CODE OF THE DEPARTMENT OF FISH, WILDLIFE, AND CONSERVATION BIOLOGY
COLORADO STATE UNIVERSITY
April 2011

Mission
Colorado State University’s Department of Fish, Wildlife, and Conservation Biology serves students and varied constituencies through learning, research and service/outreach. We teach students to think critically about environmental issues, and become ecologically literate citizens with the training to be successful in graduate school and in careers with natural resources agencies, firms, and NGOs. We expand the frontiers of knowledge through our broad-based expertise in applied ecology, quantitative methods, conservation biology, and human dimensions in the conservation and management of natural systems to support fish and wildlife populations. Our outreach efforts contribute significantly to life-long learning by assisting individuals and agencies to solve complex environmental problems and to be good stewards of our nation’s natural resources.

Vision
We will maintain and enhance our stature as the premier Fish, Wildlife, and Conservation Biology program by supporting and building on our strengths.

I. OBJECTIVES:

The Department seeks to fulfill the following objectives.

Teaching:

A. Provide programs of study assuring educational excellence to undergraduate and graduate students;

B. Seek appropriate ways to introduce principles and techniques of Fish, Wildlife, and Conservation Biology — including appreciation and understanding of fish and wildlife components of ecosystems — into various instructional, and service/outreach programs of the Department;

C. Teach fishery, wildlife, and conservation biology courses needed by other majors on campus to gain a better understanding of the natural world;

D. Motivate students to learn and instill in them the desire to continue to learn;

E. Help students become effective communicators, both orally and in writing; and

F. Instill in students an appreciation for the need to work effectively with others to accomplish sound resource management.

Research:

A. Maintain productive research programs especially involving graduate students and leading to the generation of new knowledge and publication of scholarly papers, primarily in peer-reviewed scientific literature; and

B. Participate as appropriate in the international research and technical assistance programs of the University.

Service/Outreach:

I
A. Provide outreach and information transfer through scholarly publications, distance education, short courses, workshops, seminars and other educational forms for lay and professional audiences;

B. Provide service to the professions and community;

C. Participate in activities of professional societies relevant to the disciplines; and

D. Provide support and service to the University and College in development of programs responsive to needs of the state, region, nation, and other countries.

II. DEPARTMENTAL ADMINISTRATION:

A. Department Head: The principal administrator of this Department of Fish, Wildlife, and Conservation Biology (FWCB) will be the Department Head. S(he) will assume leadership in all matters relating to the Department, and will assume all responsibilities specified in this Code, Policy and Administrative Procedures of the College of Natural Resources, and CSU's Academic Faculty and Administrative Professional Manual (AFAPM). The Department Head will strive to provide an atmosphere conducive to excellence in teaching, research and service/outreach. Manner of selection and term of office of the Department Head are as specified in the AFAPM.

B. Chairpersons of Majors/Concentrations: The Department Head will appoint a chairperson of each of the majors within the Department, and may appoint chairs of concentrations. They will be responsible to the Department Head for leadership in matters relating to curricula, scheduling and student requirements.

C. Chairperson of Graduate Studies: The Department Head may appoint a Department chairperson of graduate studies, who will be responsible to the Department Head in matters relating to the graduate program. The chairperson will coordinate and administer for the Department all matters related to graduate studies and will chair the Graduate Affairs Committee.

D. Committees:

i. Personnel Search Committee composition and voting responsibilities are as follows:

1. Tenure-track faculty Search Committees should remain uniform in composition with a minimum of three R.I. faculty members. An additional professional biologist and/or faculty from other departments may be added.

2. Once the Search Committee decides on the final short list, the Department voting faculty as defined in III.A.i, III.A.ii, and III.A.iv all become members of the search committee (Committee of the Whole; approval required by Office of Equal Opportunity and Diversity). All letters of reference are confidential and are read only by the initial Search Committee, the Committee of the Whole and Department Head.

3. When finalists are invited to campus, then faculty, students, interested parties, and staff may review resumes and reprints and participate in seminars and informal sessions. Written comments and rankings from these events will be solicited and reviewed by the Committee of the Whole.

4. Following the interview visits of the finalists, informal meetings will be held for verbal input from students and staff to faculty.
5. Faculty are expected to inform themselves so that they can adequately discriminate among the candidates under consideration. All regular voting faculty in attendance at a personnel meeting may vote for their selection, as well as those who deliver a signed vote to the search chair or department head prior to the selection meeting. Proxy votes will only count on the first round of voting, i.e., if a second vote occurs after further discussion, the proxy vote does not count. A straw vote is not considered the first round of voting.

6. The Committee of the Whole makes recommendations to the Department Head. The Department Head will transmit the recommendation along with her/his recommendation to the Dean who then forwards the information to the Provost. In all cases, appointments are subject to approval by the Board of Governors of the Colorado State University System.

ii. The Mentoring and Reappointment Committee (MRC) advises the Department Head on reappointment of faculty members, granting and revocation of tenure, promotions in faculty rank and faculty appointments. The MRC is a subset of 4 full professors on the faculty that are elected from the full Tenure and Promotion Committee (TPC). MRC members will be elected from full-time, regular or regular part-time, tenured faculty members. In January 2000 four committee members were elected to staggered terms to provide continuity over time. If fewer than 4 full professors are available to serve on the MRC then the TPC must vote to either 1) have only 3 members on the MRC or 2) allow a tenured associate professor to serve on the MRC. In fall semester, one new member will be (re-) elected to the MRC for a four-year term. Substitutes for existing MRC members unable to serve for the coming year also will be elected at this time, or as necessary. The Chair of MRC for the coming year will be selected by the four committee members after the December election. MRC will develop its own guidelines within the "Guidelines for Procedures on Promotion and Tenure in the College of Natural Resources" and conforming to Section E: Tenure Policy; Performance Reviews of the CSU Academic Faculty and Administrative Professional Manual. When a faculty member is considered for promotion and/or tenure, all eligible faculty members, as defined by Section E. of the AFAPM, become the TPC and will meet to vote by ballot on whether the candidate is promoted and/or tenured. All eligible faculty composing the Tenure and Promotion Committee will have access to the candidate’s application materials, a summary statement composed by the 4-member MRC, and letters from all outside reviewers. For a vote to occur more than ½ of the eligible faculty must be present. Written and signed or electronic ballots can be submitted to the Chair by eligible faculty unable to attend the meeting. The Chair of the MRC will also serve as the Chair of the TPC. Although the Department Head is encouraged to provide written material for consideration by the faculty eligible to vote, he or she will not be present at this meeting of eligible faculty to preclude undue influence on the voting faculty because he or she has the opportunity to independently evaluate the candidate for promotion and/or tenure. If clarification of the Department Head’s written comments is requested by the TPC, this clarification will also be in writing.

iii. When the Department Head determines that a Phase II Comprehensive Review (Section E: Performance Review of AFAPM) of a faculty member is required; a Phase II Review Committee (PIIRC) will be convened. The MRC will randomly select two members to serve on the Phase II Review Committee (PIIRC). A third member of the PIIRC will be randomly drawn from the other tenured faculty of the Department. [NOTE: Procedures for the Department Head in Phase I post-tenure reviews and procedures for PIIRC in Phase II are covered in FWBC Code Section V.- Faculty Evaluation.]

iv. The Department Head will appoint a Graduate Affairs Committee, which will contain at least three voting Department faculty and at least one graduate student member may be appointed as a non-voting member. This committee will maintain a list of policies related to graduate
affairs, which will describe obligations of graduate students and of faculty serving on graduate committees. Changes of these policies require approval at a Department faculty meeting.

v. **Graduate Committees**: Each graduate committee will be chaired or co-chaired by the student's major adviser(s). After consultation with the major adviser(s), the graduate student will request additional RI faculty, research scientists or Affiliate Faculty to complete the graduate committee as outlined in “Departmental Policies Related to Graduate Students”, also see the Appendix and University Graduate School Requirements.

With submission of the student's program of study, committee members must be approved by the Department Head. The committee member from outside the Department who represents the Graduate School also requires approval by the Graduate School.

vi. The Department Head may appoint additional committees as necessary. Committee memberships will be announced to the faculty at the time of appointment and ordinarily will have 3-year terms. However, faculty may serve in the same capacity indefinitely upon consent by the department head and faculty member. Research scientists may serve on committees, except MRC and Graduate Affairs (Also see the Appendix). Committees will formally meet as necessary.

III. **THE DEPARTMENT AND DEPARTMENTAL MEETINGS**:

A. **Voting Members of the Department**: Faculty members of the Department eligible to vote at Department meetings will include all faculty members in residence who satisfy the following qualifications (also see the Appendix):

i. Regular, regular part-time, and transitional appointments with the rank above that of instructor; or

ii. The leader and assistant leaders of the Colorado Cooperative Fish and Wildlife Research Unit; or

iii. Special faculty appointments, Research Scientists III, or Senior Research Scientists, who have completed at least one year of service and hold annual appointments; and are

iv. Administratively responsible to Department Head with ≥50 percent time in the Department.

Note 1: Faculty defined in iii above, i.e., Special faculty appointments, Research Scientists III, or Senior Research Scientists are not allowed to vote on personnel and curriculum issues.

Note 2: In the case of a member having equal time in this and other departments, that member must decide in which department s(he) wants representation. Changes in academic appointment of such persons will necessitate changes in voting eligibility.

B. **Non-Voting Members of the Department**: Other members of the Department, including student representatives (see IIID), affiliate faculty appointments, and visiting appointments, are non-voting members of the Department faculty, except as specifically outlined in IIIA.

C. **Departmental Meetings**: Departmental meetings will be held (minimum of one per semester) as necessary for the benefit of the Department in conducting business. An additional and important purpose of departmental meetings will be to improve communications among administrators, faculty, and student representatives, and to stimulate participation in Department governance by all appropriate members of the University community.
Departmental meetings (excepting those to discuss personnel matters) will be open to all members of the Department, including non-voting members. A voting member as defined by III.A, who is away from campus, may attend Department meetings via electronic media such as a conference call or a video conference (e.g., Skype); arranging the connection and connection problems are the responsibility of the off-campus individual and will not hold up the meeting. The individual must be connected for the entire discussion to vote on any issue. Department meetings will be announced in advance via written e-mail or memo and an agenda should be announced. A current list of voting members of the Department will be maintained by the Department Head. Critical votes will be taken only when a quorum of more than half of the voting members is present, with the head empowered to vote in event of tie votes. The quorum for critical votes during the summer session will be in accordance with voting membership of the Department as of the preceding spring semester. PASSED 12-0

D. Three students (juniors or above) of the Department, one selected through each of the Student Chapters of TWS, AFS, and SCB, will be invited to attend Department meetings. One graduate student, selected by the graduate students, will be invited to attend Department meetings.

IV. WORK LOAD:

Work load will be distributed by the Department Head to recognize appropriate proportions for teaching formal courses, advising undergraduates, supervising graduate students, serving on official committees, performing other official administrative functions, research activities whether funded or not, service/outreach activities, and extension assignments. The standard effort distribution for a 9-month resident instruction faculty appointment will be approximately 35% to 40% teaching, 45% to 60% research, and 5% to 15% service/outreach. Percentages can change on an individual basis based upon needs of the department and/or the individual faculty member. Evaluation (annual reviews, promotion and tenure, post-tenure review) of teaching, research, and service/outreach productivity must reflect the actual effort distribution agreed upon by the faculty member and the Department Head. The Department Head will promote equity in travel, professional opportunities for staff members, and the allocation of departmental resources in general.

V. FACULTY EVALUATION:

Performance of the faculty of the Department of Fish, Wildlife, and Conservation Biology will be evaluated annually. Evaluation will be based on the quantity and quality of performance in fulfilling each faculty member's responsibilities. Faculty evaluation is concerned with three main areas of responsibility: instruction, research, and service/outreach. The faculty member will submit student evaluations of courses to the Department Head. Faculty are also encouraged to solicit and submit independent evaluations of their teaching to the Department Head. Research will be evaluated by consideration of active research projects, proposals submitted, and publications produced. Service/outreach will be evaluated by consideration of service/outreach on campus and professional committees; extension of information to practitioners; participation in professional meetings, seminars, and workshops; professional services and consultancies, and voluntary activities. Information to be used in evaluation will be made available to the Department Head annually via the approved faculty planning and performance form.

The Department Head will hold an annual evaluation conference with each faculty member. Faculty members will be advised at the beginning of each academic year concerning any changes in standard evaluation procedures and/or use of results. Evaluation results will be in writing and signed by the Department Head and the faculty member. The faculty member will receive a copy of the evaluation, and a copy will be placed into the department files.

Faculty members, including those in the Colorado Cooperative Fish and Wildlife Research Unit, progressing toward tenure and/or promotion should annually review their accomplishments with
the Department Mentoring and Reappointment Committee. The format of this review is the prerogative of the MRC. The MRC will summarize each faculty member’s progress annually in a written evaluation submitted to the Department Head and to the faculty member. At the midpoint of the probationary period of tenure track faculty, the annual review by MRC shall be a comprehensive performance review as required in AFAPM Section E: Performance Review. The written summary to the Department Head, dean and provost shall include one of the three possible outcomes described in AFAPM Section E: Performance Review. Since the granting of tenure is a commitment of resident-instruction funds, and therefore requires a demonstration of effectiveness in classroom teaching, all tenure-track faculty positions in the Department must include obligations for teaching at least one Type A course each year, with financial resources designated by the Department Head for this instruction. Type A courses are regular lecture/discussion/lab course, typically at least 3 credits; a seminar or directed group study would not be a Type A course.

The Department Head and MRC shall conduct periodic Phase I comprehensive performance reviews of all tenured faculty as described in the AFAPM Section E: Performance Review no later than 5 years after acquiring tenure. The written summary by MRC to the Department Head, dean and provost shall include 1 of the 4 possible outcomes described in AFAPM Section E: Performance Review. If deficiencies are identified (outcomes 3 & 4), the faculty member and Department Head shall design a professional development plan (AFAPM Section E: Performance Review). The Department Head shall review annually the plan and progress with the faculty member.

When results of Phase I causes the Department Head to initiate Phase II, then a Phase II review committee (PIIRC) will form as described in this code, and Phase II will proceed within guidelines of AFAPM Section E: Performance Review and as follows. The Department Head will provide the PIIRC with copies of materials specified in AFAPM for Phase I Comprehensive Reviews of Tenured Faculty, including the Head's assessments of performance, for all years in the period resulting in the Phase II review. The faculty member reviewed may submit to PIIRC additional materials concerning his (her) performance relevant to the mission of the Department and his/her position description, e.g., peer evaluations, student opinions, publications, citations, and records. The PIIRC may acquire additional information which it deems useful, e.g., interviews of the Department Head, faculty peers, students, and the faculty member, and observations of his (her) teaching, service and/or scholarly work.

PIIRC will base its review on criteria in AFAPM for performance reviews (Section E: Performance Review), considering the faculty member's position description, distribution of effort and performance in each area of responsibility (Section E: Advancement in Rank Policy), and any specific provisions evident in her/his annual reviews.

Normally, PIIRC will conclude its review and report the outcome as specified in AFAPM (Section E: Performance Review) within 6 months of being convened.

VI. COLORADO COOPERATIVE FISH AND WILDLIFE RESEARCH UNIT FACULTY, JOINT AND AFFILIATE FACULTY APPOINTMENTS, AND RESEARCH SCIENTIST APPOINTMENTS:

A. Faculty in the Colorado Cooperative Fish and Wildlife Research Unit (CCFWRU) are hired through a rigorous formal interview process that is very similar to that for regular faculty, thus at a minimum, these individuals meet the qualifications for assistant professor. As federal employees, they are considered faculty affiliates within the CSU system and must be evaluated for rank, because only academic faculty with rank can be a major advisor to graduate students (Graduate and Professional Bulletin, section on Graduate Study: Procedures And Requirements For All Graduate Degrees). Upon hire the TPC with input from the MRC will formally review CCFWRU faculty and recommend rank to the Department Head. If a rank above assistant professor is recommended, then the MRC or Department Head may require that external evaluation letters be
solicited. Assignment of rank then follows the normal promotion process, i.e., recommendation by the department head, dean, and ultimately approval by the Provost is required; a process that usually takes 12 years for promotion to full professor.

B. Research Scientist appointments to the faculty of the Department will be in accordance with the AFAPM (Section D.5.3). Any voting member of the Department as defined in Section III.A may nominate qualified persons to be considered for research scientist appointments. The candidate must hold a Ph.D. degree in a field relevant to fish, wildlife, or conservation biology.

i. Nominating Research Scientists - The nominating faculty member must forward a packet that includes the nominee’s CV and a memo stating the roles, responsibilities, expectations, and space requirements of the candidate to the Department Head, who will forward the information to the department faculty to allow at least a week for review. The candidate’s packet will be discussed at a faculty meeting, and a majority faculty vote will be needed for further consideration.

ii. Interview and Research Seminar - If the candidate is considered further, s/he will be invited for a 1-day interview to visit with faculty and present a research seminar. When they are invited, the Department Head will also ask the Mentoring and Reappointment Committee (MRC) to evaluate the candidate for rank (see below), and graduate student advising privileges if the individual is interested in graduate advising. The MRC will provide the Department Head a memo advising him/her on these two points.

iii. Voting to Approve Research Scientists - Following the research seminar, the candidate will be discussed, and all eligible faculty (see Section III.A) will vote by secret ballot on approving the candidate for Research Scientist status, with a majority vote required for approval. Initial rank will also be discussed among all faculty and a level proposed, after considering input from the MRC. If applicable, Research Scientists being considered for advanced ranks will be evaluated by a subset of more senior faculty (see below).

iv. Voting on Rank – If the candidate is approved, the eligible faculty will discuss initial rank, and forward this advice to the Department Head. The Research Scientist/Scholar Career Track designations of Research Scientist I, II, III or Senior Scientist are comparable to Instructor, Assistant, Associate, or Full Professor, respectively (see Appendix B, CSU Human Resources Researcher Series Job Descriptions). Promotion to Full Professor takes about 12 years for regular faculty. Those eligible to vote on a particular rank will be faculty holding the same or higher analogous rank (e.g., Associate and Full professors can vote on Research Scientist III rank, see II.D.ii above). The Department Head is encouraged to provide written material for consideration of rank, but will not be present during this meeting (see II.D.ii) unless requested. The faculty will vote by secret ballot (a majority vote is required), and the Chair of the MRC will forward a memo to the Department Head advising him/her on the initial rank.

v. Voting on Graduate Advising Privileges - If the Research Scientist requests status to be the sole major advisor of graduate students, the Department Head will ask the MRC and the faculty to evaluate the candidate for this privilege, based on qualifications and experience germane to advising graduate students outlined in the candidate’s CV. Considerations should include: 1) whether the candidate is active in research and publication, 2) experience in mentoring graduate students through committee service or advising at CSU or another institution of similar caliber. Possible positive outcomes may be: 1) asking that the candidate formally co-advice a graduate student to completion to gain experience, after which the candidate may apply again for full advising privileges; 2) asking that the candidate attend the Graduate Orientation Seminar to gain familiarity with CSU/Department policies; or 3) full advising privileges. The MRC will have presented their view in the memo provided to the Department Head (see VI.B.ii above). After the faculty have considered this input and discussed the merits of the proposal, a majority vote by secret ballot will be required for a joint
appointment with rank of assistant professor, as detailed in VII.A.ii (below). All requirements specified there apply. The Graduate School requires that major advisors hold a minimum of a joint appointment at any academic faculty rank above instructor (Graduate and Professional Bulletin E.1.1).

vi. Other Privileges - Privileges for office and lab space, and expectations for teaching and service are detailed in Appendix A.

vii. Annual Reviews - The Department Head ultimately supervises and conducts annual reviews of Research Scientists, but for Research Scientists associated with the Cooperative Fish and Wildlife Research Unit, the Larval Fish Laboratory, the Colorado Natural Heritage Program, or a regular faculty member’s lab, direct supervision and annual review is usually delegated to the appropriate supervisor.

viii. Promotion - Annual performance reviews of Research Scientists by the MRC are not required, but are encouraged for those whose goal includes future promotion, or status as sole major advisor of graduate students. Evaluation for graduate advising privileges will proceed as described above (VI.B.v). When promotion is desired, the Research Scientist will forward an updated dossier to the MRC and Department Head. As with regular faculty, external letters of evaluation may be required. The promotion process will proceed as outlined in II.D.ii.

C. Joint Academic and Administrative Professional appointments (hereafter referred to as joint appointments) and Affiliate Faculty appointments to the Department will be in accordance with the AFAPM.

i. Any voting member of the Department as defined in III.A can nominate qualified persons to be considered for these faculty appointments. A nominated individual must have direct involvement with the department that includes one or more of the following: support of graduate student research, e.g., serving on a graduate student’s committee; part- or full-time teaching responsibilities in a department-related course; or significant involvement with the department, e.g., teaching, interacting with students, helping to coordinate workshops. The candidate’s packet will be discussed at a faculty meeting and a majority vote by ballot is needed for joint appointment with rank of instructor.

ii. For affiliate faculty appointments, the nominating faculty member must forward a packet that includes the nominees CV and a memo stating the role(s) and responsibilities of the appointee including relevance in research, teaching, or significant involvement to the mission of the department to the Department Head who will forward the information to Department faculty. If there is no objection within 2 weeks to the nomination by faculty then the Department Head will approve the appointment, otherwise the individual must receive a two-thirds majority vote of support at a faculty meeting. Faculty can recommend use of departmental resources or teaching of courses by affiliate faculty (also see the Appendix). To formally serve on a graduate committee, the individual must have the same or higher degree as sought by the graduate student.

iii. Joint appointments are at instructor rank. This allows service on FWCB graduate committees, including voting privileges, and service as a co-advisor as outlined in the Graduate and Professional Bulletin in the Graduate Study section. Those seeking and obtaining a joint appointment will need to find ways to contribute in appropriate ways to the Department’s mission, e.g., funding of graduate research, teaching in FWCB courses, service on FWCB committees.

iv. Individuals approved for these types of appointments, especially joint appointments, may be required to meet annually for review with the Department Head or the MRC.
v. Per university policy, the academic component of a joint academic and administrative professional appointment and faculty affiliate appointments may be made for up to three (3) years and may be terminated at any time without cause" (AFAPM E.3.2.c,E.3.3.a)

VII. GRADUATE COMMITTEE SERVICE AND ADVISING BY FACULTY WITH JOINT AND AFFILIATE APPOINTMENTS

Service on graduate committees and graduate student advising in FWCB is a responsibility and privilege reserved for faculty who have a strong commitment to the teaching, research, and service missions of the Department and CSU. Regular faculty and Colorado Cooperative Fish and Wildlife Research Unit faculty earn this privilege when they are hired after a rigorous formal interview process, and are further mentored through the promotion process and annual reviews. The following guidelines provide a process for graduate committee service and advising in FWCB by faculty with joint and affiliate appointments.

A. Academic Professionals granted a joint appointment per VI.B will minimally be ranked as an instructor.

i. For a M.S. committee, the joint appointee is in addition to the 3 required committee members, i.e., two regular faculty and one outside faculty. For a Ph.D. committee, a joint appointee can serve as the 4th member when the committee includes 2 regular departmental and one outside faculty member. Requirements for service on graduate committees of other departments and programs, e.g., GDPE, may vary.

ii. To advise graduate students as the sole major advisor, a joint appointee must possess a Ph.D., have served as a co-advisor on a graduate committee, and must be granted the rank of assistant professor by the Department. A research scientist can request this status by submitting to the Department Head a packet that includes a letter of request and CV that outlines qualifications and experience germane to advising graduate students, which will be forwarded to faculty. The candidate's packet will be discussed at a faculty meeting with a majority vote needed for joint appointment with rank of assistant professor. The MRC will evaluate and mentor joint appointees seeking this approval, but are not obligated to grant this approval. The Department Head may limit the number of graduate advisees of joint appointees due to limitations of departmental resources, e.g., lack of graduate student office space, overcrowding in graduate courses, etc.

1. Joint appointments approved for sole advising must attend the Graduate Orientation Seminar (FW 696) to learn about graduate advising in the Department (see Appendix); those co-advising or seeking to become sole advisors are also encouraged to attend FW696.

2. The Department Head can recommend revocation of advising status to the Faculty due to inappropriate responsibility to graduate student advising, lack of commitment to the Department or University missions with respect to research, teaching, and service, or changes in Department or University policy that affect graduate student advising. A majority vote by faculty in support of revocation is needed for termination of advising status.

iii. As joint appointments are for 3 years, renewal of joint appointments including rank must also be renewed every 3 years. The Department Head will circulate the names of individuals coming up for renewal via email, and if any concern is raised within 2 weeks, the individual must then be discussed and voted on at the next faculty meeting as outlined in ii above.

B. Faculty Affiliates may serve on graduate committees in FWCB. Faculty Affiliates are encouraged to discuss graduate committee and advising philosophy within FWCB with regular departmental
faculty, especially with respect to comprehensive exams, thesis and dissertations, and the final defense. Attendance of all or part of the Graduate Orientation Seminar (FW 696) is a good way of gaining such knowledge.

i. Faculty Affiliates serving on graduate committees are in addition to the two departmental regular faculty members in FWCB and an outside faculty member.

ii. Faculty Affiliates may co-advises, if approved by the Department. A Faculty Affiliate must have experience on at least one graduate committee before being nominated for co-advising status. Any voting member of the Department as defined in III.A can nominate a faculty affiliate for co-advising status by submitting to the Department Head a packet that includes a letter of request and CV that outlines qualifications and experience germane to advising graduate students, which will be forwarded to faculty. The candidate’s packet will be discussed at a faculty meeting and a majority vote is needed for co-advising status.

1. Faculty Affiliates who co-advises will be reviewed whenever one of their graduate students defend or soon thereafter. The review will involve submission of written and/or oral comments to the Department Head by the FWCB regular faculty co-adviser and the graduate advisee. It is the Department Heads responsibility with consultation of faculty to determine future graduate co-advising status.

2. The Department Head can recommend revocation of co-advising status to the Faculty due to inappropriate responsibility to graduate student advising, lack of commitment to the Department or University missions with respect to research, teaching, and service, or changes in Department or University policy that affect graduate student advising. A majority vote by faculty in support of revocation is needed for termination of advising status.

iii. As Faculty Affiliate appointments are for 3 years, renewal of Faculty Affiliate appointments including co-advising status must also be renewed every 3 years. The Department Head will circulate the names of individuals coming up for renewal via email, and if any concern is raised within 2 weeks, the individual must then be discussed and voted on at the next faculty meeting as outlined in VII.B.ii.

VIII. STUDENT GRIEVANCE PROCEDURE:

Appeals of academic decisions made in the Department of Fish, Wildlife, and Conservation Biology include decisions on grades and any other academic aspects of a course or academic program involving evaluation of a student's performance. The following guidelines apply only to academic decisions (cf. AFAPM Section I: Appeals of Grading Decisions), which are not disciplinary and are not to be confused with decisions on academic dishonesty or other misbehavior that may affect courses or programs (cf. AFAPM Section I: Appeals on Violations of the Academic Integrity Policy).

A. Appeals must be initiated no later than 30 days after the start of the next fall or spring term following the semester in which the academic decision was made that is being appealed.

B. Before making an appeal, the student(s) should first discuss the situation with the faculty member(s) involved in the decision.

C. In appeals of academic decisions, the burden of proof rests with the student(s). The student(s) must demonstrate that the decision was one or more of the following:

i. A decision was made on some basis other than performance and applicable standards, as defined and announced in policies for the course, class, program, assignment, or activity.
ii. A decision was based on unreasonable standards, different from those which were applied to other students.

iii. A decision was based on substantial, unreasonable and unannounced departure from previously articulated standards.

D. If discussion with the faculty member(s) fails to resolve the situation, the student(s) may pursue the steps that follow:
   i. To appeal a grading decision, the student shall submit a written request to the Department Head. The request must set forth the basis for the appeal, identifying one of the three categories set forth above. The request must be submitted or postmarked, if mailed, no later than 30 calendar days after the first day of classes of the next regular semester following the date the grade was recorded. If no appeal is filed within this time period, the grade shall be considered final.

   ii. Within 30 days of receipt of the request for an appeal, the student's appeal shall be provided to the faculty member or instructor who assigned the grade and an appeals committee. The Department Head shall appoint a 5-member appeals committee normally comprised as follows: two students, usually from among the three student representatives to the Department meetings as described in the Department Code, and two faculty members, including a chairperson of the major, and one faculty member from outside the Department who shall serve as the voting chair. The Department Head may constitute the appeals differently by informing the parties of the reason for the variance.

   iii. The appeals committee will review the written appeal and response of the faculty member(s) or instructor(s). They may elect to separately interview both the student and the faculty member or instructor before rendering a decision. The decision of the appeals committee will be based upon whether one of the conditions for an appeal set forth above has been met. At the conclusion of the deliberations, the committee shall render one of the following decisions:

   1. The original grading decision is upheld, or

   2. The Department Head or his/her designee(s) will reevaluate the student's achievement of the instructional objectives of the course and assign a grade accordingly.

   iv. Written notice of the committee's decision and the reasons for the decision normally will be sent to the student and the faculty member(s) or instructor(s) within 30 calendar days of appointment of the committee. The appeal committee's decision is the final decision of the University. Written summaries of the hearing and decision, together with a rationale for that decision, shall be provided to the student and the faculty member who assigned the grade and shall be retained in the Department office for a period of one year.

   v. All petitions, materials, hearings, and decisions are confidential.

IX. REVIEW OF DEPARTMENTAL CODE AND DEPARTMENTAL SELF EVALUATION:

As specified in the Academic Faculty and Administrative Professional Manual, the Department Code will be reviewed during the penultimate year of the Department Head's five-year term (AFAPM Section C: Departmental Organization). Departmental Self Evaluation: Evaluation of operations of the Department shall be conducted every seven years. Evaluation shall include undergraduate and graduate teaching, research, service/outreach, and other programs according to the objectives of the Department (AFAPM Section C: Departmental Organization).
X. CODE REVISION AND AMENDMENT:

In addition to the review required during the penultimate year of the Department Head's term, the Department Head or any voting member of the Department may take the initiative in revising or amending this Code at any time. Any revision or amendment must be circulated to all voting members of the Department at least two weeks in advance of voting thereon. Revisions to the Department Code will be effective upon approval by a simple majority of voting members present and subsequent approval of the College Dean.
Appendix A: Synopsis of Roles of Research Scientists and Affiliate Faculty Appointments in FWCB.

<table>
<thead>
<tr>
<th></th>
<th>Affiliate Faculty¹</th>
<th>Research Scientists</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status</strong></td>
<td>Scientists not employed by CSU. Training or experience useful to FWCB mission; appointed max 3 years (AFAPM² E.5.3)</td>
<td>Admin Professionals. Training or experience useful to FWCB mission. Appointed max. 3 years (AFAPM E.3.2)</td>
</tr>
<tr>
<td><strong>Voting on Departmental issues</strong></td>
<td>Encouraged to attend meetings not dealing with personnel issues and offer comments, but may not vote (DC³-III)</td>
<td>≥Res Sci III and Sr Res Sci with ≥1 yr service and ≥50% salary/time in FWCB (DC-III)</td>
</tr>
<tr>
<td><strong>Voting on personnel Issues</strong></td>
<td>Encouraged to review finalist's CVs, attend seminars, and offer comments but may not vote (DC-II &amp; III). Other personnel meetings are closed (DC-III)</td>
<td>Encouraged to review CVs, attend seminars, and offer comments on finalists, but no voting (DC-II and III). Only tenured fac vote on tenure (AFAPM E.10.5.1); those of higher rank vote on promotion (AFAPM E.13.1)</td>
</tr>
<tr>
<td><strong>Teaching courses</strong></td>
<td>May teach courses if approved by Dept Head and/or fac (DC-VI)</td>
<td>Strongly encouraged to participate in Dept teaching (seminars, guest lectures, instructor, etc.) (DC-VI)</td>
</tr>
<tr>
<td><strong>Advising graduate students</strong></td>
<td>May serve and vote on grad committees, in excess of 2 regular Dept fac. Thus, the minimum number of fac on an M.S. or Ph.D. committee is 4 fac (2 regular dept fac, 1 affiliate fac, and 1 regular fac from another CSU dept serving as the outside member). Affiliate fac may co-advice, if approved (DC-VII)</td>
<td>Can serve, co-advice, and vote on grad committees; in excess of 2 regular fac members. May be sole advisors, if experienced and approved (DC - VII)</td>
</tr>
<tr>
<td><strong>Committee service</strong></td>
<td>No department committee service is expected (NO CODE). May not serve on Faculty Council (AFAPM E.5.3)</td>
<td>Expected to serve on dept committees except MRC and TPC committees (DC-II). May not serve on Faculty Council (AFAPM E.5.3)</td>
</tr>
<tr>
<td><strong>Review and appointment renewal</strong></td>
<td>Co-advisors reviewed upon completion of students. Dept review on renewal, every 3 years (DC VI, VII)</td>
<td>Dept Head or direct supervisor review annually (DC VI, VII).</td>
</tr>
<tr>
<td><strong>Office/lab space</strong></td>
<td>No office space priority</td>
<td>2nd priority for office space after fac (FWCB Space Policy, Aug '03), if at least 50% administration in FWCB.</td>
</tr>
<tr>
<td><strong>Nomination</strong></td>
<td>Fac nominate. Appointed if no objections (DC VI, AFAPM E.5.3). For co-advising nomination/ vote required (VII)</td>
<td>Fac nominate, evaluate and, if approved, follow process including 1-day interview (DC VI, AFAPM D.5.3). For sole advising, request and vote required (VII).</td>
</tr>
</tbody>
</table>

¹ Does not apply to Faculty in the Colorado Cooperative Fish and Wildlife Unit
² AFAPM - Academic Faculty and Administrative Professional Manual (latest online version)
³ DC - Department Code (latest version), referenced by section
Appendix B: Research Scientist/Scholar Career Track

Research Scientists/Scholars are normally PhD researchers who work independently on projects and who contribute original, creative work.

[Those seeking to advise see section VII.A]

Research Scientist/Scholar I is an individual who normally has a recent (less than 3 years) PhD with limited scientific research experience. A Research Scientist/Scholar I is expected to pursue research, either individually or as a member of a team, and to show promise for independent research. Effort, with appropriate assistance, at solicitation of support for research projects and submission of papers to refereed journals and national scientific meetings is expected. Individuals holding this title are to be formally evaluated within the first 3 years of service for promotion to the level of Research Scientist/Scholar II.

Research Scientist/Scholar II is considered to be analogous to the Assistant Professor title for regular faculty. It is attained by promotion from Research Scientist/Scholar I or, when appropriate, is granted to individuals hired with at least 3 years of post-doctoral work or its equivalent. A Research Scientist/Scholar II is expected to participate actively in research and in the planning of and solicitation of support for research projects, and to demonstrate initiative by submitting papers to refereed journals and presenting papers at national scientific meetings. Research Scientists/Scholars II may be evaluated after 4 years of service for promotion to Research Scientist/Scholar III.

Research Scientist/Scholar III is considered to be analogous to the Associate Professor title for regular faculty. It is attained by promotion from Research Scientist/Scholar II or, when appropriate, is granted to individuals hired with at least 7 years of post-doctoral work or its equivalent. A Research Scientist/Scholar III is expected to show substantial accomplishment in research, which may include regular publication of articles in refereed journals, regular presentation of papers at national or international scientific meetings, award of patents, and/or successful raising of research support funding. A Research Scientist/Scholar III must show a promise of future leadership ability. The individual will also be expected to provide service to the profession by serving on external committees or organizing or chairing national and/or international meetings, workshops, etc., or by scientific public outreach. This individual would be encouraged to develop an academic relationship with an appropriate academic unit. Research Scientists/Scholars III may be evaluated after 5 years of service for promotion to Senior Research Scientist/Scholar.

Senior Research Scientist/Scholar is analogous to the title of Professor for regular faculty. This title would pertain to an individual who, because of outstanding, sustained, superior performance is recognized by his or her peers as an accomplished senior researcher and leader in her or his field. Researchers with this title will have made outstanding contributions in research and achieved international recognition, as evidenced by original publications in peer-reviewed journals, award of patents, service in national and international organizations and review groups, and continued research funding. A Senior Research Scientist/Scholar must have demonstrated leadership activities. This individual would be encouraged to have an academic relationship with an appropriate academic unit.