

**CODE - DEPARTMENT OF FISH, WILDLIFE, AND CONSERVATION BIOLOGY**  
**COLORADO STATE UNIVERSITY**  
**February 2018**

**Mission**

Colorado State University's Department of Fish, Wildlife, and Conservation Biology serves students and varied constituencies through learning, research, and service/outreach/extension. 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 fish, 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. Engage students 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/Extension:

- A. Provide outreach and information transfer through scholarly publications, extension publications, distance education, short courses, workshops, seminars and other educational forms for lay and professional audiences;
- B. Serve on committees of the Department, College, and University;
- C. Participate in extension activities of the University;
- D. Provide support to the professions and community;
- E. Participate in activities of professional societies relevant to the disciplines; and
- F. Provide support and service to the University and College in development of programs responsive to needs of the state, regional, national, and global needs.

**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 the major within the Department, and may appoint chairs of concentrations. Chairs 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 will 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 faculty members as defined in as defined in §III.A, hereafter referred to as "voting faculty". Other committee members should be selected to best facilitate the search and can be individuals such as professional biologists outside the university and/or faculty from other departments.
    - 2. Once the Search Committee decides on the final short list, all voting faculty become members of the search committee (Committee of the Whole; Search Committee composition requires approval of the Office of Equal Opportunity). 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/CVs 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, written and/or verbal input from students and staff to faculty will be solicited.
5. Faculty are expected to inform themselves so that they can critically evaluate the candidates under consideration. All regular voting faculty in attendance at a personnel meeting may vote for their selection, and those who deliver a signed proxy 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. In all cases, appointments are subject to approval by the Provost and President acting on behalf of the Board of Governors of the Colorado State University System.

ii. Tenure and Promotion Committee and Mentoring and Reappointment Committee:

1. The Tenure and Promotion Committee (TPC) makes recommendations on tenure and promotion in faculty rank when requested by the Department Head. Eligible department faculty of the TPC are all tenured department faculty (AFAPM E.10.3.a, E.10.5.1). When considering a faculty for tenure and/or promotion, eligible faculty for the TPC are those of higher rank. When a faculty member is considered for promotion and/or tenure, all eligible faculty members become the TPC, which must have at least three (3) members. The TPC will have access to the candidate's application materials, a summary statement composed by the MRC, and letters from all outside reviewers. The TPC will meet to vote by ballot on whether the candidate is tenured and/or promoted. Written and signed or electronic ballots can be submitted to the Chair by eligible faculty unable to attend the meeting. 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 s(he) must independently evaluate the candidate for promotion and/or tenure. The TPC can request written or verbal clarification of the Department Head's written comments.
2. The Mentoring and Reappointment Committee (MRC) meets annually to advise and mentor faculty under consideration for tenure and promotion about progress. The MRC also advises the Department Head on such matters as well as annual reappointment of untenured faculty. The MRC is comprised of 4 Full Professors elected from the TPC 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 by September 1 of each year. The Chair of the MRC will also serve as the Chair of the TPC. The 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.10: Faculty Tenure Policy, AFAPM.

- iii. Phase II Review Committee (PIIRC): When the Department Head determines that a Phase II Comprehensive Review (AFAPM Section E: Performance Review) of a faculty member is required; a Phase II Review Committee 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 Department Code Section V. Faculty Evaluation.]
- iv. Graduate Affairs Committee: 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 Student 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 qualified faculty to complete the graduate committee as outlined in "Departmental Policies Related to Graduate Students", also see the Appendices 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. Other Committees: 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 Appendices) or as limited by the AFAPM. 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 in the Department who are administratively responsible to the Department Head with  $\geq 50$  percent time (but see *Note 2* below) and who satisfy the following qualifications (also see Appendix A):
  - i. Regular, regular part-time, and transitional appointments with the rank above that of instructor (collectively referred to as "regular" faculty); or
  - ii. The Leader and Assistant Leaders of the Colorado Cooperative Fish and Wildlife Research Unit (CCFWRU) who are affiliate faculty but recognized by agreement between USGS and CSU; or
  - iii. Special faculty appointments, and joint academic and administrative professional faculty appointments who have completed at least one year of service and hold annual appointments in FWCB, see **Academic Faculty & Administrative Professional Manual (AFAPM)** E.2.1.4, E.2.2.1, E.2.2.2). See *Note 1* below.

*Note 1*: Administrative professionals defined in iii must be Research Scientists III or Senior Research Scientists. Faculty defined in iii are not allowed to vote on personnel and curriculum issues, but can petition to receive voting privileges on personnel and/or curriculum issues; such

privilege must then be approved by majority vote of faculty defined in i and ii above. Department Head is responsible for maintaining a list of individuals approved for voting privileges through meeting minutes or other means.

*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.

- A. Non-Voting Members of the Department: Other members of the Department, including student representatives (see IIID), Faculty Affiliates, Department Affiliates, and Guest appointments, are non-voting members of the Department faculty, except as specifically outlined in IIIA.
- B. Department Meetings: Department meetings will be held (minimum of one per semester) as necessary to conduct Department business. An additional and important purpose of Department 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.

Such 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 connections are the responsibility of the off-campus individual and communication problems will not delay 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. The Head is 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.

- C. Two undergraduate students (junior academic standing or higher) of the Department (often selected from professional student organizations) and a graduate student may be invited to attend Department meetings. In particular, these students may be asked to provide updates about student activities and to provide input about department policy and deliberations.

#### **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% instruction (teaching)/mentoring, 45% to 60% research, and 5% to 15% service/outreach. With approval of the Department Head, 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 strive for equity in allocation of departmental resources for travel, professional opportunities for staff members, and other activities.

#### **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. The commitment of funds for tenure-track faculty positions within CSU typically based on faculty effort distribution in three areas as outlined under IV. Work Load: instruction/mentoring, research, and service/outreach. Faculty evaluation thus involves evaluation of performance based on the percent effort in each of these areas. This typically includes obligations for annual instruction/teaching of one or more Type A courses; mentoring graduate and/or undergraduate students; generating research funds, presenting and publishing research findings; and participating in internal and external service/outreach/extension activities. As defined by the Colorado Commission on Higher Education, Type A courses involve Field Instruction, Lab, Lecture, Physical Education, Private Instruction, Recitation, Discussion, Seminar, Studio-Art, and Studio-Music. Type B courses involve Dissertation, Thesis, Independent Study, Internship, Practicum, and Research. The number of credits of Type A instruction and the amount of teaching and research for a faculty member depends on the effort distribution outlined in the initial offer letter and this can change over time due to changes in department and university requirements as well as through discussions between the faculty member and the Department Head (see paragraph below about discussions with MRC should substantial changes occur).

Teaching and student mentoring will be evaluated based on information such as teaching contributions, advising and mentoring contributions, teaching evaluations, direct observation, input from faculty, staff, and students, and other materials supplied by the faculty member. The faculty member will submit university student evaluation summaries of courses to the Department Head; written evaluation comments from students are encouraged but are at the discretion of the faculty member. 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, presentations delivered, publications produced, and students (both undergraduate and graduate) mentored. Service/outreach will be evaluated by consideration of service/outreach on campus, in particular service on departmental, college, and university committees; extension activities; participation in professional meetings, seminars, and workshops; professional services and consultancies; media communications about research and teaching; 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 process.

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 CCFWRU and Research Scientists, progressing toward tenure and/or promotion should annually review their accomplishments with the MRC. 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 part of the 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. The Department Head should discuss with the MRC significant changes in the effort distribution of a faculty member being evaluated for tenure and promotion to ensure that all parties understand what constitutes positive progress. Faculty members seeking tenure and/or promotion are also strongly encouraged to formally seek a faculty mentor. More than one faculty mentor is possible, such mentors may serve different roles. Mentors can also be outside of FWCB. Identifying such relationships to the MRC and Department Head are encouraged.

The Department Head shall conduct periodic Phase I comprehensive performance reviews of all tenured faculty no later than 5 years after acquiring tenure (AFAPM E.14.3.1). If deficiencies are identified, per AFAPM guidelines, the faculty member and Department Head shall design a professional development plan. The Department Head shall review annually the plan and progress with the faculty member.

When results of Phase I cause the Department Head to initiate a Phase II Comprehensive Performance Review, then a Phase II review committee (PIIRC) will form as described in this code, and Phase II will proceed (see AFAPM E.14.3.2). 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 her/his position description, e.g., peer evaluations, student opinions, publications, citations, and records. The PIIRC may acquire additional information that 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. OTHER APPOINTMENTS:**

In addition to regular academic faculty, the Department recognizes that other appointments may be important to FWCB programs. These appointments include faculty appointments as defined in the AFAPM E.2 and Department Affiliates as defined below in section VI.E. Appendices A-E providing additional information other appointments in FWCB.

- A. Faculty in the Colorado Cooperative Fish and Wildlife Research Unit 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 The Advisory System). 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 the normal CSU promotion process be followed, including solicitation of external evaluation letters. Ultimately, any approval of rank requires approval by the Provost. The progression from Assistant to Full Professor typically takes at least 12 years.
- 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 to the Department Head that includes the nominee's curriculum vitae (CV); a brief memo from the nominator stating the roles, responsibilities, expectations, space requirements, and expected benefits to the Department; and a memo from the candidate outlining his/her desires

and plans for the position, the benefits to him/her, and the benefits to the department. The packet will be forwarded to department faculty for minimum 1-week review. If the candidate is interested in serving on graduate student committees or in advising graduate students then a joint appointment is needed and a separate nomination is required, see VI.C below.

- ii. Review and Interview - The candidate's packet will be discussed at a faculty meeting, and a majority vote by eligible faculty will be needed for further consideration. If the candidate is considered further, s(he) will be invited for an interview, e.g., a research seminar and a visit with faculty.
  - iii. Vote - Following the interview, the candidate will be discussed, and all eligible faculty (see Section III.A) will vote by secret ballot whether to approve the candidate for Research Scientist status, with a majority vote required for approval.
  - iv. Research Scientist Rank – If the candidate is approved, the eligible faculty on the TPC will discuss initial rank, vote on rank by secret ballot (a majority vote is required), and forward this advice to the Department Head. 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 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). Promotion to Senior Research Scientist is expected to take 12 years for someone beginning at the rank of Research Scientist I, a duration similar to that for RI faculty promoted to Full Professor. 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.
  - v. Other Privileges - Privileges for office and lab space, and expectations for teaching and service are detailed in Appendix A.
  - vi. Annual Reviews - The Department Head ultimately supervises and conducts annual reviews of Research Scientists, but for Research Scientists directly supervised by faculty who are voting members (see III.A) or who are associated with the CCFWRU or the Larval Fish Laboratory, then annual review is usually delegated to the appropriate supervisor.
  - vii. Promotion - Annual performance reviews of Research Scientists by the MRC are not required, but are strongly encouraged for those whose goal includes future promotion, or status as sole major advisor of graduate students. 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. Evaluation for graduate advising privileges is discussed in sections VI.C and VII.
- C. Joint appointments to the Department will be in accordance with the AFAPM. There are two kinds of joint appointments: one is a Joint Faculty Appointment (JFA) for a person who belongs to two academic units in the University, and the other is a Joint Academic and Administrative Professional Appointment (JAAPA). JFA's are rare and typically occur when two departments decide to pursue such an arrangement, e.g., a joint hire, or when a tenure-track or tenured faculty member requests such an arrangement. JFA's are thus unique and the process for approval will be discussed by voting members of faculty when requests occur. JAAPA are for administrative professionals who wish to associate with an academic department and whose qualifications are judged acceptable by department. Approval of both the academic department and the individual's administrative supervisor is required. For FWCB JAAPA are typically research scientists possessing a PhD.



- i. Nominating JAAPA - Any voting member of the Department as defined in III.A can nominate a qualified individual, typically a Research Scientist, for consideration for a joint appointment. A nominated individual must have direct involvement with the Department that includes serving or advising on a graduate student's committee; part- or full-time teaching responsibilities in a department-related course; and/or direct research activity that includes submitting proposals and administering research grants within the Department.
  1. JAAPA Service for Graduate Committee Service and/or Teaching only: For administrative professionals employed outside the Department with the sole purpose of a JAAPA for A) service on at least one graduate student committee, or B) at least 50% teaching responsibility for a department-related course ( $\geq 2$  credits). FWCB faculty (defined as Voting Members in Section III of the Department Code) can make nominations by including a CV and justification for the nominee to the Department Head. If the nominee meets the above requirements, then the nomination will be forwarded to faculty by email, and ONLY faculty objecting need respond to the email within 2 weeks. If no faculty object then the nomination will be approved for a 3-year term per CSU policy, otherwise the nominee will be reviewed at the next faculty meeting and must be approved by a majority vote.
  2. JAAPA Seeking Permanent Alignment: For JAAPA nominations that seek more permanent alignment with the Department, e.g., professionally as a permanent home within FWCB that allows submission of grants through FWCB as well as service on graduate student committees and/or teaching, then the FWCB faculty member must forward to the Department Head a packet that includes the nominee's curriculum vitae (CV); a brief memo stating the roles, responsibilities, expectations, and space requirements of the candidate, if any; and a memo from the candidate outlining his/her desires and plans for the position, the benefits to him/her, and the benefits to the Department.
    - a. Review and Interview – Packets of candidates nominated will be discussed at a faculty meeting, and a majority vote by eligible faculty will be needed for further consideration. If the candidate is considered further, s(he) will be invited for an interview, that will minimally include a question/answer session at a faculty meeting but may also include a research seminar.
    - b. Graduate Advising & Rank – If invited for an interview and the candidate is interested in graduate student advising privileges, then the Department Head will ask the MRC to evaluate the candidate. The MRC will provide a memo to the Department Head with a recommendation on whether advising privileges should be granted and, if so, under what conditions. The recommendation can range from no advising privileges to co-advising at some level to full advising privileges of both M.S. and Ph.D. students. Based on the candidate's experience, the MRC should also recommend a mentoring plan. Finally, if co-advising or higher is recommended then the MRC should make a recommendation for rank as assistant professor (see below), otherwise rank will be instructor which does not allow for sole advising. See Appendix E for approvals.
    - c. Vote – Following the interview, the candidate will be discussed, and all eligible faculty (see Section III.A) will vote by secret ballot whether to approve the candidate for joint appointment status, with a majority vote required for approval. Per CSU policy approvals are for a maximum 3 years, at which point JAAPA can be renewed after review by the Department Head and/or Faculty.
- ii. JAAPA are minimally at Instructor rank. This allows service on FWCB graduate committees, including voting privileges, and service as a co-advisor as outlined by the Graduate School. If

the nominee is a faculty member in another department then the appointee will hold the same rank as in their home department. If the appointee does not have rank in their home department or unit then rank may be considered, where appropriate, by the MRC for nominees wishing to co-advise graduate students following guidelines above.

- iii. Individuals approved for joint appointments may be required to meet annually for review with the Department Head and/or the MRC.
  - iv. JAAPA may be terminated at any time without cause per AFAPM E.2.2.2. JAAPA not meeting the requirements of their nomination will not be renewed.
- D. Faculty Affiliate appointments to the Department will be in accordance with the AFAPM.
- i. Faculty Affiliates possess training and experience useful to the Department for teaching and research but are not employed by CSU.
  - ii. Nominating Faculty Affiliates – Approved FWCB policy “Guidelines for Faculty Affiliates” is in Appendix C and is summarized as follows. A Faculty Affiliate must be someone with direct involvement with the Department who possesses a Ph.D. degree related to this involvement. Direct involvement must be A) service on at least one graduate student committee, or B) at least 50% teaching responsibility for a department-related course ( $\geq 2$  credits). FWCB faculty (defined as Voting Members in Section III of the Department Code) can make nominations by including a CV and justification for the nomination to the Department Head. If the nominee meets the above requirements, then the nomination will be forwarded to faculty by email, and ONLY faculty objecting need respond to the email within 2 weeks. If no faculty object then the nomination will be approved for a 3-year term per CSU policy, otherwise the nominee will be reviewed at the next faculty meeting and must be approved by a majority vote. FWCB faculty can nominate individuals who meet the goals of Faculty Affiliates but do not meet the above requirements, although such nominations should be rare. These nominations must include clear justification, and must be discussed and voted on at a meeting by faculty with approval requiring a majority of eligible members.
    - 1. Graduate students in FWCB are expected to publish their research. As such, an expectation of a Faculty Affiliate is current publications in peer-reviewed scientific journals.
    - 2. Once nominated, the review process usually takes 2-4 weeks for a decision, including submittal of paperwork to CSU’s Office of Human Resources.
  - iii. Faculty can recommend use of departmental resources or teaching of courses by Faculty Affiliates (also see Appendix A).
  - iv. Graduate Student Advising –Through nomination, Faculty Affiliates in FWCB may be allowed to co-advise graduate students, see FWCB policy entitled “Guidelines for Faculty Affiliate Co-advising in FWCB” in Appendix D. Co-advising should be rare and other than CCFWRU faculty, sole advising by Faculty Affiliates requires special consideration and approval by the Department Head and voting eligible faculty following a potential interview, discussion, and majority vote by secret ballot in support of advising. Also see Section VII below and Appendix E.
  - v. Faculty Affiliate appointments are for 3 years; renewal of Faculty Affiliate appointments including co-advising status must also be renewed every 3 years. Faculty Affiliate appointments may be renewed for those who continue to satisfy the conditions of their nomination and the requirements in i above. Otherwise, Faculty Affiliate appointments are not renewed.

- vi. Faculty Affiliate appointments may be terminated any time without cause per AFAPM E.2.2.3. Faculty Affiliates not meeting the requirements of their nomination will not be renewed.
- E. Department Affiliates. The Department recognizes that individuals can contribute significantly to the mission of the Department in capacities other than those with appointments described above. The Department defines such individuals as Department Affiliates.
- i. Nomination Department Affiliates - Nominations for Department Affiliate should be rare and reserved for individuals who provide what is deemed as exceptional contributions. A Department Affiliate must be someone providing strong contributions, i.e., significant involvement, to the Department in fulfilling its mission. Examples of significant involvement might include: a) extensive and active involvement in student research such as field work or manuscript preparation, or b) supporting a program of teaching, research, and/or outreach that involves a number of students and/or FWCB Faculty. FWCB faculty can make nominations by including a CV and clear justification for the nominee to the Department Head. Nominations are forwarded to the faculty and discussed (an interview may be required) and voted on at a faculty meeting with approval requiring a majority vote of eligible faculty. If approved, Department Affiliate status is for up to 3 years. Once nominated, the review process usually takes 2-4 weeks for a decision, including submittal of paperwork to CSU's Office of Human Resources.
  - ii. Per CSU Human Resources Manual, Department Affiliates may have access to CSU network, computing, and library resources, if required for their involvement with the Department.
  - iii. Department Affiliate appointments may be renewed for those who continue to satisfy the requirements in i above.

## **VII. GRADUATE COMMITTEE SERVICE AND ADVISING:**

- A. Service on graduate committees and graduate student advising in FWCB is a key university responsibility and privilege reserved for faculty who have a strong commitment to teaching and research. Regular and CCFWRU 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. New faculty serving on graduate committees are encouraged to discuss committee and advising philosophy within FWCB with regular departmental faculty, especially with respect to comprehensive exams, preparation of theses and dissertations, and the final defense. Attendance of all or part of the Graduate Orientation Seminar (FW 696) is a good way to gain such knowledge. The following are guidelines for graduate committee structure and for service and advising in FWCB depending on faculty appointment type.
- i. Graduate Committee Structure: For an M.S. committee, the 3 required committee members must be two regular or CCFWRU faculty and one outside faculty per the Graduate and Professional Manual (but see section ii below); Joint Appointment faculty can serve as additional members beyond 3. For a Ph.D. committee, the first 3 members are selected as described for a M.S. committee and the 4<sup>th</sup> member can be a Joint Appointment faculty. Any faculty serving on a graduate student committee must have the same or higher degree as the degree sought by the graduate student, i.e., a faculty with a terminal degree of M.S. cannot serve on a Ph.D. committee.
- B. JAAPA Sole Advising: To advise graduate students as the sole major advisor, advising privileges must be approved per Section VI.C.2.b guidelines (see Appendix E). JAAPA typically 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. 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. The candidate's packet will be discussed at a faculty meeting with a majority vote by secret ballot needed for JAAPA approval at the rank of Assistant Professor, otherwise rank shall remain Instructor.

- i. The MRC will evaluate and mentor JAAPA seeking sole advising approval, but are not obligated to grant this approval. Possible outcomes include denial of the request; asking the candidate to [continue to] co-advise graduate students first to gain experience; or full advising privileges. The Department Head may limit the number of graduate advisees that JAAPA advise due to limitations of departmental resources, e.g., lack of graduate student office space, overcrowding in graduate courses, availability of regular faculty to serve as committee members, etc. JAAPA approved for sole must attend the Graduate Orientation Seminar (FW 696) to learn about graduate advising in the Department.
  - ii. The Department Head can recommend to the Faculty revocation of JAAPA advising status due to inappropriate graduate student advising practices, 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.
- C. Faculty Affiliates may serve on graduate committees in FWCB (see Appendix C).
- i. Faculty Affiliates serving on graduate committees are in addition to the two departmental regular faculty members in FWCB and an outside faculty member. The exceptions are the rare Faculty Affiliates granted sole advising privileges.
  - ii. Faculty Affiliates may co-advise, if approved by the Department (see Appendix E). A Faculty Affiliate must have a Ph.D. degree, be actively involved in conducting and publishing research, and have experience on at least one graduate committee before being nominated for co-advising status (Appendix C). 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-advise 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 responsibility of the Department Head, with consultation of the faculty, to determine future graduate co-advising status.
    2. The Department Head can recommend to the Faculty revocation of co-advising status for a Faculty Affiliate due to inappropriate graduate student advising practices, 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.

## VIII. STUDENT APPEALS OF ACADEMIC DECISIONS:

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 such decisions and are verbatim from the AFAPM I.7: Student Appeals of Grading Decisions, exactly. These appeals are not disciplinary and are not to be confused with decisions on academic dishonesty or other misbehavior that may affect courses or programs (see AFAPM I.5 Academic Integrity Policy and Academic Misconduct Procedures).

- A. Course instructors are responsible for stating clearly the instructional objectives of the course at the beginning of each term and for evaluating student achievement in a manner consistent with these objectives. Students are responsible for meeting the standards of academic performance established for each course in which they are enrolled. Course instructors are responsible for determining and assigning final course grades. Graded examinations, papers, and other materials used as a basis for evaluating a student's achievement shall be available to the student for inspection and discussion. A student may appeal the grade assigned to him or her by a course instructor. However, the burden of proof rests with the student to demonstrate that one (1) or more of the following occurred:
- i. The grading decision was made on some basis other than academic performance and other than as a penalty for academic misconduct.
  - ii. The grading decision was based upon standards unreasonably different from those which were applied to other students in the same course and section.
  - iii. The grading decision was based on an unreasonable departure from previously articulated standards.

Before making an appeal, the student should discuss the situation with the course instructor(s) involved in the decision.

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 (1) or more of the three (3) criteria listed above. The request must be submitted (or postmarked, if mailed) no later than thirty (30) calendar days after the first day of classes of the following spring semester for appeal of grades recorded for the fall, and no later than thirty (30) calendar days after the first day of classes of the following fall semester for grades received in the spring or summer semester. If no appeal is filed within this time period, the grade shall be considered final.

Within thirty (30) calendar days of the receipt of an appeal, the appeal shall be forwarded to the course instructor(s) who assigned the grade and an appeal committee shall be formed, unless the request is received during or shortly before the Summer Session, when the course instructor(s) who assigned the grade or members of the appeal committee may not be available. In this case, the appeal committee shall be formed no later than thirty (30) calendar days after the beginning of the following Fall semester. The appeal committee shall be composed of two (2) faculty members and two (2) students from within the Department and one (1) faculty member from outside the Department who shall serve as the chair. All five (5) members of the appeal committee shall be voting members. Formation of the appeal committee shall be specified in the Department Code, and it shall be the responsibility of a departmental faculty member other than the course instructor. Additionally, the code shall specify procedures in the case that the instructor is the department chair.

- B. The appeal committee shall review the written appeal and the written response(s) from the course instructor(s). The appeal committee may elect to interview separately both the student and the course instructor(s) before rendering a decision. The decision of the appeal committee shall be based upon whether or not one (1) of the criteria for an appeal listed above has been met. At the conclusion of the deliberations, the committee shall render one (1) of the following two (2) decisions:
- i. The original grading decision is upheld.
  - ii. The department head or his or her designee(s) shall reevaluate the student's academic performance with respect to the instructional objectives of the course and assign a grade accordingly.

A written summary of the Hearing and the decision of the appeal committee and the reasons for this decision shall be sent to the student and the course instructor(s) within thirty (30) calendar days of the appointment of the committee and shall be retained in the department office for the duration of the student's enrollment at the University. The appeal committee's decision is the final decision of the University.

**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 to this Code 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. **Petitions for consideration of situations that depart from this Code are allowed, but such considerations must allow at least two weeks for review before a required discussion and vote at a meeting of the Department.**