Additional vacancies caused by resignation, retirement, etc., may be filled for the unexpired term by special election. Consecutive full terms shall not be allowed. A faculty person completing a full term shall not be eligible for re-election for one year. The chairperson of the committee shall be elected from members with at least one year of service completed in his/her term.

b. Duties of Advisory Committee

- 1) Serve as an advisory committee to the department head on policy and planning. Annually assist to review, develop, update, and amend long-range goals for the department and plans for their attainment, as espoused in strategic planning or other documents. Planning should include establishing departmental goals and designating research and teaching programs that have high priority; setting objectives for achievement of goals; designing strategies for implementation of objectives. The Advisory Committee, working jointly with the Promotion, Tenure and Reappointment Committee, will project needs in faculty recruitment, equipment, space and facilities. Significant discussions and recommendations of the committee shall be distributed promptly to departmental faculty.
- 2) Assist the department head in preparing departmental report and a self-evaluation according to the operational policies of departments in Section C.2.4.2.2. of the *Academic Faculty and Administrative Professional Manual*.

The report shall include undergraduate, graduate and PVM teaching, research, service, and other departmental programs.

- 3) Provide guidance to the department head for the establishment of departmental policy on items such as travel seminars. space allocation and administration of the Department, such as record keeping, use of staff, and equipment purchase and repair and maintenance.
- 4) Provide guidance to the department head regarding the disposition of space, equipment and resources associated with departing or retiring faculty.
- 5) Sit as a mediating entity, when requested by either the department head or faculty member, where a disagreement has arisen between a faculty member and the department head.
- 6) Periodically review the department code for compliance with university and college policy and to ensure that the code is contemporary and appropriate according to the operational policies of departments in Section C.2.4.2.2. of the *Academic Faculty and Administrative Professional Manual*.

2. Promotion, Tenure and Reappointment (PTR) Committee

The PTR committee provides counsel to the Department Head, and the faculty in decisions regarding promotion, tenure, reappointment, and evaluation of faculty.

a. Election of the PTR Committee

The PTR Committee shall be elected from eligible DMIP faculty and consist of no less than five full professors and up to two tenured associate professors.

Election to the PTR Committee shall be held annually before the end of the Spring semester with terms of service initiating in December at the end of the Fall semester. Individuals with administrative duties that include oversight and/or formal evaluation of other faculty members within the department are excluded from eligibility to serve to ensure separation of peer review from administrative review. The term of service will be three years and shall be staggered so that no more than three members are elected in any given year. A special election of faculty will be held to elect a new member to fill a vacancy on the committee. The replacement member will complete the original term of service. The members of the committee must reflect the diversity of the activities of the Department and represent its Teaching, Research and Service missions. Election ballots will identify each candidate's area of focus in the MIP mission. No consecutive terms are allowed.

b. Duties of the PTR Committee

- 1) Early in each calendar year, in collaboration with the department head, assess faculty members for promotion, tenure or reappointment, according to the criteria provided in Section E.10 of the *Academic Faculty and Administrative Professional Manual* and in Appendix I to this code.
- 2) Request the faculty member prepare and assemble necessary documentation into a promotion/tenure dossier. Acquire outside evaluations as detailed in section IV.F. of this code. Make documents available to the voting faculty before the departmental meeting.
- 3) Appoint a PTR member to act as a mentor for each faculty member proposed for promotion and/or tenure consideration. The appointed mentor will guide and advise the promotion and/or tenure candidate in preparing the dossier and summarize the dossier to eligible faculty before they vote on the proposed action for the faculty candidate.
- 4) Conduct a meeting of the appropriate faculty to vote on granting tenure or promotion and prepare a written summary of the results, stating majority and minority views. Present promotion and tenure documents, along with vote summary, to the department head.
- 5) In collaboration with the department head devise a suitable format for the annual evaluation of activities of each faculty member. Collect completed reports and prepare a written qualitative and quantitative summary and evaluation for the department head in a timely manner, taking into account the nature and specific job description of each faculty member. Evaluation materials should include a current CV, faculty activity summary reports, and teaching/scholarly activity/service evaluations.

3. Undergraduate Education Committee

The Undergraduate Education Committee of the Department is responsible for formulating policy and establishing standards relating to undergraduate education. The committee shall consist of three academic faculty members along with the Associate department head for Undergraduate Education who will serve as the Chair of the committee.

a. Election of the Undergraduate Education Committee

Election of faculty members to the Undergraduate Education Committee shall be held annually before the end of the spring semester to take effect on the first day of the fall semester. Eligible candidates shall be academic faculty members responsible to the department. UEC members serve one three-year term with one additional consecutive term allowed. Membership shall be staggered so that there is no more than one new member each year. A special election of faculty will be held

to elect a new member to fill a vacancy on the committee. The replacement member will complete the original term of service

b. Duties of the Undergraduate Education Committee

- 1) Review and evaluate undergraduate programs and curricula on a continuing basis.
- 2) Recommend needed changes in curricula and revisions of policies concerning undergraduate teaching to the Associate Department Head, who will present substantive changes to the faculty and Department Head for final action.
- 3) Review proposed courses and curricula from other departments that affect the undergraduate MIP curriculum and make recommendations to the Associate Department Head, who will present them to the faculty and Department Head for final action.
- 4) Review and recommend candidates for undergraduate scholarships, and other student awards.
- 5) Recommend the purchase of supplies, equipment and facility improvements needed to maintain and enhance undergraduate teaching to the Associate Department Head, who will submit them to the department head for approval.
- 6) Maintain active liaisons with the college representatives to the University Curriculum Committee and department representatives to the Veterinary Curriculum Committee and the Biomedical Curriculum Committee.

4. Graduate Education Committee

The Graduate Education Committee (GEC) is responsible for formulating policy and establishing standards relating to graduate education. The committee shall consist of five academic faculty members representing the major programmatic areas of the department and of the associate department head for graduate education, who will serve as the chair of the committee. The chair of the combined residency/Ph.D. subcommittee will also be a voting member of the Graduate Education Committee. Two voting graduate student representatives will complete the committee.

The combined residency/Ph.D. program is administered by a subcommittee of the GEC. This committee is responsible for oversight of the combined residency/Ph.D. program, formulation of policy and establishment of standards for the combined program. The combined program subcommittee shall consist of an academic faculty member representing each discipline in which residency training is offered as well as one voting residency/Ph.D. student representative.

a. Election of the Graduate Education Committee

Election of faculty members to the GEC shall be held annually in the spring semester. Eligible candidates shall be academic faculty members of the department. Faculty members of GEC serve one three-year term with one additional consecutive term allowed. A special election of faculty will be held to elect a new member to fill a vacancy on the committee. The replacement member will complete the original term of service. Two graduate student representatives will be selected annually by the graduate student body and/or faculty from the department. One of the student members will represent the M.S or Ph.D. program and the other will represent the combined residency/Ph.D. and D.V.M./Ph.D. program. Student representatives can serve one additional consecutive term.

Any academic faculty member with a role in the combined training program is eligible for the combined residency/Ph.D. program subcommittee. Election of faculty and student members and terms of service are as described above for the Graduate Education Committee.

b. Duties of the Graduate Education Committee and Combined Residency/Ph.D. subcommittee

The combined residency/PhD subcommittee will have duties concerning the combined program that parallel those described below for the Graduate Education Committee.

- 1) Review and evaluate graduate programs and curricula on a continuing basis.
- 2) Recommend any needed changes in curricula and revisions of policies concerning graduate teaching, and present to the faculty for approval.
- 3) Review proposed changes in graduate course coordinators and all recommended course additions, deletions, or major changes and prepare a recommendation for final action.
- 4) Annually review class schedules, catalog descriptions and prepare documents supporting curriculum changes for submission to the College and University Curriculum Committees.
- 5) Review proposed courses and curricula from other departments that affect the graduate curriculum and make recommendations to the Department Head to mitigate potential negative impacts to DMIP curricula.
- 6) Initiate and coordinate dissemination of program information and solicitation of applications. Evaluate applications and devise procedures and standards for graduate admission into the department.

- 7) Periodically examine, evaluate, and revise the departmental graduate program and guidelines for participation in the program. Maintain active liaison with the Graduate School.
- 8) Ensure that incoming graduate students have temporary advisers and have the opportunity to participate in the laboratory rotation system for graduate students.
- 9) Review and update procedures for placing graduate students into research programs in the Department as noted in Appendix III to this code.
- 10) Review and recommend candidates for graduate teaching assistantships, graduate scholarships, clinical residencies and other student awards annually.
- 11) Monitor milestones of graduate student progress through the program at regular intervals.
- 12) Maintain active liaisons with the College representatives to the University Curriculum Committee, the Graduate Council, and department representatives to the Veterinary Curriculum Committee, and the Biomedical Curriculum Committee.

5. Professional Veterinary Medicine and Service Committee

Professional Veterinary Medicine and Service Committee is responsible for formulating policy and establishing standards relating to the professional veterinary medical training program and residency programs. The committee provides coordination and oversight for diagnostic services based in the department.

a. Composition of the Professional Veterinary Medicine and Service Committee

The committee will consist of the Associate Department Head for PVM and Clinical Service, Residency Coordinators, the Diagnostic Laboratory section heads of Pathology, Bacteriology, Virology and Parasitology, the Clinical Pathology Section Head and two appointed MIP PVM Curriculum Committee members.

b. Duties of Professional Veterinary Medicine and Service Committee

- 1) Review PVM teaching workload assignments, designate teaching responsibilities in the PVM program, assess PVM curricular content and instructional effectiveness.
- 2) Review PVM teaching budget and justify recommendations for budgetary changes.

- 3) Monitor teaching facilities, prioritize needs and coordinate PVM teaching capital equipment requests to the Dean's office.
- 4) Nominate MIP faculty for PVM related college committee duties including Curriculum, Admissions, Academic Standards and Scholarship and Awards Committees.
- 5) Establish and continually evaluated strategies to recruit PVM students to post-DVM training programs in MIP including organization and implementation of externship programs.
- 6) Serve as liaison between the MIP department head and the associate dean for PVM, Veterinary Diagnostic Laboratory director and VTH director in matters pertaining to clinical service workload and performance.

III. DEPARTMENTAL AND FACULTY MEETINGS

A. Scheduling of meetings and presiding officer

The department head shall schedule and preside at departmental and faculty meetings. The meetings will be held at least once each fall and spring semester. Faculty and other meetings may be called at the discretion of the department head or the Advisory Committee. The department head shall prepare a written agenda and solicit additional agenda items. The agenda will be distributed to the faculty before the scheduled meeting.

B. Purpose of meetings

The department head will report to the faculty and seek advice from the faculty members regarding departmental strategic plans, policy, teaching, research, service, and administration of the department. Standing and ad hoc committees of the department and representatives of the department who serve on university and college committees will report their activities and recommend action by the faculty.

C. Voting

Voting at department meetings on questions before the departmental faculty shall be limited to those academic faculty members present. For some issues the departmental faculty or department head may order a mail or electronic ballot. A simple majority of those voting is required to pass a measure, unless otherwise defined in this code. Proxy voting or power of attorney given by one person to another to vote in his or her stead, shall not be allowed. For business previously announced in writing at least two days in advance, a quorum consists of a simple majority of all eligible voters. For business not previously announced, a quorum consists of two-thirds of all eligible voters.

D. Minutes

Minutes of the Departmental meetings will be recorded by a secretary appointed by the department head. Minutes of each meeting will be distributed promptly to the faculty and members of the College Executive Council.

IV. FACULTY

Recruitment and selection of new academic faculty shall follow the general guidelines of the *Academic Faculty and Administrative Professional Manual*, Section E.4.

A. Appointment and Eligibility

1. The CSU System Board of Governors has final authority in all personnel matters. This authority is delegated to the President of Colorado State University.
2. Faculty members of the department eligible to prepare and approve the departmental code, attend and vote in faculty meetings and serve on departmental committees include tenure/tenure track full time, tenure/tenure track part time, senior/master teaching/instructor, non-tenure, affiliate, adjunct, continuing, contract, or transitional (Manual section E.2.1.6).

B. Selection of academic faculty for regular appointments.

1. Departmental needs

Departmental needs will be determined by the faculty and the department head will seek approval from the dean and the provost to fill vacated or new positions in accordance with university equal opportunity/affirmative action guidelines.

2. Selection committee

A selection committee and its chair shall be appointed by the department head to establish a position description and selection criteria, solicit and screen applications, and recommend candidates for interview.

3. Conditions and expectations of employment

When the candidate is appointed, the department head will define in writing the conditions and expectations of employment and will provide copies of the Department Code and the *Academic Faculty and Administrative Professional Staff Manual*.

C. Selection of academic faculty for non-tenure track (adjunct, continuing, contract) and senior/master teaching appointments.

1. Departmental needs

There is an historic precedent in the department for appointment of non-tenure track (NTT) faculty members to enhance our research, teaching, and service missions. NTT faculty include contract, continuing and adjunct faculty appointments. This may occur through national searches to fill targeted needs in research programs as well as to fill teaching and service needs. In the department's service and teaching areas, the need may also arise to advance faculty from instructor to special appointment assistant professor position, etc. In all areas of our mission, it is fully recognized that NTT appointment faculty may also advance in rank on the NTT.

2. Procedures for Appointment to non-tenure track Faculty Positions

- a) A current faculty member must first request that a scientist or instructor under his/her supervision be appointed as a NTT research, teaching or service faculty member by submitting a letter to the department head, accompanied by the nominee's CV. Often, the faculty member submitting the nomination letter also provides financial and facility (space) support for both research and salary for the NTT faculty nominee until he/she can obtain independent funding. For service and teaching positions, the nominator is generally a faculty member who is providing direct supervision and, particularly in the case of service positions, is using generated revenue to support the salary of the individual. The nomination letter should provide an explicit description of current and future financial support, space allocation and plans for career development and mentoring of the nominee to achieve independence. The supporting letter must describe the nominee's strengths in research, teaching and/or service, as well as the nominee's interest in participating in other department duties associated with a faculty appointment. In the service area, the candidate should have obtained board certification in his/her specialty area to be appointed directly or advanced from instructor to senior/master instructor or to a NTT appointment assistant professor.
- b) The department head will forward the letter to the PTR Committee to review the NTT faculty nominee's credentials for appointment. The PTR committee will consider the letter from the nominee's faculty supervisor, the evidence of independence in research, funding probabilities (if applicable), the evidence of a significant contribution to the department's service/teaching roles (if applicable), and the potential of the nominee to contribute to accomplishing the overall goals of the department. The PTR committee will vote to either 1) deny the application, 2) ask for more information, such as additional letters of support, or 3) advance the nomination to the faculty for approval.

3. Conditions and expectations of employment

When the candidate is appointed, the department head will define in writing the conditions and expectations of employment and effort distribution. This documentation will include copies of the Department Code and the *Academic Faculty and Administrative Professional Staff Manual*.

D. Selection of other types of academic faculty for affiliate and adjunct appointments

The descriptions of Affiliate Appointments and Adjunct Appointments can be found in the *Academic Faculty and Administrative Professional Manual* (Sections E.2.2.3 and E.2.1.5, respectively). Credentials to be considered for appointment at each level in the department are set forth in the Departmental Guidelines for Appointment, Promotion and Tenure.

1. Recommendation for affiliate and adjunct appointments

Any faculty member can recommend a candidate, whose primary emphasis is research, for consideration as an affiliate or adjunct appointee. For appointment of an affiliate or adjunct appointee whose primary emphasis is teaching or service, a selection committee and its chair shall be appointed by the department head to establish a position description and criteria for selection, to solicit and review applications, and to recommend candidates for interview by department faculty and students.

2. Selection process

The department head, in consultation with the PTR Committee and the Academic Advisory Committee, will evaluate the qualifications of the candidate recommended by a faculty member or nominated by a selection committee and if the candidate is suitable for appointment, will prepare documentation for evaluation by the dean and provost.

3. Conditions and expectations of employment

At appointment, the department head will define the conditions and expectations for each new affiliate or adjunct appointee and will provide him/her with copies of the Departmental Code, including appendices, the College General Guidelines for Tenure and Promotion, and the Departmental Guidelines for Appointment, Promotion, and Tenure.

E. Procedure for annual evaluation of academic faculty members:

1. The procedure for evaluating academic faculty performance (*Academic Faculty and Administrative Professional Manual*, Section C.2.5) will be developed by the department head with assistance from the PTR Committee and will be approved by departmental faculty. It will be communicated in writing to each member at the time of his/her appointment and as appropriate thereafter.

2. Each faculty member shall submit an annual faculty activity report in the format adopted by the College Executive Council and by the deadline established by the PTR Committee. Faculty members who do not fulfill this responsibility will not be reviewed by the PTR Committee and will not be eligible for salary increase, promotion or tenure consideration for the academic year subsequent to the missing or late annual activities report. The evaluation shall be organized to address 3 major categories of faculty activity. These include (1) teaching and advising, (2) research and scholarly activity, and (3) service and outreach.
3. For faculty members with a joint appointment for less than 50% time in another academic department, DMIP will solicit an evaluation from the minority department head. For faculty engaged in service in another unit, DMIP will solicit evaluations from the unit director. Such evaluations will be provided to the department head to assist in assessing that proportion of the faculty member's activities that occur in another academic department or service unit.
4. Prior to annual evaluation of faculty members, the department head will receive from the PTR Committee a written evaluation of quantity and quality of performance of each faculty member in the past year (conforms with *Academic Faculty and Administrative Professional Manual*, Section C.2.5.g c. and d.). The criteria for evaluation are detailed in Appendix I to this code. The evaluation should reflect the levels of commitment to the three major categories as designated by the current position description and/or letter of appointment.
5. After consideration of the annual faculty activity report and the evaluation by the PTR Committee, a written summary will be prepared by the department head and given to the faculty member; both will sign it. The summary will include strengths, deficiencies that should be corrected, approaches for professional development, and a conclusion of overall merit. The faculty member may append clarification or rebuttal. This document will remain in the official personnel file of the faculty member and be forwarded to the dean for signature.
6. As part of the annual evaluation, the department head shall review each faculty member's duties and assignments and goals and objectives for the coming year. The position description for faculty may change as needs of either the faculty member or the department and college evolve. The faculty member's letter of appointment describes initial duties agreed upon at the beginning of the employment relationship. Many factors influence the need for faculty duties/responsibilities to change; these factors include change in program emphases, faculty turnover/attrition, and identification and deployment of individual strengths/weaknesses. Changes may be proposed by either the faculty member or the department head. Changes will be made in open negotiation and be recorded in the faculty member's annual evaluation document.

F. Additional procedures for comprehensive review of faculty members:

1. Tenure track faculty

In accord with section E.10.3 of the *Academic Faculty and Administrative Professional Manual*, the department head shall provide the faculty member and the dean of the college concerned a written summary of the evaluation of progress toward tenure. This report is independent of the annual evaluation covering achievements of the most recent calendar year. Likewise, the tenured faculty of the department, or a subcommittee thereof, shall annually provide an independent assessment of progress toward tenure, and a written report summarizing progress toward tenure and of any perceived deficiencies, to each tenure track faculty member. The report of the committee shall be shared with the department head and the tenure-track faculty member and may include suggestions for workload and effort distribution judged to be supportive of the faculty member's progress toward tenure.

Furthermore, a comprehensive performance review of tenure-track faculty shall be conducted at the midpoint of the probationary period at Colorado State University, unless otherwise specified in the letter of employment offer. The department head shall solicit a comprehensive evaluation of the performance of such individuals from the PTR Committee. The procedure is described in Section E.14.2 of the *Academic Faculty and Administrative Professional Manual*.

2. Periodic post-tenure reviews

a. Phase I reviews

A comprehensive review of tenured associate and full professors will be conducted by the PTR Committee no later than the fifth year after acquisition of tenure in accordance with Section E.14.3 of the *Academic Faculty and Administrative Professional Manual*.

In accord with section E.14.3.1 of the *Academic Faculty and Administrative Professional Manual*, Phase I reviews will be initiated either every 5 years after tenure or when two unsatisfactory annual evaluations have occurred within a five year period.

- i. The faculty member shall provide an updated curriculum vitae, a self-analysis, and a statement of goals and objectives.
- ii. The department head will consider materials submitted by the faculty member, all annual reviews since the last comprehensive review or tenure, as well as, peer observations and student opinions of teaching. Based on these materials, the department head will provide an assessment of the faculty member's performance and specific plans for correcting deficiencies. If the Phase I evaluation is unsatisfactory, a Phase II review will be conducted.

b. Phase II comprehensive performance reviews

A Phase II comprehensive performance review shall be conducted in accordance with Section E.14.3.2 of the *Academic Faculty and Administrative Professional Manual*. The Phase II review committee will consist of the chairs of the Promotion and Tenure Committees of each of the departments in the College. For review of full professors, the members of the Phase II committee must be full professors. The dean will appoint a chair and alternate members in the event there is a potential conflict of interest. This committee will be provided with all information included in and produced by the Phase I review, the departmental mission statement, documentation of peer responsibilities, efforts, and productivity (with names removed for confidentiality), and additional data as requested by the faculty member. This review committee will generate outcomes as required by the *Academic Faculty and Administrative Professional Manual*, Section E.14.3.2. The faculty member will have recourse as specified in the *Academic Faculty and Administrative Professional Manual*, Section E.14.4.

G. Procedure for review and recommendation of faculty members for acquiring tenure or for promotion in rank

1. The general guidelines for acquiring tenure and the guidelines for promotion in rank are set forth in the *Academic Faculty and Administrative Professional Manual* (Sections E.10, E.12, and E.13), the General Guidelines for Tenure and Promotion of the College of Veterinary Medicine and Biomedical Sciences, and the Departmental Guidelines for Appointment, Promotion and Tenure. The following recommended guidelines apply to promotion and tenure considerations:
 - a. Faculty should not be tenured as an assistant professor; advancement should be considered simultaneously.
 - b. New junior faculty will generally not be considered for tenure until their 6th year of employment, with tenure becoming effective in July of the 7th year. The following rules are used to determine year of employment for promotion/tenure purposes: Faculty with a starting date between July 1 and December 31 are in year 1 for the fiscal year in which they are hired. Year 2 begins on the subsequent July 1. For faculty hired between January 1 and June 30, year 1 of their appointment begins the subsequent July 1.
 - c. A guideline strongly endorsed at the college level is that faculty will remain in rank for 6 years before consideration for promotion to the next highest rank.
 - d. If previous institutional experience is to be factored into promotion and/or tenure earlier than outlined above, this agreement must be approved by the dean and detailed in the faculty member's letter of employment offer.

- e. NTT appointment faculty shall be considered for promotion using the same guidelines, timetable, and methods as for tenure track faculty.
2. Evaluation by the PTR Committee
- a. After consultation with the faculty member, the department head initiates a promotion and/or tenure request for evaluation by the PTR Committee. Eligibility for consideration for tenure is defined by the *Academic Faculty and Administrative Professional Manual* (Section E. 10.4). Annually, the department head will review, with the PTR Committee, the status of all faculty who are eligible for promotion or tenure, inform the committee of those requiring and/or requesting evaluation for promotion or tenure.
 - b. The faculty member being considered for tenure and/or promotion is responsible for preparing his/her dossier and ensuring that it is complete, is as informative as possible, and is available for evaluation by the date established by the committee. The department head, an appointed mentor and/or the PTR Committee will provide guidance in preparing the dossier and other documents. The dossier should be prepared in the format provided by the university and should include the elements specified in the Departmental Guidelines for Appointment, Promotion and Tenure.
 - c. Once the promotion and tenure application is submitted to the PTR Committee, it may only be terminated by the faculty member. This is done by written request to the department head.
 - d. An individual being considered for promotion and/or tenure will provide the chair of the PTR Committee names and addresses of six individuals qualified to evaluate his/her contributions in teaching, research, other scholarly activity or service. The individual being evaluated also may list up to three individuals who should not be contacted. Based on this list(s) and knowledge of eminent peers, the committee will select six individuals from whom to request an evaluation; at least three will be from the candidate's list and at least four must be external to the university. The chair of the PTR Committee will provide reviewers a complete documentation file and set of instructions by mail. Names of the reviewers will be confidential.
 - e. The PTR Committee will prepare a written report consisting of an evaluation of the completed dossier of each faculty member who is being considered for tenure or promotion. The evaluation must document quality and quantity of achievements.
 - f. The PTR Committee will provide their evaluation report to the individual under consideration for promotion or tenure. That individual will have seven calendar days to provide the committee with any additional materials for his/her dossier,

which together with the Report of the Committee will become the "Amended Dossier".

- g. Since the Provost's office requires an initial review of candidates for promotion and tenure early in September of the year of review, the process must be initiated in the previous academic year. Candidates for promotion, tenure or both should be notified by the PTR Committee in the Spring semester of the year before their consideration will go forward. Candidates must present an initial dossier to the PTR committee along with names of potential reviewers as noted in sections F.2.b and. d of this document by the deadline set by the committee. This will allow adequate time for solicitations from outside reviewers, initial internal review, and revisions if necessary. Final versions of the promotion/tenure dossier will be made available to the department faculty for review and recommendation in advance of the departmental vote. A vote tally and PTR recommendation will be provided to the department head and dean by early in the fall semester.

3. Faculty review and recommendation on tenure

The "Amended Dossier" for each faculty member considered for tenure will be available to all eligible faculty members. Eligible members are defined as, (a) all tenured faculty with rank higher than the candidate, and (b) faculty who have been employed by the department for at least one year. A meeting of all eligible faculty except those who have a direct supervisory role over faculty in the department and vote on CVMBS Executive Council will determine recommendations to grant or deny tenure to each faculty member being considered. This meeting will be called and moderated by the chair of the PTR Committee and will be held prior to a date compatible with college and university deadlines. At this meeting, the "Amended Dossier" of each individual under consideration will be presented by a member of the PTR committee. The dossier will be discussed, and this will be followed by a secret, written ballot. The tally of this vote and a summary of minority and majority views will be attached to the "Amended Dossier" and transmitted to the department head. A positive recommendation requires a majority vote of the tenured faculty present at the meeting.

4. Faculty review and recommendation on promotion

The "Amended Dossier" of each faculty member considered for promotion will be available to all eligible faculty members. Eligible members are defined as, (a) all tenured faculty with rank higher than the candidate for promotion of tenured faculty, or any faculty with rank higher than the candidate if the candidate under consideration is NTT appointment faculty, and (b) faculty who have been employed by the department for at least one year. A meeting of eligible faculty except those who have a direct supervisory role over faculty in the department and vote on CVMBS Executive Council will be set to consider recommendations to grant or deny promotion to each faculty member being considered. This meeting will be called and moderated by the chair of the PTR Committee, and will be held prior to a date

compatible with college and university deadlines. At this meeting, the "Amended Dossier" of each individual under consideration will be presented by a member of the PTR committee. The dossier will be discussed, and this will be followed by a secret, written ballot. The tally of this vote and a summary of majority and minority views will be attached to the "Amended Dossier" and transmitted to the department head. A positive recommendation requires a majority vote of eligible faculty present at the meeting.

5. Department head review and recommendation

Upon receipt of the "Amended Dossier" and the faculty recommendation, the department head will write a review either endorsing the faculty action or recommending reversal. These documents will be transmitted to the dean for further action. The department head can overrule a recommendation only for compelling reasons that must be stated in writing to the recommending body and the faculty member being evaluated (Section E.10.5.1, *Academic Faculty and Administrative Professional Manual*).

V. DISCIPLINARY ACTION FOR TENURED FACULTY

Investigation and disciplinary action regarding behavioral or professional misconduct by tenured faculty will be handled as stipulated in section E.15 of the *Academic Faculty and Administrative Professional Manual*, and by the following DMIP process.

A Preliminary Committee consisting of no less than 6 tenured departmental faculty will be appointed by the Advisory Committee to review allegations. The chair of the committee will be a non-voting, non-departmental member and will be appointed by the dean of the College. If a majority of the Preliminary Committee determines that there is sufficient evidence of misconduct to warrant a hearing, the committee shall recommend to the dean and provost that a written and signed statement, which specifies with reasonable particularity the alleged grounds for disciplinary action, be filed with the University Grievance Officer (UGO) to initiate the disciplinary process (E.15.1).

VI. GRIEVANCE PROCEDURES

A. Faculty

Should any faculty member feel that her or his evaluation of performance or assignment of duties by the department head is unfair or unreasonable, the faculty member may seek mediation in accord with University policy as outlined in Section K of the *Academic Faculty and Administrative Professional Manual*. However, it is recommended that a formal statement of grievance containing the principal issues of conflict, attending circumstances, and evidence of actions as may be pertinent first be filed with the department PTR Committee which will serve to internally review grievances.

The PTR Committee will review and consider the issue and its bases, interview the faculty member, the department head, and others deemed appropriate. The committee will prepare written findings and recommendations and provide a copy to the department head and faculty member. If the faculty member disagrees with the recommendation of the PTR Committee, he or she has full right and freedom to proceed with appeal in accord with University policy as outlined in Section K of the *Academic Faculty and Administrative Professional Manual*.

B. Staff and post-doctoral students

The resolution of staff and post-doctoral students' grievances concerning evaluation, promotion, salary, and any other grievable action shall follow the procedures outlined in the *Academic Faculty and Administrative Professional Manual* (Section K). Under these guidelines it is recommended that effort should first be made to resolve grievances at the departmental level.

C. Students

Students may appeal academic and disciplinary decisions of faculty members by procedures described in Section I.7 of the *Academic Faculty and Administrative Professional Manual*. Students may appeal academic decisions according to the guidelines approved by the Scholastic Standards Committee of the College of Veterinary Medicine and Biomedical Sciences. General considerations for student appeals are outlined in Appendix III to this code.

VII. DEPARTMENT CODE

A. Contents of the Code

The Departmental Code shall include major aspects of the policies relating to the operations of the department in accordance with the operational policies of the University in Section C.2.4.2.2 of the *Academic Faculty and Administrative Professional Manual*.

B. Schedule of Code review

The Departmental Code shall be reviewed by the Advisory Committee every 6 years and in concert with the Evaluations of Academic Programs and Departmental Operations (University Academic Faculty and Administrative Professional Manual C.2.4.2.1.k).

C. Amendments to the Code

Amendments to the Code may originate from any eligible departmental faculty member. Any changes to the Code shall require a two-thirds majority vote of the eligible faculty, after appropriate discussion of the amendment.

VIII. EVALUATIONS OF ACADEMIC PROGRAMS AND DEPARTMENTAL OPERATIONS

The department will undergo a self-evaluation of Academic Programs and Departmental Operations every 6 years in accordance with the operational policies in Section C.2.4.2.2 of the *Academic Faculty and Administrative Professional Manual*. The evaluation shall include undergraduate and graduate teaching, research, extension, and other departmental programs. An external advisory committee may also be appointed to assist in this evaluation. The self-evaluation will be performed in concert with review and revision of the departmental code.

APPENDIX I

GUIDELINES FOR APPOINTMENT, PROMOTION, AND TENURE

A. General Philosophy

The general institutional philosophy relating to appointment, promotion, and tenure is defined in the *Academic Faculty and Administrative Professional Manual* of Colorado State University, and the department follows those principles. The Manual (Section E.12) outlines, in general terms, scholarly activity in the areas of teaching, research, other scholarly activity and service. Since there is a strong tradition of accomplishment in research and clinical service within the department, scholarly activities relating to research and clinical service tend to be very important in consideration for tenure and promotion. In addition, effective teaching of undergraduate, professional veterinary medical and graduate students is very important. In most cases a balanced combination of teaching, research, other scholarly activity and service activities is desirable, especially for tenure. However, in the evaluation process, reasonable flexibility will be exercised, balancing, as each case requires, heavier commitments and responsibilities in one area against lighter commitments and responsibilities in other areas. The department is committed to the philosophy of diversity, in terms of ethnic or racial backgrounds as well as gender and other attributes that will provide and nurture a multicultural collegium of faculty, students and staff. Consequently, a faculty member's contributions toward promoting diversity are included as components when evaluating achievement in teaching, research, other scholarly activity or service.

Position titles used in appointments to the academic faculty of the department include professor, associate professor, assistant professor, master instructor, senior instructor, instructor and faculty affiliate (Manual section E.2). Academic faculty appointments may be tenure/tenure track full time, tenure/tenure track part time, senior/master teaching/instructor, non-tenure, affiliate, adjunct, continuing, contract, or transitional (Manual section E.2.1.6). Only individuals holding either tenure/tenure track full time or tenure/tenure track part time appointments at the time of consideration are eligible to acquire tenure. Academic faculty receiving tenure/tenure track appointments will be expected to devote significant time to teaching, research, and service. The determinative issues that define a position as non-tenure appointment rather than tenure/tenure track appointment are the source and purpose of position funding and the role of the position as defined by the department. The qualifications for appointment and the quality of performance required to merit promotion shall be the same for all eligible appointments. Individuals holding academic faculty appointments will be evaluated in the areas of teaching, research, and service in proportion to time and effort assignments.

The requirements for appointment and/or promotion of academic faculty become progressively more stringent for advancement to the final level of professor. Appointment at the rank of instructor requires a post-baccalaureate degree and teaching experience. Promotion or appointment at the rank of senior instructor requires a post-baccalaureate degree, teaching experience and research or other evidence of relevant scholarly activity (e.g. publication in pedagogical journals). Promotion or appointment to the rank of

master instructor requires pedagogical leadership as evidenced by creation, of and performance in didactic, experiential and/or laboratory coursework; establishment of performance metrics for these courses; and evidence of scholarly achievement (e.g. publication in pedagogical journals).

Appointment at the rank of assistant professor requires a post-baccalaureate degree and research, teaching or service experience or other evidence of scholarly activity (e.g. as evidenced by publication). Promotion or appointment to associate professor affirms the belief, based on performance to date, that the individual has the potential to eventually attain the rank of professor. A professor will have demonstrated scholarly leadership as evidenced by the attainment and demonstration of clear goals in his/her academic program; recent accomplishments as well as collective achievements are important to demonstrate sustained professional growth.

Promotion and appointment decisions are weighted heavily on performance, while tenure decisions are weighted much more heavily on perceived potential for continuing and future scholarly activity. Time in rank is defined in the Faculty Manual; however, years in rank will not be sufficient to ensure promotion or tenure.

Faculty are responsible for accumulating and maintaining documentation required for the promotion and tenure application process. This includes, but is not limited to the following items:

1. Self-assessment Description: Faculty members shall prepare a 1-2-page document describing their vision of their retrospective and prospective contributions in their position. This essay may be organized in the 3 categories of teaching, research and service. This is intended to convey the faculty member's perspective about his/her retrospective and prospective role within the Department and College mission.
2. Evaluation of Teaching Quality: The faculty member should regularly obtain student evaluations and solicit student feedback. Whenever possible, the faculty member should obtain peer observations of teaching and other qualitative assessments of teaching effectiveness.
3. Documentation of Teaching Quantity and Content: This information is contained in properly prepared annual activity reports. The faculty member should keep these reports organized for ease of extraction of this information.
4. Documentation of Advising Activity: This will include a record of advisees. For graduate and undergraduate advising, documentation of effectiveness may include record of students' achievements at CSU, placement after CSU or letters of appraisal from both current and former advisees.
5. Documentation of Scholarly Activity: This includes publications, presentations, record of funding support, and other evidence of creative productivity.
6. Documentation of Academic Service: This includes Department/College/ University Committees, service to one's professional specialty, and outreach programs.
7. Documentation of Clinical Service Activity: This may include annual evaluations of clinical service by the directors of those services (ie Diagnostic lab and or VTH director or other as appropriate).

Many of the above items are best managed by accurately completing annual activity reports and maintaining current curriculum vitae.

B. Criteria and Process for Promotion and Tenure

To clarify the considerations involved in the promotion and tenure process, the following guidelines are presented. The balance and weighting of professional activities will vary to some degree according to individual faculty member's responsibilities.

1. Promotion to Senior Instructor

a. Teaching

- 1) Effectiveness in the organized presentation of appropriately selected and current information to students in undergraduate, professional and/or graduate level curricular courses, as assessed by an evaluation by both students and/or colleagues.
- 2) Significant contributions to pedagogical leadership in the design, organizational structure and mode of presentation of such course offerings, as perceived by peers and colleagues.
- 3) Collection of evidence and metrics of teaching performance and methodological effectiveness

b. Research/Scholarly Activity

- 1) Evidence of pedagogical scholarly activity, as assessed by publication of methodologies and performance metrics in peer-reviewed pedagogical journals

c. Service and Outreach

- 1) Participation in regional, national and professional or scientific organizations.
- 2) Acceptance of responsibilities, where elected or nominated, to represent effectively the Department or College on academic committees of the University.

2. Promotion to Master Instructor

a. Teaching

- 1) In addition to the characteristics appropriate to the rank of Senior Instructor, further evidence of teaching excellence, including recognition in the form of

- teaching awards, contribution of chapters to texts, publication and citation of published works in contemporary editions of standard texts.
- 2) Creation, of and performance in didactic, experiential and/or laboratory courses
 - 3) Establishment of performance metrics for these courses.
- b. Research/Scholarly Activity
- 1) Evidence of scholarly achievement (e.g. publication in pedagogical journals).
- c. Service and Outreach
- 1) National and/or international recognition of pedagogical expertise.
 - 2) The assumption of departmental administrative responsibility for teaching and curricular development
 - 3) Acceptance of committee chairmanships in Departmental, College or University committees.
3. Promotion to Associate Professor, Granting Academic Tenure or Both

In general, granting of academic tenure requires evidence of service, scholarship and of capability as an educator and instructor. Advancement in faculty rank requires accomplishment in creative and scholarly activity as well as demonstrated competence in teaching and professional service. It is important to note that scholarship may be achieved within teaching, outreach or other areas of specialization as well as research. Demonstration of such scholarship should center on the creation of a portfolio documenting scholarly activity in teaching, outreach and/or other areas of specialization. Examples of mechanisms of documentation for teaching, research and outreach scholarship (not exclusive) are listed below. Faculty anticipating substantial scholarship in areas of endeavor other than research are encouraged to work with the department head to guide these efforts to fruition.

- a. Teaching
- 1) Effectiveness in the organized presentation of appropriately selected and current information to students in undergraduate, professional and/or graduate level curricular courses, as assessed by an evaluation by both students and/or colleagues.
 - 2) Significant contributions to leadership in the design, organizational structure and mode of presentation of such course offerings, as perceived by peers and colleagues.

- 3) Effective participation in graduate student advising, through personal guidance and instruction of graduate students as individuals and through participation in the responsibilities of graduate committee membership.
 - 4) Contributions to departmental, college and university strategic efforts in distance education, instructional technology, advising and undergraduate research.
- b. Research/Scholarly Activity
- 1) Demonstration of accomplishment in creative and productive scholarly activity, directed toward the identification and communication of new knowledge.
 - 2) Demonstration of the ability to organize, initiate and direct a productive program of research investigations, as evidenced by:
 - a) constructive solicitation or receipt of extramural funding as principal investigator
 - b) publication of research results in refereed scientific journals
 - c) presentation of research results at respected scientific meetings in appropriate disciplinary areas
 - d) elicitation and amplification of graduate students' powers of reasoning, evaluation of research data, and general scientific development, by supervision of their engagement in research and completion of degree requirements.
 - 3) Demonstration of exceptional accomplishment in areas of specialization identified as essential to departmental goals other than research.
- c. Service and Outreach
- 1) Recognition by supervisors, peers and/or user groups of excellence in the conduct of diagnostic services integral to the teaching and outreach missions of the College and University, and the provision of sound counsel to professionals and animal owners seeking the services of the College's faculty.
 - 2) Participation in regional, national and professional or scientific organizations.
 - 3) Participation in service and leadership in committees, study sections and other review panels or editorial boards of scientific organizations related to his/her discipline.

- 4) Acceptance of responsibilities, where elected or nominated, to represent effectively the Department or College on academic committees of the University.
4. Promotion to Professor
- a. Teaching
 - 1) In addition to the characteristics appropriate to the rank of Associate Professor, further evidence of excellence as a teacher may include recognition in the form of teaching awards, contribution of chapters to texts, publication of monographs and citation of published works in contemporary editions of standard texts.
 - 2) Effective and continuous primary leadership in the guidance and advising of graduate degree candidates in their programs of study, engagement in research and preparation of theses and dissertations, as appropriate.
 - 3) Assumption of an innovative and productive interdisciplinary leadership role in the creation or revision of course presentations.
 - b. Research/Scholarly Activity
 - 1) Leadership and personal direction of a research program which has attracted recognition by disciplinary peer groups in the form of continuous extra-mural funding, the attraction of graduate student participation, and/or the engagement of visiting scholars.
 - 2) A continuous record of publications and presentations in refereed journals and at national or international conferences.
 - 3) Participation in national or international conferences or symposia dedicated to the individual's research area.
 - 4) National or international recognition for accomplishments in areas of specialization other than research as evidenced by similar indices of publication and presentation.
 - c. Service and Outreach
 - 1) National and/or international recognition of expertise in the practice of a subspecialty of one of the disciplines within the Department.
 - 2) The assumption of administrative responsibility for the conduct and standards of national and/or international professional service organizations.

- 3) Acceptance of committee chairmanships in national professional organizations or in College and University committees.

APPENDIX II

PROCEDURE FOR ANNUAL EVALUATION OF FACULTY

Faculty recognize the need for periodic evaluation of their assigned or self-assumed roles within the Department, development of written goals or assignments for a future interval (typically 1-2 years), and understanding of qualitative and quantitative criteria which will be used to evaluate their success in achieving or exceeding the outlined goals or assignment. Success of an individual faculty member in achieving or exceeding his/her goals should be reflected in merit salary increases.

A. Information Database

1. It is the responsibility of each faculty member to maintain a database of activities and both qualitative and quantitative descriptors which will be useful during the annual evaluation or promotion and tenure evaluation, and to complete and submit an Annual Activities Report.
2. The annual evaluation of faculty performance will cover a calendar year, but unusual activities occurring between January and the actual evaluation also will be considered if appropriate.
3. By a deadline set annually by the Department Head (normally in January), each faculty member will complete a faculty activity summary for the preceding calendar year. It is imperative that the faculty member carefully complete this report and supply accurate / appropriate information by the designated deadline. This annual activity report will serve as the major database for annual performance evaluations.

B. Annual Activities Report

1. The Annual Activities Report will document teaching, advising and mentoring activities by providing three essential components.
 - a. Summaries of: courses taught by the faculty member; contact hours in didactic lecture or laboratory instruction, group or individual studies, seminars, thesis or dissertation.
 - b. An overview of undergraduate, graduate, PVM, postdoctoral students and/or visiting fellows advised and mentored.
 - c. An evaluation of teaching effectiveness.

In keeping with section E.12.1 Teaching and Advising of the CSU Academic Faculty & Administrative Professional Manual (revised October 2019), evaluation of teaching is designed to highlight strengths, identify deficiencies, and improve overall teaching and learning. Each instructor within a course will be evaluated each time the course is offered. The instructor will prepare appropriate documents in keeping with the chosen

evaluation criteria. Evaluation criteria of teaching can include, but are not limited to, quality of curriculum design; quality of instructional materials; achievement of student learning outcomes; effectiveness at presenting information, managing class sessions, encouraging student engagement and critical thinking, and responding to student work.

The Department of Microbiology, Immunology and Pathology (DMIP) affirms that teaching evaluation must involve substantive review of multiple forms of evidence and sources of information. DMIP requires faculty members to choose, at annual evaluation for the upcoming year, three criteria from the following list (adapted from *Framework for Teaching Effectiveness, The Institute for Learning and Teaching at CSU*) to evaluate teaching effectiveness:

- summaries of how the instructor used information from submitted peer feedback to improve course design or instructional delivery, as well as any evidence of the outcomes of such improvements
- summaries of how the instructor used information from student feedback to improve course design or instructional delivery, as well as any evidence of the outcomes of such improvements
- examples of course improvements and their effect on student learning
- development of new courses and teaching techniques
- professional development related to teaching and learning, with specifics as to how this informed your teaching
- attending and participating (i.e. presenting) at education seminars or conferences, such as MIP Teachers' Lounge, TILT seminars, ASMCUE, AAVP Education Symposium, etc.
- publication of pedagogical research in peer-reviewed pedagogy journals
- publication of textbook or chapters in a textbook that are standard in the field
- integration of service learning (incorporation of community service and/or outreach into the course)
- evidence of the use of active and/or experiential learning and their effect on student learning
- letters, electronic mail messages, and/or other forms of written comments from current and/or former students
- assessments from conference/workshop attendees
- self-assessment of placement and evidence of growth on the Framework for Teaching Effectiveness
- evidence of work on/improvement of university priorities to improve student success, i.e., FFW (First Four Weeks), Principles of Community, Inclusive Excellence, etc.
- course syllabi with well-defined objectives that support student learning

Faculty members are encouraged to obtain peer observation of teaching. The purpose in using peer observation is to support and elevate teaching in the department. The emphasis here is on **observation and reflection** rather than **evaluation**. Observation is designed to

improve teaching, not only for the faculty being observed, but the peer observer as well. This observation system provides a framework for formative peer discussion and self-assessment of teaching strategies. Additionally, the records from the observation and implementation of changes can be used as one measure of teaching effectiveness in the yearly activity summary.

Note: the use of student survey responses is appropriate only in the context of multifactorial reviews of multiple resources oriented toward an instructor's continuous improvement in fulfilling our teaching mission. Reflection on, and use of, student perceptions can be one part of instructors' formative development. Therefore, results from student course surveys should be shared with the department head and promotion and tenure committee but considered only in context of a multifactorial review for the purpose of mentoring and evaluating teaching.

- d. In addition to the evaluative criteria, the faculty member will summarize any other special achievements, and any features limiting achievement, in the area of teaching.
2. The Annual Activities Report will document research activity by including information on:
 - a. Applications submitted for intramural or extramural training or research activities.
 - b. Grants awarded from intramural or extramural sources in support of training and research; including dates of award, direct and indirect costs and percent effort.
 - c. Publications divided into sections for refereed journals, books or book chapters, symposia proceedings, or non-refereed journal publications. Publications in other than research-related books, journals, etc., should be presented in such a manner as to highlight the participation of referees, the importance of the publications, and their contributions to the author's area of specialization.
 - d. Recognition by others through invitations to present seminars or substantial talks outside the University.
 3. The Annual Activities Report will include documentation of service activities including:
 - a. Clinical service, continuing education and other outreach activities.
 - b. Membership on committees, both inside and outside of the University
 - c. Professional service such as organizing meetings, service on editorial boards and grant review panels, review of manuscripts, etc.
 4. Contributions to diversity goals, maintenance of a workplace free of drugs or sexual harassment, and other features also can also be included in the report and considered in the annual evaluation.

C. Peer Evaluation

Consistent with University Code section C.2.5, the department head will request the Promotion, Tenure and Reappointment Committee to provide a written evaluation concerning the performance of each faculty member, based on their review of the Annual Activities Report. The evaluation will take into account the percentage effort devoted to teaching and advising, research or other scholarly activities and service activities for each faculty member's appointment. For faculty with appointments in the diagnostic laboratory, the evaluation will include an assessment of the quantity and quality of clinical services provided. The relative importance of these activities will depend on the approximate percentage effort devoted to service. This evaluation is to be provided to the department head in a timely fashion to assist in completing annual evaluations by the college/university deadlines. This information will be considered confidential.

D. Evaluation by the Department Head

1. An annual evaluation by the department head of each faculty member will be completed early in the spring semester in compliance with college/university deadlines.
2. The department head will prepare a written document summarizing the annual evaluation in accordance with college and university requirements, to include a brief job description; a relative (percentage) distribution of effort anticipated during the coming year for teaching, research or other scholarly activities and service; a capsule evaluation of performance during the past year, including commitment to scholarly growth and development, diversity, collegiality, safety and respect; specific teaching assignments for the coming year; and general goals in teaching, research and service. A summary statement conveying an overall merit evaluation, such as exceeding expectations, meeting expectations, needs improvement or unsatisfactory will be included.
3. The written report of the annual evaluation conference will be given to the faculty member who may append a clarification or rebuttal. The complete document will remain in the official personnel file of the faculty member.

APPENDIX III

Guidelines for Participation in the Graduate Programs

Introduction

The research programs and resources of the DMIP provide excellent opportunities for training at the M.S., Ph.D., D.V.M./Ph.D. and combined Ph.D./residency levels in fundamentals of modern investigative microbiology, immunology and pathobiology. We place emphasis on a multi-disciplinary approach to research problems. This is facilitated by collaborations with major research groups within the College of Veterinary Medicine and Biomedical Sciences, as well as other colleges, programs or academic units. Interpretive diagnostic expertise training is also provided in conjunction with the Veterinary Teaching Hospital and the Veterinary Diagnostic Laboratory. On a more limited basis, graduate research can also be performed in the laboratories of affiliated faculty that are members of the local branch of the Centers for Disease Control and Prevention. In addition to graduate courses, the department has an undergraduate degree program that conforms to the guidelines of the American Society for Microbiology; other departments in the college provide a variety of ancillary courses that substantially broaden and enhance the offerings.

Students

The department admits students with a variety of interests and backgrounds. We encourage graduate student applications from members of minority groups traditionally underrepresented in the field. The individual goals of students differ substantially, both with respect to the degree or degree combination(s) they seek, and with respect to the specific training areas in which they are interested. The department accommodates different interests and degree objectives, and encourages the diversity of backgrounds, interests and goals of students and faculty alike.

Candidate students must meet requirements of the Graduate School to be admitted to the DMIP graduate program. International applicants often require special consideration. Students who are not fluent in English may not be qualified for appointment as a GTA upon arrival and will be required to pay nonresident tuition for their entire tenure. For these reasons, the department encourages international applicants to make every effort to seek financial support for tuition and living expenses from their home country.

Requirements

The general requirements governing graduate student education appear in the Colorado State University Graduate and Professional Bulletin. The specific regulations covering areas delegated by the Graduate School to the Department of Microbiology, Immunology & Pathology appear below. DMIP may petition the graduate school for waivers of minimum requirements (3.0 GPA, e.g.) in certain circumstances.

The Graduate Education Committee

The Graduate Education Committee (GEC) of the Department of Microbiology, Immunology & Pathology is responsible for formulating policy and establishing standards relating to graduate education. The Associate Department Head for Graduate Education chairs the GEC and acts as coordinator of graduate studies for the department. Committee recommendations regarding policy and establishment of standards relating to graduate education are subject to approval by the departmental faculty and the GEC serves as an advisory body to the Associate Department Head for Graduate Education in decisions concerning admissions.

There will be a residency/Ph.D. subcommittee of the GEC comprised of one member of each specialty, and an annually elected student representative. This committee formulates policy and standards for residency training and graduate education of students enrolled in the combined programs. Policies and standards are subject to approval by department faculty. Additionally, this committee is charged with selection and recruitment of combined program candidates.

Degree programs

The department offers the following degree programs; M.S., Ph.D., combined residency Ph.D. in Anatomic Pathology, Clinical Pathology, Comparative Medicine and Microbiology. The combined programs are designed for students who have received their D.V.M. degree. The department also has students in the interdisciplinary DVM/PhD and Cell and Molecular Biology (CMB) programs. Guidelines for students in the M.S. and Ph.D. programs are described in section "A" of each category below. The specific guidelines for the combined residency Ph.D. are described in section "B" below when they differ from the M.S. and Ph.D. program. Students enrolled in interdisciplinary programs (D.V.M./Ph.D., CMB) will follow the guidelines for those programs. Students who enter the combined residency Ph.D. program are free to pursue their Ph.D. degrees in other departments and will be guided by the graduate rules of that department.

Admissions

A. Application for graduate study at Colorado State University is made electronically through the Office of Admission. The required documentation for the application includes official transcripts from previously-attended colleges and universities, verbal, written and analytical GRE scores, three letters of recommendation, a statement of goals written by the applicant a resume or CV, an application fee as specified and TOEFL scores (if English is not the applicant's first language).

Applications are submitted through the Office of Admissions online system and accessible to the department for review and evaluation. The GEC is charged with initial screening and evaluation of files. To facilitate expert evaluation, suitable applicant files may be circulated to faculty with research programs that appropriately match the interests of the applicant. Based on the evaluations of at least two faculty members, the GEC provides a recommendation to the Associate Department Head for Graduate Education for or against admission. No fixed or numerical criteria are used; composite profiles of the applicants are gleaned from all of the documentation in the application file. Recommendations are also dependent on space and resource availability in the department and individual faculty laboratories.

Applicants deemed admissible will be contacted by the Associate Department Head for Graduate Education and a personal interview will be arranged. Students may be offered a Graduate Teaching Assistantship (GTA), which covers tuition and stipend for 9 months. If an individual faculty member has current openings, a Graduate Research Assistantship (GRA) position may be offered. GRAs may also be available via a limited number of training grant positions. Students are only considered for admission when their research interests match programs available in the department.

B. Applications are submitted through the Office of Admissions online system and accessible to the department for review and evaluation. The GEC, residency coordinator and heads of each program, will review the applications. Based upon their applications students may be invited for an interview. Acceptance is contingent upon acceptance by the graduate school. GRE scores will be requested from the applicants. Criteria for acceptance include a strong academic record and a demonstrated interest in basic research (hD) applied pathology or diagnostic medicine (residency/PhD). Individuals in this program are expected to obtain a Ph.D. or M.S. degree as appropriate for the respective residency program and achieve board certification from the appropriate specialty college.

Graduate Student Advisers and the First Year of Study

A. Unless a student is supported by funds from an individual investigator, the Associate Department Head for Graduate Education will act as temporary adviser for the student in the first year of study. The temporary adviser assists in selection of courses, and helps the student identify faculty members who's academic and research interests coincide with the student's educational goals. The student is then responsible for contacting faculty members and arranging for a minimum of 2 laboratory rotations, each 8 weeks long, with the option to complete up to 5 rotations. The Associate Department Head for Graduate Education will assist students when requested. The student registers for an appropriate number of credits in MIP698 (M.S. students) or MIP798 (Ph.D. students) during lab rotations (see ACADEMIC STANDARDS), is assigned mini-projects, and is expected to participate in research in the same way as other graduate students, using these experiences to learn techniques as well as select a permanent adviser. A permanent adviser must be identified and approved by Associate Department Head for Graduate Education by the beginning of the second year of study.

A careful evaluation of each student's potential for success is made at the end of the first year based on performance in coursework and laboratory rotations. Research progress will be determined through written evaluations that rotation advisers will provide at the end of each rotation period. It is the student's responsibility to meet regularly with each rotation adviser to monitor progress.

Student supported by funds from an individual investigator are exempted from laboratory rotations. Assistance with course selection and initiation of the thesis/dissertation research program will be provided by the permanent adviser. All students who are eligible must establish Colorado residency by the end of the first year.

The program of study should be submitted by the end of the third semester (see CURRICULUM and specific degree requirements). The program of study and names of the graduate committee are to be listed on the Graduate School's Form 6. This form will be discussed by the student, the major adviser, and the proposed graduate committee members. It is the student's responsibility, with the help of the adviser and the graduate committee, to rectify deficiencies and to identify core coursework pertinent to the student's needs for earning an advanced degree.

In summary, by the beginning of the second year a student must: (1) Carry out two laboratory rotations, unless he/she is supported by funds from an individual investigator; (2) Identify an approved permanent adviser and graduate committee members; (3) Determine the coursework needed for the program of study; (4) Submit GS Form 6 to the Graduate School. Failure to complete these steps could lead to an interruption in the student's financial support; a "Hold" that prevents any registration activity is imposed by the Graduate School if GS Form 6 is not filed in time. (5) Students who are eligible are also required to establish Colorado residency by the end of the first year.

B. During residency training, students are supported by state funds except under special circumstances. Support lasts for three years in anatomic and clinical pathology and laboratory animal/comparative medicine and two years for microbiology residents. During the first year the majority of time is spent with clinical responsibilities; subsequent year duties are defined by each program. Students in the combined residency/Ph.D. program will be assigned a residency advisor from the clinical faculty involved in their program. Students in the comparative medicine program may elect to perform thesis-requiring M.S. degree in lieu of completing a Ph.D. These students are required to identify a M.S. thesis advisor during their first year and are aided in this process by the Comparative Medicine Training Program Director. Assigned faculty members will conduct yearly evaluations of residency training performance. This evaluation is intended to aid the trainee by identifying areas for improvement and formulating plans that ensure progress. Continuation in the residency program is dependent upon satisfactory yearly evaluations. The residency mentor will also aid the trainees in the transition to research training and continue to provide guidance through the board preparation period. Students are expected to identify a scientific mentor prior to entering the research phase of the program. Students are expected to identify a permanent laboratory and advisor by the end of the first year. Students will submit GS Form 6 to the Graduate School by end of the first year of graduate studies. Failure to complete these steps could lead to an interruption in the student's financial support; a "Hold" that prevents any registration activity is imposed by the Graduate School if GS Form 6 is not filed in time. Students in the combined program who are eligible are also required to establish Colorado residency by the end of the first year.

The Graduate Committee

A. The adviser chairs the student's graduate committee, which is composed of at least three faculty members for a M.S. program, and at least four members for a Ph.D. program (these numbers include the major adviser). Committees must have at least one member from outside the Department (see below). The chair (major adviser) must be a member of the Microbiology, Immunology & Pathology faculty.

The graduate committee has responsibility for assisting the student in planning a program of study, monitoring the student's progress through that program, and determining whether or not the student has met the standards of the department and the university for the degree completion. The major adviser and the graduate student propose the membership of the graduate committee, and the student is responsible for contacting potential members. Final approval and appointment of the committee is the responsibility of the Associate Department Head for Graduate Education, with the subsequent approval of the department head and graduate dean. Department faculty affiliates and faculty members who have joint appointments DMIP cannot serve as the external faculty member. Faculty members from other departments serving on any graduate committee should be chosen to complement the specialties represented on the committee from within the department.

The student will schedule a meeting with the graduate committee at least once each year to obtain feedback on progress and to discuss plans. The departmental "Annual Progress and Planning Report" and a one-page summary of research results will be prepared by the student prior to the meeting. Immediately following the meeting, the student and major adviser will complete the Report, sign and submit it to the Associate Department Head for Graduate Education. The Annual Report then becomes part of the student's file and is used to determine whether the student is making satisfactory progress towards the degree (see the Scholastic Standards section of the Graduate and Professional Bulletin).

B. Guidelines are the same as outlined in A.

Curriculum

A. The student and the graduate committee share responsibility for formulating the coursework in the student's program of study. The program of study for students is based on the student's academic background, area of specialization, and recommendations of the graduate committee. Particular attention must be paid to fulfilling the core area requirements for the degree program.

The core departmental areas are defined as bacteriology, virology, molecular genetics, immunology, vector biology and pathobiology. Note that many regular departmental graduate courses are scheduled in alternate years and are distributed to facilitate student scheduling. Several graduate courses are taught on an annual basis. MIP700 (Topics in Microbiology, , for example, is a course involving discussion of research literature in the core areas on a rotating basis, and is taught each fall and spring semester. Students are expected to enroll in MIP700 at least once during each year of graduate studies. All graduate students are required to enroll in MIP654-Research Policies and Regulations or GRAD 544-Ethical Conduct in Research. Coursework in other departments should be determined by the student's background and consultation with the major adviser and committee. The core areas chosen determine the range of topics in the preliminary or (in case of Master's) final exam.

The minimum required coursework for each residency program is as follows:

B.i. Anatomic and clinical pathology residents

MIP 792C-Microscopic Bioanalytical Pathology, 1 credit seminar every semester
MIP 786A-Practicum-Comparative Gross and Histologic Pathology
MIP 786B-Practicum-Surgical Pathology
MIP 786C- Practicum-Clinical Pathology
MIP 786D-Practicum-Comparative Medicine
MIP 792A-Seminar-Research/Graduate
MIP 654-Research Policies and Regulations or GRAD 544-Ethical conduct in Research

Other coursework providing instruction in a discipline related to the M.S. or Ph.D. degree as recommended by the student's graduate committee

B.ii. Comparative Medicine residents

MIP 795-005-Contemporary Topics in Comparative Medicine (1 credit/semester. 1 semester/yr as offered) 3 years
MIP 792C-Microscopic and Bioanalytical Pathology Seminar (1 credit/semester) 2 years
MIP 792A-Seminar-Research/Graduate
MIP778-Pathobiology of Laboratory Animals, 3 credits, every other year
MIP 779-Laboratory Animal Pathology Practicum, 1 credit
MIP 786D-Practicum-Comparative Medicine
MIP 654 Research Policies and Regulations or GRAD 544 Ethical conduct in research or CM 666: Science and Ethics, 3 credits

Other coursework providing instruction in a discipline related to the M.S. or Ph.D. degree as recommended by the student's graduate committee

B.iii. Microbiology residents

MIP 792A-Seminar-Research/Graduate
MIP 700-Topics in Microbiology
MIP ???-Practicum-Microbiology Rotations
MIP 654-Research Policies and Regulations or GRAD 544-Ethical conduct in Research
Other coursework providing instruction in a discipline related to the M.S. or Ph.D. degree as recommended by the student's graduate committee

Service Requirements

- A. Not applicable.
- B. In the first year of training anatomic pathology residents are expected to spend a minimum of 14 week-long rotations on the surgical biopsy service and the necropsy service, for a total of at least 28 weeks of service duty. This decreases in the second year to a minimum 6 weeks of each, and in the third year to 4 weeks of each. Additional duty may be required in each of these years as the need arises. Trainees will register for practicum credit consistent with the time commitment to service activities throughout the period of residency training. While on the necropsy service, residents also have responsibility for training and teaching senior veterinary students that are rotating through that service. Residents are expected to spend the majority of their time at the VTH laboratory during weeks when they are on duty. Exceptions include attendance of scheduled classes or seminars, and with the permission of the faculty person on duty, research-related responsibilities, that cannot be rescheduled.
- In the first year of the clinical pathology residency, trainees should expect to devote a minimum of 20 weeks to clinical pathology service duty and 9 weeks to surgical biopsy service, which decreases to 16 weeks of clinical pathology service duty in the second year and 14 in the third.
- In the microbiology residency, trainees should expect to devote a minimum 44 weeks to diagnostic service (including training/teaching veterinary students) during the first year of the program; during the second year, 50% of the resident's time is devoted to service, 25% to teaching and 25% to research (clinical or graduate).
- In the comparative medicine residency, trainees will spend a total of 2000 hours (approximately 52 weeks) on primary call to meet board preparatory requirements. This is distributed across all three years of the residency, with approximately 30 weeks of service in year 1, 19 in year 2 and 4 in year 3.

Graduate Seminars and Presentations

A. Faculty and students participate in weekly graduate seminars during fall and spring semesters. Each graduate student is required to present a seminar every second academic year during their graduate studies, beginning in the second year. All students are required to register for seminar (MIP792) and regularly attend weekly seminars each fall and spring semester. A letter grade will be assigned for the semester in which the student makes a presentation. In semesters when no

letter grade is assigned, S/U grading will be used. Final defense seminars will be presented as part of the weekly graduate seminar series or separately.

B. Combined students are required to present every other year starting year three of the program.

Teaching

A. All graduate students are encouraged to obtain teaching experience. Many graduate students will participate in teaching by holding a GTA position for one academic year. The department fills a variable number of GTA positions per year, and duties are assigned throughout the undergraduate courses of the department. A GTA workshop is presented by the Institute for Teaching and Learning at the beginning of the academic year. MIP784 (Supervised College Teaching) provides teaching opportunities for all students.

B. Residents are required to teach in at least one semester of PVM course or practicum in their respective programs during the first year of the residency. Microbiology residents are expected to continue teaching during their second year of residency. Comparative medicine residents will assist with administration of the following practicum courses for PVM students: Opportunities in Laboratory Animal Medicine and Biology and Diseases of Rabbits and Rodents. Students will also assist with administration of VM778B after they have successfully completed those courses.

Academic standards

A fulltime graduate student is expected to register for 9-15 semester credits during spring and fall semesters until graduation requirements are met. GTAs should only register for 9 semester credits during the first academic year due to commitments of their TA assignment. Registration during the summer session is only required if the first or last semester of the student's program falls during the summer. A minimal cumulative grade point average of 3.0 must be maintained in all course work. Details regarding the quality of academic work are published in the Graduate and Professional Bulletin under the section on Scholastic Standards. **Students must be continually enrolled at CSU until they graduate, including students taking a leave of absence**.

Masters of Science Degree Course Requirements and Program of Study

Each Master of Science student shall acquire an in-depth knowledge in an area of research and breadth of knowledge by completing formal coursework in two of the core areas of microbiology, immunology and pathology as specified above. For the thesis option (Plan A) Master of Science degree, a minimum of 30 semester credits (300 level or above) in coursework and research is required. At least 24 credits must be earned at CSU; 16 of the 24 must be in 500-

or higher-level courses and 12 of the graduate-level semester credits should be in regular courses (excluding MIP700 topics, MIP698 research, MIP699 thesis, MIP784 teaching and MIP792 seminars); the department requires 9 credits in Microbiology, Immunology and Pathobiology courses.

The course requirements for the non-thesis option (Plan B) Master of Science degree are identical to those of the Plan A option, except that the 30 semester credits requirement need not include research credits. Additionally, a scholarly paper is required for the Plan B Master of Science degree. The content and style of the scholarly paper are left to the discretion of the student and the graduate committee.

Any exceptions to these guidelines must be approved by the GEC and the Associate Department Head for Graduate Education.

Master of Science Thesis

The Master of Science student will submit to DMIP a comprehensive thesis based on the student's research problem. The "THESIS MANUAL" provides information on an acceptable format for preparation of theses. The content and style of the thesis are left to the discretion of the student and the graduate committee subject to approval by the Associate Department Head of Graduate Education. The department requires an electronic copy of the dissertation for its library.

Examinations

Each candidate for a master's degree must pass an oral final examination. The exam must be completed at least 5 weeks before the expected graduation. The examining committee consists of the student's graduate committee with the adviser serving as chairperson. The student is responsible for arranging the examination time so that all committee members may attend. The title of the thesis or scholarly paper, time, and place for the examination must be given to the department's Academic Support Coordinator at least 3 weeks prior to the examination date so that the graduate school may be notified, and timely announcements may be posted. At least one week before the final examination, the adviser must inform the student and the committee members of the nature and scope of the examination. Generally, the exam will cover the student's thesis or scholarly paper and the two core areas of microbiology, immunology and pathology in which the student has specialized. The final examination shall be open to the entire faculty; however, non-committee members may participate in the examination only at the invitation of the committee chair. An affirmative vote of a majority of the committee members is required for the student to pass the final examination. It is the student's responsibility to obtain GS Form 24 from the graduate school website prior to the examination and to submit the completed form after the relevant signatures have been obtained to the graduate school within two working days of the examination.

A candidate who fails the final examination may be reexamined once upon recommendation of the graduate committee. Before a reexamination, the candidate may be required to carry out additional work. The reexamination will occur between 2 and 12 months after the first

examination. Failure of a reexamination will automatically terminate the student's participation in the graduate program.

Transfer from Master's Degree to Ph.D. Degree

Upon recommendation of the adviser and graduate committee, and with the approval of the Graduate Education Committee and the Associate Department Head for Graduate Education, an exceptionally qualified student may transfer to the Ph.D. degree program without completion of the Master's degree. The following steps for transfer from M.S. to Ph.D. program are required:

1. Graduate student should meet with graduate committee regarding transfer from M.S. to Ph.D.
2. Written request from adviser (with approval from each committee member) and GS Form 7 should be submitted to the Associate Department Head for Graduate Education. It is the student's responsibility to obtain GS Form 7 from the Graduate School website and to return the completed form to the Graduate School after the relevant signatures have been obtained.

Doctor of Philosophy Degree Course Requirements and Program of Study

Each Ph.D. student shall acquire in-depth knowledge in the selected area of research specialization(s) and breadth of knowledge by completing formal coursework in three of the core areas of microbiology, immunology and pathology as specified above. Adequate knowledge in general biological and physical sciences is also required. To be recommended for candidacy, students must do more than complete minimum course requirements. They must demonstrate to the satisfaction of their graduate committee that they possess the knowledge, abilities, and skills essential for the specialization chosen. A minimum of 72 semester credits in course work (300 level and above) and research is required. An appropriate master's degree or DVM from an accredited college or university may be recommended by the Graduate Education Committee for approval for a maximum of 30 credits. At least 21 credits are to be earned beyond the MS/DVM degree in courses numbered 500 or above.

At least 16 of the graduate-level semester credits should be in regular courses (excluding MIP700 Topics, MIP798 research, , MIP799 dissertation, MIP784 teaching and MIP792 seminars); the department requires 13 credits of these in DMIP courses.

Foreign Language Requirement

Since English is the language of instruction at Colorado State University, proficiency in written and spoken English is expected. Academic units of the university evaluate students in this regard, and they may require students to secure remedial instruction if necessary.

Preliminary Examination

A. The Doctor of Philosophy student gains admission to candidacy by passing a comprehensive preliminary examination. The preliminary examination consists of a written and an oral part and covers the candidate's entire program of study. The comprehensive preliminary exam is to be administered by the end of the 5th semester in the graduate program (Fall semester of the third year) or by the end of the 8th semester (Spring semester, fourth year) for students in the combined residency/ graduate programs. The intent to hold a Ph.D. preliminary examination is to be formally declared in advance. It is the responsibility of the student to inform the department's Academic Support Coordinator at least three (3) weeks in advance of the examination date.

The preliminary exam committee should consist of the students' graduate committee with the major adviser(s) replaced by an alternate member(s) selected in consultation with members of the Graduate Education Committee. The preliminary exam committee must contain the same number of members as the permanent committee. **The DMIP Associate Department Head for Graduate Education will submit a petition to the Graduate School requesting the substitution of a committee member for the major adviser(s) for the preliminary examination only. The Graduate School must approve the substitution prior to the exam.** A committee chair should be identified to communicate directly with the student during preparation of the proposal and to provide a comprehensive written evaluation after the examination. The chair of the committee will be a regular member of the student's committee. The outside of the department member of the student's committee cannot serve as the chair. The student's major adviser(s) may be present for the oral examination and receive a copy of the written proposal but may not influence the course of the examination, may not be present during the discussion of the student's performance and may not vote as to whether the student passes or fails the exam.

The written portion of the preliminary exam as well as the oral exam are designed to emphasize critical thinking, analysis, and the ability to test scientific hypotheses, and not for the exclusive testing of factual information. The written part of the examination must be independently prepared by the student and be in the form of a research proposal, whose subject will be defined by the student in consultation with the committee. The written part of the preliminary examination must be completed at least one week before the oral examination is administered. The oral examination covers material from the written exam, as well as the three core areas selected by the student for his or her program of study. An affirmative vote of the majority of the committee members is required for the student to pass the preliminary examination. It is the student's responsibility to obtain GS Form 16 from the Graduate School website prior to the examination and to return the completed form to the Graduate School after the relevant signatures have been obtained.

A student who fails the preliminary examination may be reexamined once, providing the committee approves, and may be required to carry out further work before being reexamined. The reexamination must be held no earlier than 2 months nor later than 12 months after the first

examination. Failure to pass the second examination will automatically terminate the student's participation in the graduate program.

B. Students in the combined degree program must have completed prelims by the end of their 4th year. Guidelines described in A are followed for the prelims.

Board Examinations

B. Students in the combined degree program may sit for the specialty board exam after the period of eligibility. The original clinical advisor or residency coordinator must be the individual who sponsors the candidate's application. Residents may sit for their final board examinations if they meet the following five criteria: 1. Considered qualified as board eligible by accrediting specialty board; 2. Successfully completed the residency portion of her or his program, as documented by satisfactory yearly evaluations; 3. Received approval from the residency advisory committee, research mentor and graduate committee. Acceptance of a combined program candidate into a research laboratory is contingent upon a good faith acknowledgement that an attempt at the board certification examination is a component of the combined program. Timing of the proposed board examination attempt should be planned such that the candidate maintains progress in the research phase of training but also is provided sufficient study time to adequately prepare, thus the timing of the attempt will likely vary among individual trainees. If students need to repeat portions of their examinations after their initial attempt, time for preparation will be negotiated with the research mentor and graduate committee and is not necessarily guaranteed before the graduate degree is completed.

Doctoral Dissertation

The student is required to prepare a comprehensive dissertation based upon independent research conducted during the course of study. The [electronic thesis and dissertation guide](#) provides information on an acceptable format in the preparation of dissertations. The content and style of the dissertation are left to the discretion of the student and the graduate committee subject to approval by the Associate Department Head for Graduate Education. The department requires an electronic copy of the dissertation for its library. Ph.D. candidates are expected to publish their work in refereed scientific journals. Each candidate must prepare at least one manuscript for publication on the subject of his or her research and submit it to a refereed journal as a condition of acceptance of the dissertation by the adviser and graduate committee. In general, the nature and scope of Ph.D. research usually leads to several publications.

Final Examination

Each candidate for a doctoral degree must pass an oral final examination at least five (5) weeks before expected graduation. The examining committee consists of the student's graduate committee with the adviser serving as chairperson. The student is responsible for arranging the examination time so that all committee members may attend. The dissertation title, time, and place for the examination must be given to the Academic Support Coordinator at least three (3) weeks prior to the examination date so the graduate school may be notified, and timely announcements may be posted. At least four weeks before the final examination the adviser must

inform the student and the committee members of the nature and scope of the examination. Normally, the final examination will cover primarily the dissertation, but additional subject matter from the three core areas of specialization originally selected by the student may also be covered.

Both the oral preliminary examination and the final examination shall be open to the entire faculty; however, non-committee members may participate in the examination only at the invitation of the committee chair. An affirmative vote of the majority of the committee members is required for the student to pass the final examination. It is the student's responsibility to obtain GS Form 24 and any other required forms from the Graduate School website prior to the examination and to return the completed forms to the Graduate School after the relevant signatures have been obtained.

A candidate who fails the final examination may be reexamined once, and additional work may be required before the reexamination. The reexamination will occur between 2 and 12 months after the first examination. Failure of the second exam will automatically terminate the student's participation in the graduate program.

Intellectual Property

Matters of intellectual property arising during a student's graduate studies are governed by Colorado State University policies.

Procedures for Reassignment/Dismissal of Graduate Students

The Department will make every effort to retain students who are performing satisfactorily in their program. However, there occasionally are circumstances, differences of opinion, or failure to perform that result in need for dismissal or reassignment.

1. At any time for a master's student and at any time before a doctoral student passes his/her preliminary examination, an advisor may choose to terminate his/her association with the student. The student will be notified in writing of the advisor's decision. The Graduate Education Committee, in consultation with the head, shall try to place the student with another advisor within the department, giving consideration to the research interests of the student and the capability of the new advisor to direct the student's research and the availability of research support funds. If another advisor is not available, the student will be dismissed from the departmental graduate program.
2. If an advisor chooses to terminate his/her association with a doctoral student who has passed his/her preliminary examination, the Graduate Education Committee in conjunction with the Head, should make every effort to place the student with another advisor within the department, but such placement is not guaranteed.
3. If an advisor resigns from the university and a graduate student (MS or PhD) does not wish to move with the advisor, the Graduate Education Committee and the head shall try to place

the student with another advisor within the department. If another advisor is not available, the student will be dismissed from the departmental graduate program.

4. If a graduate student wishes to discontinue his/her association with an advisor, it is the student's responsibility, in consultation with the Graduate Education Committee and the head, to secure a commitment from another faculty member to become the advisor. If another advisor is not available, the student will be dismissed from the departmental graduate program.

Graduate Student Responsibilities

Responsibilities of a graduate student to the department and university include, but are not limited to, those outlined in the Graduate and Professional Bulletin under the section "CSU Student Conduct Code."

DMIP students may not interrupt their program progress or completion without permission of their advisor and committee.

Student Appeals

Should any graduate student think that the evaluation of their performance or assignment of duties by the advisor is unfair or unreasonable, the student may seek mediation. This should first be done by meeting with the advisor to try to directly resolve the issue(s). If further mediation is necessary, a formal statement of grievance containing the principal issue(s) of conflict, attending circumstances, and evidence of actions as may be pertinent are to be filed with the Departmental Graduate Education Committee which will serve to internally review grievances. The Graduate Education Committee will review and consider the issue and its bases and interview the faculty member and the student.

Should any undergraduate student think that the evaluation of their performance is unfair or unreasonable, the student may seek mediation. This should be done by meeting with the instructor to try to directly resolve the issues(s). If further mediation is necessary, a formal statement of grievance containing the principal issues(s) of conflict, attending circumstances, and evidence of actions as may be pertinent are to be filed with the Departmental Undergraduate Education Committee which will serve to internally review grievances. The Undergraduate Education Committee will review and consider the issue and its bases and interview the faculty member and the student.

In either case, the appropriate committee will prepare written findings and recommendations and provide a copy to the student, the faculty member, and the head. If the student disagrees with the recommendation of the committee, she or he has full right and freedom to proceed with appeal in accord with policy as outlined in the Graduate and Professional Bulletin, Faculty Manual, or General Catalog, as appropriate.

APPENDIX IV

DUTIES OF ASSOCIATE DEPARTMENT HEADS

A. Duties of the Associate Department Head for Undergraduate Education

- 1) Oversee the undergraduate curriculum with the Undergraduate Education Committee.
- 2) Review and update class schedules and catalog descriptions.
- 3) Prepare documents supporting curriculum changes for submission to the College and University Curriculum Committees.
- 4) Oversee assignment of instructors to undergraduate courses
- 5) Coordinate with Associate Department Head for Graduate Education to assign graduate teaching assistants to undergraduate courses.
- 6) Facilitate resolution of student-faculty conflicts (e.g. grade appeals and accusations of academic misconduct.)
- 7) Provide oversight for undergraduate teaching budget, and approve expenditures for expenses such as printing costs, equipment repairs and purchases, and supplies.
- 8) Act as chair of the Undergraduate Education Committee
- 9) Supervise academic advisers for undergraduates for the department.
- 10) Prepare reports on the status of the undergraduate program for Department Head annually and as needed for other purposes.
- 11) Maintain records regarding undergraduate statistics (e.g. post-graduate professional status and graduation and retention rates).
- 12) Prepare recruitment materials and participate in development activities related to undergraduate education.

B. Duties of the Associate Department Head for Graduate Education

- 1) Oversee the graduate curriculum with the Graduate Education Committee.
- 2) Review and update class schedules and catalog descriptions.
- 3) Prepare documents supporting curriculum changes for submission to the College and University Curriculum Committees.

- 4) Oversee assignment of instructors to graduate courses
- 5) Coordinate with Associate Department Head for Undergraduate Education to assign graduate teaching assistants to undergraduate courses.
- 6) Facilitate resolution of student-faculty conflicts (e.g. grade appeals and accusations of academic misconduct.)
- 7) Provide oversight for graduate teaching budget, and approve expenditures for expenses such as stipends, tuition, recruitment costs.
- 8) Act as Chair for the Graduate Education Committee.
- 9) Oversee application process and coordinate graduate student recruitment activities
- 10) Prepare reports on the status of the graduate program for department head annually and as needed for other purposes.
- 11) Maintain records regarding graduate statistics (e.g. post-graduate professional status and graduation and retention rates).

C. Duties of the Associate Department Head for PVM and Clinical Service

- 1) Review PVM teaching workload assignments, designate teaching responsibilities in the PVM program, assess PVM curricular content and instructional effectiveness.
- 2) Review PVM teaching budget and justify recommendations for budgetary changes.
- 3) Monitor teaching facilities, prioritize needs and coordinate PVM teaching capital equipment requests to the Dean's office.
- 4) Nominate MIP faculty for PVM related college committee duties including Curriculum, Admissions, Academic Standards and Scholarship and Awards Committees.
- 5) Establish and continually evaluated strategies to recruit PVM students to post-DVM training programs in MIP including organization and implementation of externship programs.
- 6) Serve as liaison between the MIP department head and the associate dean for PVM, Veterinary Diagnostic Laboratory director and VTH director in matters pertaining to clinical service workload and performance.

D. Duties of the Associate Department Head for Research

- 1) Lead DMIP research strategic initiatives
- 2) Facilitate identification of research funding opportunities and coordination of efforts to submit competitive applications for those opportunities
- 3) Organize and assess the success of the DMIP grant review program.
- 4) Monitor DMIP overall application success rates and work with the DMIP Research Committee to develop strategies to increase funding rates.
- 5) Represent and advocate for DMIP for institutional hiring and research-related processes.
- 6) Represent DMIP and advocate for DMIP research faculty and initiatives to CVMBS, the office of the vice president for research and CSU central administration
- 7) Prepare reports on the status of the DMIP research enterprise for the Department head as needed for other purposes.
- 8) Coordinate with the DMIP Associate Department Head for Graduate Education and Director of the Combined Residency program to identify research opportunities for DMIP students.

APPENDIX V PROCEDURE FOR APPOINTMENT OR ADVANCEMENT TO NON- TENURE TRACK RESEARCH, TEACHING OR SERVICE FACULTY POSITIONS

(Approved by Department Faculty January 15, 2008; Revision approved 2012)

A. General Philosophy

There is an historic precedent in DMIP for appointment of special (non-tenure track) faculty members to enhance our research, teaching, and service missions. In accordance with procedures described in the Code, we have hired NTT faculty directly through national searches to fill targeted needs in research programs (e.g. the Infectious Disease Initiative) as well as to fill teaching and service needs. We also have made spousal hires in recruitment efforts to fill tenure-track slots. There also is a departmental tradition of advancing scientists in the MIP department from postdoctoral researchers to research associates, from research associates to research scientists, and less frequently, from research scientists to NTT appointment research assistant professors. In the department's service and teaching areas, the need may also arise to advance faculty from an instructor to senior/master instructor to NTT appointment assistant professor position, etc. In all areas of our mission, it is fully recognized that NTT appointment faculty may also need to advance in NTT ranks. The purpose of this appendix to the DMIP Code is solely to clarify the procedure for promotion of a researcher in one of the departmental programs to a NTT

faculty position or advancement of an instructor in our service or teaching missions to a senior/master instructor or NTT appointment assistant professor.

NTT appointment types:

- **Contract** (for non-tenure-track faculty employed on multi-year contracts)
- **Continuing** (for non-tenure-track faculty employed on an open-ended, at-will basis)
- **Adjunct** (one year or less at 50% or more FTE, or without time limit for less than 50% FTE)
- Other appointment types (no changes)

B. Procedures for Appointment to NTT Research, Teaching or Service Faculty Positions

1) The first step requires that a current DMIP faculty member requests that a scientist or instructor under his/her supervision be appointed as a NTT research, teaching or service faculty member by submitting a letter to the Department Head, accompanied by the nominee's CV. In most cases the DMIP faculty member who submits the nomination letter is currently providing financial support for both research and salary for the NTT faculty nominee until he/she can obtain independent funding. For service and teaching positions, the nominator is generally a faculty member who is providing direct supervision and, particularly in the case of service positions, is using generated revenue to support the salary of the individual. The nomination letter should provide an explicit description of current and future financial support, space allocation and plans for research or service/teaching mentoring of the nominee by the faculty member who is submitting the letter. The PTR Committee strongly recommends that the supporting letter discuss the NTT faculty nominee's strengths in research, teaching and/or service, as well as the nominee's interest in participating in other department duties associated with a faculty appointment. DMIP recognizes that a grant application has better prospects for funding if the PI has a faculty title; however, the letter should not be based solely on increasing a nominee's funding opportunities. In the service area, the candidate should have obtained board certification in his/her specialty area to be appointed directly or advanced from instructor to senior/master instructor or NTT appointment assistant professor.

2) The Department Head will forward the letter to the Promotion, Tenure and Reappointment Committee to review the NTT faculty nominee's credentials for appointment. The committee will consider the letter from the nominee's faculty supervisor, the evidence of independence in research /funding probabilities (if applicable), the evidence of a significant contribution to the department's service/reaching roles (if applicable), and the potential of the nominee to contribute to accomplishing the overall goals of the department. The PTR committee will vote to either 1) deny the application, 2) ask for more information, such as additional letters of support, or 3) advance the nomination to the MIP faculty for approval.

3) If the PTR Committee advances the nomination for approval by the faculty, the individual will present a seminar to the MIP faculty. Following this, at the next DMIP faculty meeting, the faculty will vote regarding the special faculty nominee's appointment.