ADOPTED RULES

Department of Biomedical Sciences

Provisions of the following shall not be redundant nor in conflict with the Collected Rules and Regulations of the University of Missouri or the College of Veterinary Medicine.

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Appendices

1. Mission

The Department is dedicated to the mission of the University through excellence in teaching, preeminence in scholarship and research, and a commitment to effective leadership in professional service. These goals are achieved through: daily contact with professional and graduate students involving didactic lectures, group interactions, and individual mentoring; significant contributions to science through innovative research; and, leadership roles in professional activities within the University, among local and state agencies, and at the National/International level in professional and scientific societies.

2. Faculty

2.1. Faculty Meetings (per UM CRR 300.010)

2.1.1. Faculty meetings will be called at the discretion of the Chair. Meetings will follow Roberts Rules of order. Minutes of all meeting will be taken and copies signed by the Chair made available to all faculty via email or shared network.

2.2. Promotion and Tenure

2.2.1. Tenure/Tenure (T/TT) track

2.2.1.1. Guidelines for T/TT Faculty (revised and adopted 5/12/2015)

Faculty members in the Department of Biomedical Sciences at the University of Missouri - Columbia (MU) are dedicated to achieving excellence in teaching, research/scholarly activity, and professional service to the university and their discipline. Tenure and promotion are awarded based upon significant contributions in all of these areas. Annual salary considerations are based on those same criteria. Continued contributions in all three areas are expected of all tenured faculty members.

The University of Missouri and the College of Veterinary Medicine have established minimum standards and procedures for the annual review of faculty performance and recommendations concerning promotion and/or tenure. The University of Missouri standards and procedures are defined in the UM System Collected Rules and Regulations (CRR): http://www.umsystem.edu/ums/rules/collected_rules/faculty/ch320/320.035_policy_and_procedures_for_promotion_and_tenure; and on the website for the Office of the Provost: http://provost.missouri.edu/faculty/tenure.html. The College of Veterinary Medicine website contains current copies of both College and Departmental Guidelines and approximate timelines related to preparation and review of mid-tenure and promotion and tenure dossiers: **http://cvm.missouri.edu/cvm_pol_proc_guide.htm**
Helpful tips on prior planning and preparation of promotion dossiers can be found on the Provost's website: http://provost.missouri.edu/promotion-and-tenure/dossiers/tips.php

These guidelines are considered to be an integral part of the Department of Biomedical Sciences policies and procedures described below. The Department of Biomedical Sciences guidelines amplify college, campus (Office of the Provost) and university policies. Voting during meetings requires a quorum (one half of the appropriate faculty group) and a majority vote (over half) is required to pass a motion. If not outlined in this document, meeting procedures will defer to Robert's Rules of Order.

2.2.1.1.1. FACULTY MEMBERS

A. Duties and Responsibilities

1. It is the annual responsibility of every Department of Biomedical Sciences faculty member to provide *all* the materials necessary for a fair, impartial and complete review of that faculty member's performance in research, teaching and service in the past year. This includes a current curriculum vitae (CV), a completed Annual Report according to department and College specifications and evaluations of teaching. Faculty members may at their option provide a description of their plans for the coming year.

2. It is the responsibility of any Department of Biomedical Sciences faculty member being considered for promotion and/or tenure to provide *all* the materials necessary for that evaluation as specified by the current Office of the Provost website and Call Letter in compliance with University of Missouri (UM), College of Veterinary Medicine, and Department of Biomedical Sciences published Guidelines. Prior to assembling a dossier, a faculty member wishing to be considered for promotion will provide the Department Chair with a complete CV (see example in Appendix 1), which includes detailed information regarding professional background, previous academic and professional experience, teaching and student/postdoctoral advising activities, scholarly contributions to the discipline and service to the scientific and local community and the discipline. This complete CV will be reviewed by the Department Chair. At his/her discretion, the Chair or the candidate may seek advice from the P&T Advisory Committee (see below). If the decision of the Chair and/or the P&T Advisory committee is to move forward, a complete updated CV provided by the candidate will be sent to external evaluators at the appropriate time. The faculty member may provide other professional materials that he/she considers relevant to the promotion and/or tenure decision.

3. In cases of recommendations for promotion and/or tenure, at least one week prior to the vote, the appropriate tenured Department of Biomedical Sciences faculty members will be provided access to the complete dossier on each Department of Biomedical Sciences faculty member under consideration. It is the responsibility of each of those tenured faculty members to: (1) familiarize themselves with the dossier prior to the meeting of appropriate tenured faculty at which the Department P&T Advisory Committee formally presents the dossier for discussion; (2) solicit whatever information from within and outside the University deemed appropriate to aid an informed evaluation; (3) attend said faculty meeting; (4) vote on each recommendation by secret ballot.

B. Criteria for voting faculty during consideration of promotion to Associate Professor and Professor on the tenure track.

In cases involving tenure and promotion to Associate Professor, the "appropriate faculty" includes all tenured regular faculty members holding the rank of Associate Professor or Professor in the Department of Biomedical Sciences. In cases involving promotion to Professor, the "appropriate faculty" includes all tenured regular faculty members holding the rank of Professor in the Department of Biomedical Sciences. These faculty groups are defined as the Department P&T Committee.

2.2.1.1.2. **PROMOTION & TENURE ADVISORY COMMITTEE**

A. Composition

The Promotion & Tenure (P&T) Advisory Committee shall consist of four tenured regular faculty members in the Department of Biomedical Sciences. At least two members will hold the rank of Professor. Terms of service will be three years, with the exception of a possible one year extension to provide continuity on the committee should more than one member be completing his/her term in a given year. New members of the Committee will be elected in January and service on the committee begins immediately following election. Each year the P&T Advisory Committee will elect

a full Professor on the Advisory Committee to serve as its Chair. No Department of Biomedical Sciences faculty member may serve more than two consecutive terms on the P&T Advisory Committee.

B. Duties and Responsibilities

1. The P&T Advisory Committee will coordinate with the Department Chair regarding timely preparation and review of the dossier for mid-term evaluation of Assistant Professors and faculty being considered for promotion and/or tenure.

   a. At the Department Chair's request, the P&T Advisory Committee will recommend potential external evaluators for a faculty member being considered for promotion and/or tenure.

   b. The P&T Advisory Committee shall review the dossier prepared by the faculty member under consideration for completeness and will communicate their assessment and any recommendations for revisions to the candidate and the Department Chair.

   c. Members of the P&T Advisory committee will present the dossier for discussion by the appropriate tenured faculty group (Department P&T Committee). The Chair of the P&T Advisory Committee will poll the P&T Committee by secret ballot and report the result of that ballot to the Committee.

   d. A draft letter explaining the evaluation of the faculty member under consideration, including the result of the secret ballot, will be written by members of the Department P&T Advisory Committee. Members of the Department P&T committee who attended the meeting will have the opportunity to review, suggest revisions, and approve the final letter for inclusion in the dossier.

   e. The Department of Biomedical Sciences P&T evaluation letter is considered confidential to the extent such protection is afforded by University policies and state, local and federal laws for the following reasons (see UM Collected Rules & Regulations 320.035): (1) The Department P&T committee review is usually the most detailed level of review and the committee is expected to solicit whatever information deemed appropriate from within and outside the University, including documentation of impact on the discipline; (2) outside evaluators are informed that their letters to be included in the dossier are considered confidential to the extent allowed by University policies and state, local and federal laws; (3) the Department P&T letter must comment on any differences of opinion among external reviewers or among the members of the Department P&T committee with external evaluators; (4) the Department letter must include recommendations with a rationale, which could reveal the identity of external evaluators if shared directly with the candidate.

   f. The Chair of the P&T Advisory Committee will provide the candidate with a separate correspondence to inform the candidate of the status of the application, provide a brief summary of the P&T committee's evaluation, and outline major concerns (if any).

   g. In the case of discussion of a recommendation of promotion to Professor, only P&T Advisory Committee members holding that rank will take part in the discussion and only Professors in the department will vote on the recommendation.

2.2.1.1.3. DEPARTMENT CHAIRPERSON

A. Duties and Responsibilities

1. The Department Chair shall conduct an annual evaluation of the performance of each faculty member in the Department of Biomedical Sciences in the areas of research, teaching and service. The Chair's evaluation shall be used to aid improvement of the performance of the faculty member and for determination of the faculty member's salary for the next year.

2. The Department Chair shall: Ensure timely election of members of the P&T Advisory Committee; inform P&T candidates and members of the appropriate departmental committees of important deadlines related to the process for mid-term and P&T review; and send written requests for external evaluator letters according to the guidelines outlined on the Office of the Provost website.

3. The Department Chair shall ensure that the candidate has access to information required in the dossier (e.g. departmental average teaching evaluation scores) and that the candidate is aware of his/her responsibilities regarding deadlines and content of the dossier.

4. In cases of mid-term evaluations or decisions on promotion and/or tenure, it is the responsibility of the Department Chair to request review by the P&T Advisory Committee and to assure that all appropriate faculty members have access to the complete dossier of each faculty member under consideration for at least one week prior to the scheduled meeting of the full P&T Committee and vote.

5. The Department Chair shall provide for the Dean a separate and independent written evaluation of the candidate and a separate recommendation in favor of, or opposed to, promotion and/or tenure. The Department Chair shall transmit to the Dean: (1) the letter of evaluation and the vote of the appropriate faculty body (Department P&T Committee), and (2) the Department Chair's independent evaluation and recommendation. For reasons outlined in Section II B.1, both the Department P&T Committee letter and the letter from the Department Chair are considered confidential. The candidate will be notified in separate correspondence from the Department Chair regarding his/her recommendation and a summary of major concerns (if any).

2.2.1.1.4. GUIDELINES FOR REVIEW AND EVALUATION OF FACULTY PRODUCTIVITY

A. Annual Performance Evaluation

Department of Biomedical Sciences regular faculty members will be evaluated annually in three areas: (1) teaching, (2) research, and (3) service. While the first two areas are clearly most important, and thus will be weighed more heavily, the third area is an important complement to the first two. Department of Biomedical Sciences faculty members are expected to engage in teaching, research and service in a percentage of their total effort as described by their official contract or subsequent documented written revisions of percentage time allotments as approved by the Chair. Performance evaluation will be commensurate with percentage effort assignment.

In the evaluation of individual faculty members, the Department Chair will consider the diverse mission of the Department of Biomedical Sciences, understanding that different fields of biomedical sciences have different standards, expectations, and practices with respect to publication, presentation at national meetings, and availability of research grants. The Department Chair will consider the productivity of each faculty member in the current year and his/her record in the most recent three year period, thus diminishing the effect of year-to-year variability in teaching, advising,

service, the communication of scholarly activity in publication, and the support of scholarly activity through grant preparation and award.

The following measures of performance in the Department of Biomedical Sciences serve as general guidelines within the constraints described above. The Department Chair will exercise judgment in applying these standards to individual faculty members.

1. **Teaching**: The Department of Biomedical Sciences has responsibilities in the veterinary professional curriculum, and in graduate and undergraduate education in Biomedical Sciences at MU and thus must provide a broad spectrum of formal instruction. It is equally important that faculty provide a stimulating learning environment outside the classroom, including time intensive one-on-one "state of the art" instruction with professional, graduate and undergraduate students in the research laboratory environment.

   Department of Biomedical Sciences faculty members are expected to teach in courses in the professional and graduate curriculum and also contribute to informal instruction and advising. The evaluation of teaching contributions and performance will take into consideration all of a faculty member's teaching, not only in formal courses but also teaching activities that require extra time commitments such as undergraduate and graduate research mentorship, participation in courses with laboratory sections, journal clubs, and advising student professional organizations. Faculty members may also contribute to the teaching mission by designing courses and curricula and developing textbooks and innovative instructional materials.

   Multiple evaluation methods and multiple sources of information for the evaluation of teaching quality will be considered. Methods of formal classroom assessment include student evaluation of teaching performance, classroom visitation and written evaluation by peers and/or instructional consultants, and peer evaluation of course content and teaching effectiveness through teaching portfolios that include a self-assessment component. The Department of Biomedical Sciences requires the use of student evaluation of teaching performance in every course and at least one additional form of formal classroom teaching evaluation each year (e.g. peer review, teaching portfolio). Student evaluations should supplement and guide faculty teaching evaluation.

   Recognizing that graduate student research is central to the Department's research mission, graduate research mentorship and advising is an important part of the teaching mission and thus must be included in the final overall assessment of teaching.

2. **Research/Scholarly Activity**: Department of Biomedical Sciences faculty members are expected to maintain a high quality, independent research program that makes continuing significant contributions to the scholarship of their discipline and leads to a national and international reputation for scholarship in their discipline.

   The evaluation of scholarship is based largely on the communicated results of research, the most important forms of which are peer reviewed publication in respected journals, and books and monographs published by top presses. Also important are edited books, research reviews, and chapters in books. A third category includes invited seminars, symposium papers, meeting presentations and published abstracts of these presentations, and other non-peer reviewed publications. Some textbooks and innovative instructional materials have significance to the scholarship of the discipline and thus are considered contributions to scholarly activity, as are contributions to the scholarship of teaching. While we expect regular continued publication of quality papers in peer reviewed journals, the number of peer reviewed publications is less important than the recognition by peers that the work is of very high quality and has made an important contribution to the scholarship of the field.

An important aspect of research is obtaining funds to support the program and it is usually necessary to obtain regular funding in order to maintain a viable research program. It is recognized that funding opportunities and levels in some areas are greater than in others and that some areas of research require fewer funds to maintain a successful program. A part of the research evaluation will include grant and/or fellowship proposals submitted to federal and state agencies and private foundations and the result of peer review of those proposals by those agencies.

The research of graduate students and post-doctoral associates is also an important contribution to the overall research program in the Department of Biomedical Sciences. Thus successfully advising these researchers is an important component of a faculty member's total research effort. Mentoring students through completion of their degree program, and placement of graduate students and post-doctoral fellows in subsequent positions is one criterion that can be used to judge the faculty members effectiveness in research teaching.

3. **Service**: Department of Biomedical Sciences faculty members are expected to make professional contributions through service to the Department, the College, the University and their discipline. It is often difficult to separate service to a faculty member's profession from their scholarly activity. Reviewing manuscripts, editing journals, reviewing research proposals, and serving on research grant panels or study sections all fall both under service and research scholarship. Important service contributions include the organization of regional, national, or international meetings and service as regional or national officers of professional organizations. Important local contributions include administrative assistance to the Department of Biomedical Sciences and/or to the campus through service on committees, discipline-related community service, and paid or unpaid consulting work.

   Each Department of Biomedical Sciences faculty member will receive an annual written performance evaluation from the Department Chair that will include individual ratings of exceeding, meeting, or below expectations in teaching, research and service. Based upon those individual assessments, each faculty member will receive an *overall* rating of satisfactory [either exceeding or meeting expectations] or unsatisfactory [below expectations]. These ratings and the attendant written evaluation will be communicated to each faculty member each year by the end of the winter semester. The full evaluation will be used by the Department Chair to: (1) develop a plan to improve the faculty member's performance [where applicable], and (2) to determine the faculty member's salary for the coming year. If the *overall* rating for a faculty member is considered unsatisfactory, the Department Chair and that faculty member must meet to discuss the evaluation and develop a written plan to address the deficiencies. That plan must include specific goals to be accomplished with attendant criteria for success and a specific timetable for completion. The faculty member and Department Chair will then meet with the Department P&T Advisory Committee to discuss and approve the plan, with modification if necessary. The final plan will be written, signed by the faculty member, Department Chair, and Department P&T Advisory Committee Chair. Copies will be provided to both the faculty member and Department Chair to be maintained with the faculty member’s records. Annual evaluations and any related documents as described above will provide data for mid-term evaluations of tenure-track, but not yet tenured faculty. Annual evaluations for tenured faculty, along with any related documents described above, will provide data for the five year post-tenure review (UM System CRR 310.015 B; CVM website).

B. Third-year (mid-term or mid-probationary) Review of Tenure-track Assistant Professors

This required review must be completed at the end of the third full year of an appointment as a tenure-track Assistant Professor. The third-year review focuses on the individual's progress to date

toward a positive promotion and tenure decision based on the candidate's research, teaching and service. The review is the same as that described below for the promotion and/or tenure decision with the exception that external letters of evaluation are not solicited. The review will result in an explicit statement of how well the candidate is meeting the Department of Biomedical Sciences expectations for progress toward tenure. This review of progress-to-date can result in the issuance of a terminal contract if the conclusion of the review is that the candidate cannot possibly meet the criteria for promotion and tenure by the end of the fifth year of their appointment (see CVM website). A copy of the departmental third-year (mid-probationary or mid-term) review letter is included in the promotion and tenure dossier (see Provost's call letter).

C. Guidelines for Tenure and Promotion to Associate Professor

The tenure decision is the most important decision made by the University faculty. A positive tenure recommendation requires that the faculty member: (1) has established a high quality, independent research program that is having an impact on the scientific field with the demonstrated potential for developing a national reputation for scholarship in the discipline; (2) has demonstrated that he/she has become an effective, quality teacher; and (3) has a record of service to MU, the local community and possibly the discipline at the national level appropriate for that faculty member's stage of development.

Teaching effectiveness will be judged on the variety of evidence described above. For a positive tenure recommendation, impact and the contribution of the faculty member to high quality publications in peer-reviewed journals is very important. Work performed at the rank of Assistant Professor at other institutions will be considered along with evidence of continued productivity related to work performed independently at the University of Missouri. Letters of evaluation of the scholarly contributions of the faculty member will be solicited from independent, unbiased individuals outside the University that are acknowledged to be among the leaders in the candidate's research area. The Office of the Provost website describes procedures and criteria for the selection of external reviewers. To aid in the process, the candidate will provide the Department Chair with names of mentors, collaborators, and close colleagues, who may be regarded as biased. In addition, it is possible that other individuals may be considered in conflict of interest by the candidate. In this regard, the candidate has the opportunity to identify no more than three individuals as being in conflict.

The probationary period for tenure-track faculty is no more than six years unless an extension has been approved (see below). The tenure review process normally begins at the end of the fifth year of an appointment as a tenure-track Assistant Professor. An untenured Assistant Professor may however request review for tenure and promotion to Associate Professor in any year. Careful consideration of the Department, College, and University guidelines regarding expectations for promotion to Associate Professor with tenure is recommended prior to initiating a request for consideration prior to the end of the fifth year. Recommendations for promotion and/or tenure before the sixth year should be rare and restricted to truly exceptional cases (UM System CRR 320.035 B.2.a).

Early career faculty members may request an extension of the probationary period for tenure if they encounter circumstances that may substantially impede their progress toward tenure in specific ways. Possible reasons for requesting an extension include new parenthood (pregnancy and childbirth, adoption), serious illness, or care of an invalid or seriously ill spouse, partner, child, or other close dependent. Extensions must be approved by the Chair of the Department of Biomedical Sciences, the Dean of the College of Veterinary Medicine, and the Provost and can be for no longer than one year at a time with a maximum of two one-year extensions in the probationary period (UM CRR 310.025; CRR 340.070; and Office of the Provost website). If an extension is granted in the

first three years of the probationary period then the formal third-year review will be delayed by the same period.

D. Guidelines for Promotion to Professor

Promotion to Professor recognizes sustained contributions during an academic career, including substantial and sustained contributions beyond promotion to Associate Professor. These types of contributions typically require six years beyond promotion to Associate Professor. As such, promotion before the sixth year should be restricted to exceptional cases.

A faculty member promoted to Professor will have demonstrated continued growth while an Associate Professor and a cumulative record of highest quality peer-reviewed publication, teaching and professional service. Demonstrated leadership and sustained participation at the department, the college and the university level is expected. Scholarship (beyond that completed at the time of promotion to Associate Professor) that has achieved national or international prominence is expected. A sustained publication record and recognition by peers that the work is of very high quality and has made an important contribution to the scholarship of the field is very important. Letters of evaluation of the scholarly contributions will be solicited from independent, unbiased individuals outside the University that are acknowledged to be among the most outstanding individuals in the candidate's area. Procedures similar to those described in Section IV.C above will be used to identify appropriate external evaluations.

A tenured Associate Professor may request consideration for promotion to Professor in any year. However, careful consideration of the Department, College, and University guidelines regarding expectations for Professor status is recommended prior to initiating such a request. A faculty member wishing to be considered for promotion to Professor will provide the Department Chair with a complete CV (see Appendix 1) in which activity in the areas of research, teaching and service since promotion to Associate Professor have been clearly indicated. At his/her discretion, the Chair or the candidate may seek advice from the P&T Advisory Committee. If the decision of the Chair and/or the P&T Advisory committee is to move forward, a complete updated CV provided by the candidate will be sent to external evaluators at the appropriate time.

E. Negative Recommendations During Departmental Review

1. In the event of a negative recommendation by the Department P&T Committee, the Chair of the P&T Advisory Committee will inform the candidate in writing and will briefly outline the major concerns leading to a negative recommendation (see Section II B.1). The candidate will be provided the opportunity to submit a written rebuttal to include in the dossier (UM CRR 320.035 A.4.b). In such cases all documents, including the formal P&T Committee letter, the notification letter to the candidate, and the candidate's rebuttal to major concerns will be forwarded to the Department Chair for inclusion in the dossier.

2. If the recommendation of the Chair does not support promotion and/or tenure of the candidate, the Chair will inform the candidate in writing, outlining his/her major reasons for non-support (See Section III.A.3) and the candidate will be given the opportunity to provide a rebuttal letter to this correspondence. All documents, including the Chair's formal evaluation letter, the notification letter to the candidate, and the candidate's rebuttal will be included in the dossier and forwarded to the Dean of the College of Veterinary Medicine.

3. A candidate for promotion and/or tenure has the right to submit rebuttal and supplemental updates to be added to the dossier as it advances through each step of the review process. However, submission of a new dossier for consideration by the department cannot occur until the

process for a current dossier has advanced through all stages of review and the candidate has been formally notified of the final decision.

4. Candidates receiving a negative recommendation should familiarize themselves with current college, campus (Office of the Provost), and UM system guidelines regarding policies and procedures.

F. Periodic Post-Tenure Review of All Department of Biomedical Sciences Faculty Members

This is a summative review of performance over a five-year period. The expectation is that each faculty member will contribute fully to the institution throughout that individual's career: in particular that there will be evidence of sustained contributions over the previous five-year period. At five-year intervals every tenured Department of Biomedical Sciences faculty member will resubmit a five year report consisting of their annual reports for the past five years, along with a concise summary statement of research, teaching and service activities for that five-year period and a curriculum vita to the Department Chair.

The Department Chair will evaluate the faculty member's overall performance in the five-year period as either satisfactory or unsatisfactory using the standards described above for annual performance evaluation (Section IVA). If the overall performance is judged satisfactory the review is complete. If the Chair evaluates the performance as unsatisfactory, the five-year report will be sent to the Department P&T Advisory Committee for presentation to the appropriate department voting faculty (Department P&T Committee) and the College P&T Committee for independent evaluations. If two thirds of the members of each (the Department P&T Committee and the College P&T Committee) evaluates the performance as satisfactory the review is complete. If performance is deemed unsatisfactory by more than one-third of either the Department P&T Committee or the College P&T Committee, the report will be forwarded to the Dean. If the Dean deems the faculty member's performance as unsatisfactory, a plan for professional growth and subsequent evaluation will be developed as specified in College of Veterinary Medicine guidelines and UM CRR 310.015.B.1c-f, 310.015B.2a-g, and 310.015.B.3a-c.

The five-year post-tenure review of all Associate Professors will include a review of progress toward promotion to Professor. A statement of the performance expectations that would allow this faculty member to be *considered* for promotion at some point within the next five years will be included in the five-year review. The report will indicate that the faculty member understands the expectations and has had a chance to respond to them.

The first five-year Post-Tenure Review for a tenured faculty member will be initiated and completed five years after the tenure decision or promotion to Professor. Faculty hired with tenure will be reviewed five years after they are hired.

2.2.1.1.5 GUIDELINES FOR ASSISTANT PROFESSOR MENTORING COMMITTEES

A. Composition of Mentoring Committee

Mentoring Committees for junior faculty shall be formed in the first six months of faculty appointment. Members, including the Committee Chair, shall be appointed by the Department Chair, in consultation with the junior faculty member. The committee will be composed of three to four senior faculty and shall include at least two full Professors. Typically it will include members in the junior faculty's discipline and may include an individual from outside the department.

B. Duties and Responsibilities of Advisee

1. Prior to the initial Mentoring Committee meeting (within one year of appointment), the Advisee should provide to his/her Mentoring Committee Chair:

   a.) Copy of original appointment letter (private information, such as salary, redacted). This will give the committee a record of type of appointment, % effort allocation, and date of appointment. This is important in following progress, documenting that activity is appropriate for the type and effort allocation of appointment, and planning timeliness for mid-term review and promotion dossier preparation. If any changes in the original appointment occur (e.g. % effort allocation), the Advisee should provide a dated copy of the correspondence related to these changes to the Mentoring Committee Chair.

   b.) Draft of 5-year plan

2. Each year the Advisee should provide the Mentoring Committee Chair with the following:

   a.) Copy of Annual Report

   b.) Copy of current C.V.

   c.) Copy of student teaching evaluations from all courses taught.

   d.) Copy of lecture schedule, course, time, and location

   e.) Other materials as requested by the mentoring committee (e.g. critiques from recently reviewed grants, etc.)

C. Duties and Responsibilities of Mentoring Committee

1. The role of the mentoring committees will be to provide guidance and help junior colleagues stay on-track regarding their particular appointment.

2. The committee Chair, in consultation with the junior faculty member, will call meetings and coordinate with the faculty member to provide required documentation to the committee.

3. The mentoring committee will meet at a minimum once a year to discuss progress and plans for the next year. However, Advisees are encouraged to use members of their mentoring committee as a resource for information and advice at any time.

4. At least one member of the mentoring committee will attend at least one lecture, and write a peer evaluation of teaching each year. The mentoring committee will help the junior faculty member identify other potential peer evaluators for teaching, as deemed appropriate.

5. Advise the junior faculty member regarding planning for mid-tenure review and P&T dossier preparation.

D. The mentoring committees and Advisees should use for reference:

1. A copy of the Departmental Guidelines for Promotion and Tenure.

2. Appendix 1: Guideline of topic headings/ and information to be included in a complete curriculum vitae.

3. Resources for Information required during dossier preparation

a.) The departmental average for courses of similar level is required in dossiers.

Each Department within the College of Veterinary Medicine is responsible for documenting this information and making it available to departmental faculty. The Departmental Chair receives copies of all teaching evaluations. Information for overall average evaluation scores will be provided to the departmental office by CVM IT services, and will be on file in the Biomedical Sciences Departmental Office.

b.) P&T Dossiers require indices of quality of journals and scholarly activity. The rate of acceptance and the "impact factor" for a journal are recommended by the Department of Biomedical Sciences. A resource librarian in the College of Veterinary Medicine is available to help in obtaining these indices for various scholarly journals.

These guidelines were formulated by tenured and tenure track faculty in the Department of Biomedical Sciences In compliance with UM CRR 300.010. They were revised and approved by the Department of Biomedical Sciences tenured and tenure track faculty on May 10, 2006 (with minor revisions on May 27, 2008); and May 12, 2015. This document was created with significant input from a document entitled "The Annual Review of Faculty Performance and Recommendations Concerning Tenure and/or Promotion" from the Division of Biological Sciences, University of Missouri-Columbia and a document entitled "Appointments, Promotion, and Tenure" from the Department of Physiology and Cell Biology, Ohio State University.

2.2.1.1.6 **ASSOCIATE CHAIRPERSON**

A. The Chairperson will select a member of the faculty for the appointment to the position of Associate Chairperson, after discussion at a regular faculty meeting.

B. The Associate Chairperson will assist the Chairperson in departmental educational, research and service programs, budgetary matters, physical facilities and personnel matters. A partial list of duties includes collaboration with the Chairperson in preparation of major reports, allocation of departmental resources, supervision of office personnel, etc.

C. The Associate Chairperson will serve as the chief administrative officer in the absence of the Chairperson and therefore, can represent the Chairperson in his/her absence to fulfill responsibilities including signing forms and meeting with Deans or other University officials.

2.2.2. Non-tenure (NTT) track

2.2.2.1. Guidelines for NTT Faculty (originally adopted 11/5/04; revised 05/03/06 and 08/20/10; adopted on 8/20/10. Clerical errors corrected 06/08/2011 (CMH).)

Teaching, research, and tenure track appointments within the Department of Biomedical Sciences are designed to be complimentary in fulfilling the responsibilities of the department. A hierarchy of importance between tenure track, teaching track and research track faculty is not implied by the existence of these categories. The key distinction in promotion among the teaching, research and tenure track relates to evaluation of performance. Tenure track faculty performance is evaluated in all three missions of the Department: teaching, research/scholarly activity, and service, whereas performance of teaching and research track faculty is evaluated on one primary responsibility, as well as service and professional activities related to that primary responsibility. Within these three areas of responsibility, performance will be evaluated according to scholarly achievement in the assigned area, independent of the type of appointment.

I. Definition of Non-Tenure Track (NTT) Faculty

According to University of Missouri Collected Rules and Regulations (310.035 Non-Tenure Track Faculty, revised 4-12-10): Non-regular faculty may be: 1) full-time, ranked, non-tenure track (NTT) faculty; 2) full-time, unranked, non-regular faculty; and 3) part-time, non-regular faculty (adjunct faculty).

University guidelines state: "There shall be four main types of full-time, ranked NTT faculty, each with primary responsibility in a single area: teaching, or research, or clinical/professional practice, or extension activities"

In regard to full-time NTT faculty in the Department of Biomedical Sciences there are two full-time, ranked NTT faculty categories and titles:

1. Teaching faculty (Assistant Teaching Professor, Associate Teaching Professor, and Teaching Professor)
2. Research faculty (Assistant Research Professor, Associate Research Professor, and Research Professor)

This document addresses appointment and promotion of individuals in ranked non-tenure track (NTT) positions only, and is not directed toward other non-regular positions.

At the time of appointment, new NTT faculty will be appointed at a rank commensurate with his/her qualifications and experience as described below. Application for promotion in the NTT is elective and not dependent upon a rigid timetable, nor is there a limit to the number of times a NTT faculty member may enter the promotion process. NTT faculty are responsible for maintaining records of all official letters, annual reviews (documented in writing), and other documents relevant to their position and responsibilities. One to two years prior to the intended year of application for promotion, a candidate should discuss the possibility with the departmental Chair and assemble dossier materials using the same guidelines as those for actual submission for promotion, with the exception that no external evaluation letters will be solicited. The most current guidelines for dossier preparation will be available on the Provost's website. The Chair will request that the departmental Promotion and Tenure (P&T) Advisory Committee review these materials and advise him/her as to whether it would be appropriate to proceed with the actual submission for promotion. At least one NTT faculty member in the same track and of the same or higher rank will be assigned as an ad hoc member of the P&T Advisory Committee when a NTT faculty member is being considered.

II. Teaching Track Faculty:

A. Description: Teaching track faculty are an important asset to the teaching mission of the Department. They have a primary obligation to contribute to the Department and College teaching mission and to participate in service and professional activities related to that primary responsibility. Teaching track faculty in Biomedical Sciences will usually invest the majority of their effort in instruction of veterinary students. In the Department of Biomedical Sciences these individuals have all the rights and privileges of tenure track faculty members with the following exceptions: Teaching track faculty may not vote on tenure or promotion decisions for regular tenure-track faculty or promotion decisions for research track faculty; and teaching track faculty may not serve on committees requiring tenure track status. Teaching track faculty are involved and vote on promotion decisions involving other teaching track faculty. All teaching track faculty in Biomedical Sciences are required to contribute to the instruction of professional students. Professional service or research/scholarship activities that complement the primary obligation may also be assigned to teaching track faculty, but will represent a minor part of their responsibilities.

B. Appointment process: For departmental positions, a search committee is appointed by the Chair. At least one senior (Associate Teaching Professor or above) teaching track faculty member will serve on search committees for teaching track positions. The search committee will develop the description of the position, which must be approved by the Chair and Dean. Advertisements will be placed in appropriate media and applicant files will be maintained within the departmental office.

1. The **Search Committee** screens the applicants, develops a short list, and in consultation with the Chair selects applicants to be interviewed. They invite candidates for interviews and seminar presentations. Following input from the faculty, the Committee makes recommendations to the Chair. The Chair, in consultation with the Dean, makes the final selection.

2. **Salary support:** Most of these positions are supported from general operating dollars and/or research generated salary savings dollars. Usually, a three year initial contract is offered. Annual renewal is contingent upon satisfactory performance in the assigned duties.

3. **Department/ Unit obligation:** College space is allocated by the Dean. Within the Department of Biomedical Sciences, the Departmental Chair makes space assignments. Teaching faculty will be assigned office space by the Departmental Chair.

4. **Initial and subsequent appointment:** In compliance with University of Missouri Collected Rules and Regulations (310.035 H.), the initial appointment for teaching track faculty will be for a period no longer than three years. Teaching faculty will be reviewed annually by the department Chair. In the Department of Biomedical Sciences, the initial appointment will be for three years. If job performance is satisfactory (as documented in writing in the faculty member's annual review), teaching track faculty will receive a three year "roll over" contract wherein each year is the first year of a new three year appointment. In the case of unsatisfactory performance, the appointment will remain at two years, and the faculty will be given specific written guidelines by which they can correct deficiencies. If acceptable progress is made after one year, the appointment will be restored to three years. If progress is not adequate, the faculty member will enter the terminal year of appointment. Under circumstances of serious inadequacies of job performance, termination may proceed at the earliest date consistent with university regulations.

5. **Contract and annual evaluation letter:** At the time of initial appointment, teaching track faculty will receive a document indicating the length of their "roll over" appointment and the workload requirements. In a similar fashion, following their annual evaluation, teaching track faculty will receive a letter summarizing their review and detailing the workload and nature of their next contract (i.e. new 3 year contract, 2 year contract, etc.).

6. **Annual evaluation:** Each teaching track faculty member in Biomedical Sciences will be given an annual evaluation and discussion of his/her professional progress and future goals with the Department Chair. At the time of the annual review, responsibilities may be adjusted to reflect changes in needs of the department and career goals of the faculty member. If changes are made in responsibilities these will be documented in the annual evaluation letter. The results of the annual review and the length and terms of the next appointment will be provided to the faculty member in writing (See # 4 and 5 above).

C. Teaching track ranks and promotion: Faculty ranks within the teaching track are designated Assistant Teaching Professor, Associate Teaching Professor and Teaching Professor. In the Department of Biomedical Sciences teaching track appointments are faculty who are engaged primarily in teaching. The rank at time of appointment will be commensurate with the faculty member's credentials. The departmental Promotion and Tenure Committee responsible for evaluating faculty members for promotion in the teaching track will consist of all tenured and teaching track faculty who outrank the individual being evaluated. (i.e. Associate and full Professors for Assistant Professor promotion and full Professors for Associate Professor promotion). If there are no teaching track faculty in the promotable rank or above within the Department, the Chair or Dean will appoint at least one ad hoc member in the appropriate teaching track rank from another Department or College.

Information on the format for dossier preparation may be obtained on the Provost's website. The process for application for promotion will be similar to that described in tenure-track guidelines, except that 1) the focus will be on the primary responsibility of teaching, and service and professional activities related to that primary responsibility, and 2) no external letters of reference are solicited.

1. **Assistant Teaching Professor.** Individuals appointed as Assistant Teaching Professor will have a D.V.M., Ph.D., or equivalent degree. The candidate will have exhibited potential for excellence in teaching, with expertise in the subject matter that they will be teaching. Evidence of prior teaching experience and knowledge of current and relevant instructional techniques is desirable.

2. **Promotion from Assistant to Associate Teaching Professor.** For promotion to the rank of Associate Teaching Professor, the faculty member will have demonstrated that he/she has become an effective, quality teacher and has adequately performed expected service and professional activities related to the primary appointment. Effective teaching will be assessed by multiple evaluation methods. Methods of formal classroom assessment include student evaluations, peer evaluations, and possibly evaluations from instructional consultants and teaching portfolios with a self-evaluation component. It is expected that effective, state-of-the-art teaching materials and methods will be used. Participation in curriculum development and advisement of students and student organizations relevant to the faculty member's position indicate an important commitment to the professional teaching mission of the College of Veterinary Medicine.

   The dossier of applicants for promotion to Associate Teaching Professor must include a minimum of three formal peer evaluation letters from qualified faculty in the Department of Biomedical Sciences. Peer evaluations should be based on visits to the candidate's classroom and include assessment of teaching strategies, materials, and performance.

3. **Promotion from Associate Teaching Professor to Teaching Professor**. For promotion to the rank of Teaching Professor the faculty member will have sustained excellent performance in assigned duties. Continued recognition by students and peers as an effective teacher, production and use of state-of-the-art teaching materials, participation in curriculum development and improvement, and advisement of students and student organizations are indicators of excellence in performance. Demonstrated scholarly achievement and evidence of leadership in the College and/or Department are expected. Examples of scholarly activities related to teaching include (but are not limited to) participation in teaching enhancement workshops, obtaining grants and support for instructional improvement and delivery, published workbooks, contribution to textbooks, and publication in teaching related professional journals.

   The dossier of applicants for promotion to Teaching Professor must include a minimum of three formal peer evaluation letters. Two of these letters should be from individuals external to the Department of Biomedical Sciences. Peer evaluations should be based on observation of the candidate's teaching in the classroom and include assessment of teaching strategies, materials, and performance.

These guidelines will be implemented within the scope of Guidelines of the College of Veterinary Medicine and University of Missouri.

III. Research Track Faculty:

A. Description: Research track faculty are viewed as an important element in the research and scholarly programs of the department. As such, research track faculty in the Department of Biomedical Sciences will usually invest all of their effort in research, consistent with the source of their salary support, and are not expected to be involved in instruction and/or officially supervising graduate students or postdoctoral fellows. Research track faculty are encouraged to become an integral part of departmental and college activities;

however, they may not vote on tenure and promotion decisions for regular tenure track faculty, promotion decisions for teaching track faculty, or on issues related to the professional curriculum and courses. Research track faculty are involved and vote on promotion decisions involving other research track faculty. Professional service on committees specifically related to research is appropriate, but should represent a minor part of responsibilities. Promotion in the research track is determined by the research, scholarly achievements, and service and professional activities related to research of the faculty member.

Information on the format for dossier preparation may be obtained on the Provost's website. The process for application for promotion will be similar to that described in tenure-track guidelines, except that 1) the focus will be on the primary responsibility of research, and service and professional activities related to that primary responsibility, and 2) no external letters of reference are solicited.

B. Appointment process: The Chair will consider appointment of an individual to a research track position, based upon credentials and recommendation(s) of regular departmental faculty. The Department Chair signs the required forms and letter of offer for appointment to a research track position. When salary support is provided from research funds of regular departmental faculty, those faculty should consult with the Chair and co-sign the letter. When possible, initial appointment of research track faculty should be for one year and at a rank commensurate with his/her qualifications and experience as described below.

C. Salary support: Research track faculty are expected to underwrite their own salary. This is typically done through extramural grants or contracts in collaboration with other departmental faculty and/or on research grants/contracts on which the research track faculty member is Principal Investigator. The Department has no obligation to provide salary support in the event that the extramural support is no longer available.

D. Departmental obligation: To the extent possible and consistent with departmental priorities on space, an office will be available to research track faculty. Research space used by the research track appointee is expected to be shared space, in common with faculty colleague(s) in the department. Since research track appointments are non-tenure track without sustained departmental commitments, it is important that appointees establish realistic expectations with their colleague(s), based upon the magnitude and duration of grant support, that are formalized in writing.

E. Contract and annual evaluation letter: At the time of initial appointment, research track faculty will receive a document indicating the length of their appointment and workload requirements. Given the specific requirements for salary support and laboratory space, the details of a potential research track appointment will be discussed initially between the candidate and the faculty sponsor(s). The Department Chair will verify that extramural funds are available for the candidate's salary and research activities. The Chair must approve the appointment and in conjunction with the faculty sponsor will write a formal letter of offer detailing expectations of the position. Research track appointments are usually for a period of one academic year, but may be for a shorter or longer period, except that no single term appointment shall be for a period longer than three years.

Research faculty will receive an annual evaluation by their faculty sponsor and the Departmental Chair. Following the annual evaluation, research track faculty will receive a letter summarizing the review and detailing the workload and nature of their next contract. It is recognized that reappointment is contingent on availability of funds and decisions to reappoint should be accessed prior to the appointment end date. Research faculty who will not be reappointed should be informed in writing at least three months in advance of the appointment end date unless extenuating circumstances exist.

F. Research track ranks and promotion: Faculty ranks within the research track are designated Assistant Research Professor, Associate Research Professor and Research Professor. In the Department of Biomedical Sciences research track appointments are used for faculty who are engaged primarily in research, and the rank at time of appointment will be commensurate with the faculty members credentials. The

departmental P&T Committee responsible for evaluating faculty members for promotion in the research track will consist of all tenured and research track faculty who outrank the individual being evaluated. (i.e. Associate and Full Professors for Assistant Professor promotion and Full Professors for Associate Professor promotion). If there are no research track faculty in the promotable rank or above within the Department, the Chair or Dean will appoint at least one ad hoc member in the appropriate research track rank from another Department or College.

1. **Assistant Research Professor.** Individuals appointed as Assistant Research Professor will have a Ph.D., M.D., D.V.M. or equivalent degree and at least two years post-doctoral research training. Research productivity beyond the Ph.D. dissertation work is required. Publications in peer reviewed scientific journals reporting data different from the dissertation project would indicate that the candidate has progressed beyond his/her graduate training.

2. **Promotion from Assistant to Associate Research Professor.**
   For promotion to the rank of Associate Research Professor**,** the faculty member will have demonstrated excellence in research as well as in the service and professional aspects related to his/her discipline. Indications of excellence in research include publications in peer-reviewed scientific journals, contributions to obtaining extramural research support (Co-Investigator or Principal Investigator), and presentations at national meetings. These accomplishments indicate that the individual shows promise for developing national recognition for his/her research.
   Although the faculty sponsor and collaborators of the candidate are welcome to include letters in the dossier, the dossier of applicants for promotion to Associate Research Professor must include a minimum of three formal peer evaluation letters from qualified individuals not working directly with the candidate. At least one of these letters should be from a nationally recognized scientist outside of the University of Missouri system. Peer evaluations should include a comprehensive evaluation of the quality of the candidate's research and his/her productivity.

3. **Promotion from Associate Research Professor to Research Professor.** For promotion to the rank of Research Professor**,** the faculty member will have sustained productivity and excellent performance in research and scholarship, evident by national and/or international recognition for scholarly activities. Maintained contributions to research funding (Co-Investigator or Principal Investigator) and evidence for national recognition for research is required. For example, service as a reviewer for scientific journals or for funding agencies would indicate that the candidate is viewed as an expert in his/her field. Invitations to contribute to published review articles and/or to give invited talks in his/her discipline would indicate that the candidate has established a national reputation.

   The dossier of applicants for promotion to Research Professor must include a minimum of three formal peer evaluation letters from nationally or internationally recognized scientists who are outside of the University of Missouri system and are not working directly with the candidate. Peer evaluations should include a comprehensive evaluation of the quality of the candidate's research, his/her productivity, and his/her national reputation.

These guidelines will be implemented within the scope of Guidelines of the College of Veterinary Medicine and University of Missouri.

2.3. JOINT FACULTY

2.3.1.1. Motion passed 5/17/2007 to develop guidelines for Joint Faculty.

2.3.1.2. Joint Appointment Policy – **Adopted 3/6/2014**

Definition

Joint appointments are distinct from adjunct appointments which are defined as part-time, non-regular faculty [University of Missouri Collected Rules and Regulations (CRR) 310.03]). As outlined in the CRR (320.080), any faculty member with joint appointment or joint title will have assigned a primary position and the department or unit within which that position is situated shall be deemed the primary department. The primary department is responsible for decisions or recommendations regarding salary, promotion, leaves, and other perquisites, and is responsible for securing agreement among the departments or units involved on the sharing of salary and support funds. The following guidelines pertain to faculty with a primary appointment in another department or unit and a joint appointment in the Department of Biomedical Sciences.

Background

Joint appointments offer opportunities to build bridges with other units to promote collaborative research and graduate education. Among the successful outcomes are the funding of training grants and multi-investigator, cross-disciplinary research proposals, enhancement of translational research initiatives, and support of center-related activities. Joint appointments within the Dept. of Biomedical Sciences may include faculty from other basic science and clinical departments within the College of Veterinary Medicine, or from other Colleges and Schools at University of Missouri. This document outlines the policy for the review and extension of joint appointments in the Department of Biomedical Sciences.

Process

1) The applicant will meet with the Chair of Biomedical Sciences to discuss the process involved and the expectations for a joint appointment will be outlined. Should the Chair consider the appointment to be of benefit to departmental research and/or educational programs, the applicant will be invited to submit a current *curriculum vitae* and a letter requesting a joint appointment, including a brief narrative on main reasons for seeking the appointment and description of his/her research and teaching interests.

2) The Chair will submit the documents to the departmental Promotion and Tenure (P&T) Advisory Committee. **Criteria** to be considered are the potential for collaborative research, teaching graduate courses, graduate student and postdoctoral mentoring, and contributing to the submission of programmatic research and training grants. If the applicant wishes to be eligible to serve as major advisor for Biomedical Science graduate students, the Graduate Program Advisory Committee (GPAC) will also review the documents and will verify the applicants graduate and doctoral faculty status.

3) The Chairs of the P&T Advisory Committee and GPAC will submit brief written summaries of their deliberations and the committee's recommendation regarding the suitability of the appointment to the departmental Chair.

4) Assuming continued enthusiasm for potential joint appointment after these initial deliberations, the applicant will be invited to provide a seminar in the Department. At that time, all documents submitted by the applicant (as outlined in steps 1 and 2 above) will be distributed to the Biomedical Science faculty for their review.

5) In the case of faculty recruitments, whenever possible, faculty candidates who might wish to pursue a joint appointment in Biomedical Sciences should be identified early in the recruitment process. This will allow departmental faculty to be notified of the potential joint appointment and encourage attendance at the candidate's seminar. When time constraints preclude the formal process, for example during recruiting, the Chair may informally request Departmental faculty input through e-mail

correspondence, and offer joint appointments prior to completion of the steps outlined in this document.

6) After the seminar presentation, the joint appointment will be discussed at a meeting of the faculty with primary appointment in the department, followed by a formal vote on the appointment. A simple majority is necessary for approval.

7) The applicant must affirm the offer and agree to our expectations (below) before the appointment papers are submitted to the administration.

8) Joint Appointments in Biomedical Sciences carry no space or salary obligations, unless negotiated in writing, with the stipulations clearly outlined in a Memorandum of Understanding (MOU). The MOU is to include as signatories the joint appointee's primary department Chair, the Biomedical Sciences Chair, and the Dean of the College of Veterinary Medicine.

9) Joint appointments in Biomedical Sciences that carry no salary obligations will be for a term of 5 years at which time appointees may re-apply for joint appointment. All other joint appointments are indefinite, but may be terminated at the discretion of the Chair.

Expectations

1) Acknowledge the Department of Biomedical Sciences in all presentations and publications.

2) Attend seminars, and other scheduled events on a regular basis.

3) Participate in graduate education as exemplified by teaching in courses, advising graduate students, and mentoring postdoctoral fellows; and/or participate in a collaborative research project(s) with Biomedical Sciences faculty member(s), if that was a major reason for the appointment.

4) Submit annual reports, bio-sketches, etc. in a willing and timely manner when requested by the Chair.

2.4. GUIDELINES FOR ASSISTANT PROFESSOR MENTORING COMMITTEES

The Faculty Mentoring committee will be composed of tenured faculty selected by the departmental chair. The purpose the mentoring committee is to assure that the Department of Biomedical Sciences provides junior faculty with guidance and advice in the development of their career. The Faculty Mentoring Committee will provide guidance as needed. In addition, it is required that the committee meets with the advisee at least once each year in preparation for their annual performance review meeting with the department chair. After the annual meeting, the committee will prepare a brief summary of the advisee's progress toward promotion and tenure and proposed a plan for the next academic year. In addition to this yearly meeting, the members of the mentoring committee should provide guidance and advice as the need arises. This will include peer review of: grant proposals, manuscripts, teaching performance, and advice for preparation of the P&T portfolio.

A.) The Advisee should provide to his/her Mentoring Committee Chair:

1.) Copy of original appointment letter (private information, such as salary crossed out). This will give the committee a record of type of appointment, % effort allocation, and date of appointment. This is important in following progress, documenting that activity is appropriate for the type and effort allocation of appointment, and planning timeliness for mid-term review and promotion dossier preparation. If any changes in the original appointment occur (e.g. % effort allocation), a dated copy of the correspondence related to these changes should be provided to the Mentoring Committee Chair.

2.) Draft of 5-year plan

3.) Each year the Advisee should provide the Mentoring Committee Chair with the following:

a) Copy of Annual Report

b) Current copy of C.V.

c) Copy of student teaching evaluations from all courses taught.

d) Copy of lecture schedule, course, time, and location

B.) The role of the mentoring committees will be to provide guidance and help our junior colleagues stay on-track regarding their particular appointment. The committee will meet at a minimum once a year to discuss progress and plans for the next year. However, Advisees are encouraged to use members of their mentoring committee as a resource for information and advice at any time.

C.) At least one member of the mentoring committee will attend at least one lecture, and write a peer evaluation of teaching each year. The mentoring committee will help identify other potential peer evaluators for teaching, as deemed appropriate.

D.) The mentoring committees and Advisees should use for reference:

1.) A copy of the Departmental Guidelines for Promotion and Tenure.

2.) Appendix 1: Guideline of topic headings/ and information to be included in a curriculum vitae.

E.) Resources for teaching information

Evaluations: Departmental average for courses of similar level is required in Dossier.

Each Department within the College of Veterinary Medicine is responsible for documenting this information and making it available to departmental faculty. The Departmental Chair receives copies of all teaching evaluations. For courses prior to 06/28/05, the departmental office will have averaged teaching evaluation scores (using the overall rating for each Biomed. Sci. faculty member who taught in the course) for each course offered by the Dept. of Biomedical Sciences. For courses ending 06/28/05 or later, information for overall average evaluation scores will be provided to the departmental office by CVM IT services, and will be on file in the Biomedical Sciences Departmental Office.

Possibilities for teaching enhancement:

Teaching and Learning Center (TLC@Mizzou) http://tlc.missouri.edu/

Wakonse Conference - Requires departmental recommendation from the chair and acceptance by the conference. http://www.wakonse.org/

ET@MO, On campus support for teaching technology. In the past they have offered one week intensive courses dedicated to teaching technology. Offer many support services for faculty teaching, on line and in person. http://etatmo.missouri.edu

Helix Conference on Teaching Technology, sites vary but usually at the Lake of the Ozarks. Sponsored by Morenet. http://www.more.net/conferences

Campus Technology Conference, Sponsored by Syllabus Media Group (a teaching technology magazine) http://www.campus-technology.com

In addition, information for teaching enhancement can be found on the web, and there are many courses and conferences dedicated to specific disciplines.

F.) Resources for documentation of research/scholarly activity

P&T Dossiers require some index of quality of journals and scholarly activity. The Head of the Veterinary Library, Kate Anderson (andersonkat@missouri.edu) can assist in generating current indices.The rate of acceptance is currently stipulated in several P&T guidelines across campus. Arguments could be made that rate of acceptance is preferred to the "impact factor" for a journal; however BMS P&T dossiers should probably be prepared to address both rate of acceptance and impact factor since UMC Strategic Plans include this verbiage.

Impact factor: The impact factor for a journal may be difficult to determine. The following site is potentially useful: http://www.ibpc.fr/~dror/jif.html

Rates of acceptance can be difficult to find for some journals. The following site is potentially helpful: http://lfolks.sdsu.edu/faculty/readyref/RRF-Acceptance.html

A Curriculum Vitae template is provided in Appendix I.

2.5. Research Advisory Committee (adopted November 6, 2001)

2.5.1. See Research Advisory Committee (RAC) Organizational Document, Appendix II.

2.5.2. RIF distribution (adopted 11/2001; see RAC Organizational Document)

2.5.2.1. The Departmental RIF policy for Biomedical Sciences, approved in November, 2001, specifies that 25% of the RIF will be returned directly to the generators, and that the remaining 75% will be administered by a departmental committee of RIF generators for support of 1) start-up expenses for new faculty, 2) individual and departmental research and infrastructure, and 3) the departmental graduate program.

2.5.3. Salary savings

2.5.3.1. The College of Veterinary Medicine currently returns 50% of the salary savings to principal investigators on grants that include full overhead recovery and don't involve cost sharing by the University. As with all fiscal policies, this incentive is subject to resource availability and modification. Salary savings that are shared with other units, e.g. Dalton Cardiovascular Research Center or Bond Life Sciences Center, are subject to those individual units fiscal policies.

2.5.4. Policy on Graduate Student Stipend Funds

In November 2011, RAC proposed a policy to fund graduate student stipends that is equitable to VBmS, DCRC, BLSC, and any other divisions that may become involved. The proposal was approved by departmental vote.

1) Use only discretionary RIF in the calculation of graduate student stipend funds (GSSF; no

funds that go to divisions included). These discretionary funds will go into a pool that will be used to calculate GSSF.
2) Calculate percent GSSF. Percentage will depend upon the number of stipends funded, the amount per stipend, and the total pool.
3) Subtract percent GSSF from each division pool. These funds will go into GSSF.
4) Funds for GSSF not to exceed 33% of total discretionary funds for more than one year.
5) RAC retains the right and responsibility to reevaluate number of stipends funded when GSSF % of total discretionary funds exceeds 30%.
6) This policy took effect when the next RIF distribution was received from the Office of Research (Spring of 2012).

2.6. Faculty Grant and Contract Incentive (GCI) Plan

2.6.1. Specific Activities and Goals of the GCI;

This plan attempts to partially address two specific activities or behaviors that are directly addressed in MU's Strategic Plan:

(1) to give incentives for faculty, staff, and students to increase both basic and applied research, and the necessary funding to support that research; and
(2) to encourage, support, and reward creative risk-taking and entrepreneurial activity by faculty, staff, and administrators, especially creativity that crosses disciplinary and departmental lines to form collaborative programs of distinction.

The particular plan described in this document focuses solely on faculty by giving incentives for securing external support for research activities. This plan does not address incentives for staff, students and administrators. MU recognizes that we must develop plans to give financial and other incentives to students and all employees. The approach that we are taking is to develop a set of tools (e.g., Faculty Fellowship, Faculty Grant Incentive Plan) in a toolbox that can be used strategically by departmental/school/college administrators to encourage risk-taking and entrepreneurial behavior among all people associated with those units. This grant incentive program, however, is meant to be only one tool in the toolbox that school/college administrators can use to encourage those behaviors. Other programs that give incentives to staff, students, and administrators as well as faculty will be introduced in the future.

There are three main goals of this incentive plan.

(1) The UM and MU strategic plans explicitly aim to increase research performance, and both strategic plans have increased research funding as a means and an outcome of that goal. This incentive plan rewards faculty for securing external research funds and thus will encourage faculty to seek more external support;
(2) The MU strategic plan has a specific goal of retaining and recruiting the world's best faculty. In order to retain and recruit great faculty, MU must find ways to keep faculty compensation competitive with other AAU universities. This incentive plan is one mechanism in a "toolbox" that allows increased performance-based compensation of faculty that will help MU remain competitive in faculty recruitment and retention; and
(3) The MU strategic plan emphasizes capturing sources of support in addition to tuition and state funding to operate the university. This plan encourages faculty to seek grants and contracts that provide full support for indirect costs of research (i.e., facilities and administrative costs or F&A) and to recover portions of their base salary from external grant and contract sponsors.

The program will be reviewed annually by the Provost and the Vice Provost for Research and modified as necessary to ensure that the results of its implementation are consistent with these goals.

2.6.2. Participation

All colleges, schools, departments, and interdisciplinary units are eligible to participate in this program. All full-time regular or non-regular faculty members, who act as principal investigator or co-investigator on qualifying competitive grants and contracts, are eligible to participate in the program.

To qualify a grant or contract must recover 100% of the campus indirect cost (F & A) rate from the granting or contracting organization or 100% of the maximal indirect cost rate allowable by the granting or contracting organization. Questions related to whether a grant or contract "qualifies" should be directed to the Vice Provost for Research.

2.6.3. Guiding Principles Used In Calculating Incentive

1. A faculty member's incentive will be calculated using their entire portfolio of qualifying grants and contracts active during the fiscal year.
2. Indirect costs generated by the qualifying grant or contract will be divided between the principal investigator and co-investigator(s) in proportion to the shared credit stated for the grant or contract.
3. The compensation (salary) recovery used in calculating the annual grant and contract incentive for principal and co-investigator(s) will be the actual dollar amount of funds provided by the qualifying grant(s) or contract(s) that offset institutional funding of base salary.
4. Each department or interdisciplinary unit will develop a formula that calculates incentive awards for all faculty in that unit as a percentage of the total indirect cost received from qualifying grants and contracts, as credited to that unit through the shared credit system, during the fiscal year plus an additional percentage of total institutional compensation recovery of base salary during the fiscal year. For example, a unit might choose to base the incentive payment on 5% of their credited portion of total indirect cost received from qualifying grants and contracts during the fiscal year and 15% of the total recovery of base salary that fiscal year. This flexibility among units is important because of variation in the management of their share of F&A (RIF) and salary savings among units and to allow units to adjust the incentive formula to its specific market forces. All departments and other eligible units must submit their proposed incentive formulas plans for approval to their Deans or equivalent supervisors who will then forward them to the Provost for final approval.
5. At the beginning of each plan year, faculty will have the opportunity to choose whether to receive all, only a portion, or none of the incentive award as salary compensation. That portion of the incentive award that they elect not to receive as salary compensation will be managed by established departmental and campus policies.

2.6.4. Incentive Payment Cap

The maximum grant and contract incentive payment that could be paid directly to the faculty member as compensation will be the greatest of $30,000 or 30% of their base salary for the fiscal year. If the grant and contract incentive exceeds the maximum payable to the faculty member all additional grant and contract incentive funds will be managed in accordance with departmental and campus policy. The purpose of this cap is to ensure that the incentive plan does not cause an improper imbalance between research and other faculty roles and responsibilities. However the amount of the cap, and even its existence, will be examined each year by the Provost to ensure that the cap is not defeating the goals of the incentive plan.

2.6.5. Payment

The grant and contract incentive based on one fiscal year will be payable as a lump sum during the following fiscal year. Because the calculations of departmental shares of F&A are time intensive, a specific date cannot yet be guaranteed. RIF and incentive calculations will be done in parallel and as quickly as possible. Fiscal year is currently defined as the period that begins on July 1 and ends on June 30. Incentive

calculations need to be submitted to Accounting Services for review and approval. The MU Director of Accounting Services will forward the incentive calculations to the Provost for final approval. The incentives will then be paid on the next payroll cycle after such final approval.

The grant and contract incentive payment received as salary compensation will be a supplement to the recipient's regular annual compensation and will be subject to the applicable federal and state taxes and FICA withholdings. It will be paid out as Additional Pay and is therefore not included in the retirement base salary. The grant and contract incentive payment should not affect a recipient's eligibility for merit or other salary increases.

2.6.6. Who Pays

If the Dean holds RIF and salary savings then the Dean is responsible for GCI payment. If the department holds the RIF and salary savings then the department is responsible for the payment. If each holds a fraction of RIF and/or salary savings then both are responsible for proportionate payment of the GCI.

2.6.7. Change in Conditions

Faculty who die or who transfer within the University into a position that would not entail securing extramural research funding would be entitled to a grant and contract incentive payment accrued to the date of death or transfer. A faculty member who leaves the University would forfeit all unpaid grant and contract incentive payments.

2.6.8. Sunset Clause

In accordance with UM System guidelines, the plan would be terminated after five years. Renewal of the plan can be considered at this time.

The general conditions of the University's Plan are given in the attached. The specific terms of the Departmental Plan require each faculty member to declare their participation and to identify the specific amounts to be paid. The amounts of money available under the Plan can be up to the amounts currently allocated into each faculty's research incentive account, as defined by the Departmental procedures:

2.6.9. Department of Biomedical Sciences Procedures:

The Department will abide by all provisions of the Plan approved by the President. All GCI plans must be initiated through and approved by the Chair of the Department and pertain only to those grants, contract, percent effort, and resources that are managed through the Department. Each participating eligible faculty member, prior to the start of the plan, must certify in writing to the Chair whether or not they wish to participate in the Plan, and if they wish to participate, they must specify the following:

a) the amount of total indirect cost, up to 6.25% of the total indirect cost generated, and
b) the amount of salary recovery, up to 50% of the total salary recovery, from each grant or contract assignable through the Department and limited by the Payment Cap identified in the GCI Plan.

2.6.10. Implementation of the Plan:

1) time period: the current University's fiscal year: July 1 through June 30.
2) grants/contracts applicable: any that fulfill the University's Plan conditions with salary savings and/or indirect cost generated within the above 12 month period.
3) it is essential that each faculty member identify their choice to participate in the plan prior to the beginning of the Fiscal Year (i.e. July 1). There are two parts to declare:

a) declaration to participate (fill out the attached form indicating Yes or No). Note: once the decision is made *for that year,* it cannot be changed; then,
b) identify the amounts of the salary savings and percent of indirect cost generated that you want assigned to the Plan for:
1) those *currently active* grants/contracts that have salary savings and indirect costs generated for the Fiscal Year;
2) then *in the future,* declarations for those new grants that begin within the Fiscal Year that have salary savings and indirect costs generated.

2.7. Faculty Fellowship Program (adopted 9/15/2005)

The Biomedical Sciences Departmental Faculty Fellowship program recognizes outstanding faculty by providing increases in compensation for specified, but limited, periods of time for excellence in Research and/or Teaching. The following guidelines were developed by a faculty sub-committee, approved by the faculty of Biomedical Sciences and supplement the original MU Faculty Fellowship document (3/05). The goal of the current document is to provide guidance for the Department of Biomedical Sciences in implementing the Faculty fellowship Program. Guidelines have been developed for each of the Department's primary missions of teaching and research.

1. Term of Appointment

The term of appointment as a Faculty Fellow will be for a maximum of three consecutive years. Awards are renewable but applicants are required to wait one year before reapplying. Applicants reapplying will be evaluated using the same criteria as new applicants.

2. Eligibility

All regular and non-regular faculty with appointments in Biomedical Sciences are eligible to apply for Faculty Fellowships. Fellowships will be awarded based on merit as defined by the criteria listed below and on available resources. Effort will be made to identify Fellows in each of the mission areas of the Department consistent with the excellence (merit) among those areas in consideration.

Application Process

Candidates for Faculty fellowships may be nominated by the chair, by colleagues, or self-nominated. A full CV along with a one page (12 pt font, single-spaced) document highlighting accomplishments that specifically address the criteria for awarding fellowships described below should be submitted to the department chair. The chair then will appoint a committee to review applications and recommend fellowships.

The committee will consist of 4 faculty members with two having predominantly teaching responsibility and two having predominantly a research appointment. Members of the committee will be selected by the chair. Committee members cannot be among those applying for a fellowship in the current cycle.

Award Criteria

Criteria for Biomedical Sciences Teaching Fellowship: Applicants must meet 4 of the following 6 criteria attained over the previous 3 years to be eligible for a Faculty Teaching Fellowship.

1. A combination of either two publications (abstracts) as senior author or presentations related to teaching and learning within the past three years or one invited presentation at a national or international meeting to present information related to teaching or learning.

2. Published a textbook or textbook chapter on his/her area of expertise.

3. Demonstrated use of innovated techniques or projects in teaching and learning. Examples include development of problem based modules, student directed laboratory exercises, inclusion of multimedia educational modules, etc.

4. Demonstrated excellence in the organization, presentation and construction of instructional material as assessed by either or both student evaluations and peer (or committee) review. If used, student evaluations should average 4 or better (out of 5) over the past three years for teaching in Biomedical Sciences.

5. Consistently demonstrates skill in mentoring teaching and actively shares and disseminates effective teaching practices or innovated developments to other faculty.

6. Demonstrated teaching excellence as exhibited by teaching honors or awards, or by receiving a teaching/educational grant.

Criteria for Biomedical Sciences Research fellowship: Applicants must meet 4 of the following 6 criteria attained over the previous 3 years to be eligible for a Faculty Research fellowship.

1. The candidate will have published (or have accepted) a minimum of 6 peer reviewed papers with at least three as senior author.

2. The candidate will have consistently garnered extramural funds as PI of a federal, state or private grant or contract. Funds obtained due to mentoring of fellowships for graduate or postdoctoral fellows also will be considered.

3. The candidate will have mentored at least 2 graduate students and served as a graduate committee member for at least 2 graduate students not directly under the applicant's supervision.

4. Collegiality is considered an essential component of academic excellence. Thus, the candidate should demonstrate effectiveness at mentoring junior faculty members. Examples could include collaborating on research proposals or papers with faculty below them in rank.

5. The candidate will have performed one of the following service activities: 1. Organized an international, national, or regional symposia or conferences; 2. Served as an officer in a national organization; 3. Served on a grant review panel.

6. The applicant will have performed one of the following service activities: 1. Served as peer reviewer for an average of 10 papers each year from two or more journals; 3. Served as editor of a national publication; 4. Served as member of an editorial board for a national publication.

Note: The Chair may consider extraordinary situations where candidates contribute a composite of contributions from both mission areas.

<u>3. Funding and Number of Awardees</u>

Awarding of Fellowships will be contingent upon availability of funds from none-GO dollars such as Departmental Research Incentive Funds (RIF), Faculty Salary Savings (FSS) and/or other sources

(earned revenue, endowments distribution, gifts) available to the Department Chair. Availability of non-GO funds will be in accordance with departmental policy governing distribution. At least two fellowships will be awarded in 2006. The number of Fellowships awarded for each fiscal year will be determined by the current chair and based on merit according to the defined criteria listed above and on availability of funding resources.

4. Payment

Award amounts will be $5000 plus appropriate fringe benefits (currently at 27.8%) estimated at $6390 for each year. This amount will be added to the annual salary of the awardees but not included in merit increases for subsequent award years. At the time of award designation, sufficient resources must exist to support the awarded faculty for three years.

2.8. Faculty Consulting Policy (adopted 5/15/2013)

The Department's Policy on Consulting is subsumed within the University's policy (HR-512) recognizing that "…consulting is a significant means of professional improvement and a form of community service." Consulting activities of full-time faculty and exempt personnel are permitted when they (www.umsystem.edu/ums/rules/hrm/hr500/hr512):

1) are directly related to the professional interest and improvement of the faculty or staff member;
2) are in the best interest of the University;
3) do not constitute a conflict of interest; and
4) do not interfere with regular duties.;
   AND
5) are in agreement with the AAUP/ACE statement on Conflict of Interest and requirements for accreditation (bppm.missouri.edu/chapter1/1_140.html);
6) do not violate federal or state law (bppm.missouri.edu/chapter1/1_140.html).

A) Consulting Defined (www.umsystem.edu/ums/rules/hrm/hr500/hr507)**:**
Consultation, whether income producing or otherwise, is the application of professional and scholarly expertise in the external community.

B) Limits to the Amount of Consulting:
The University has not defined a statute of limit on the amount of consulting per year that can be performed by full-time faculty and exempt personnel, as long as the above criteria are fulfilled. However, the annual reporting process defines an 8 hours duration of consulting as one day.

C) Reporting:
Each division shall make an annual report to the Chancellor, or appropriate Vice President, indicating the aggregate time and the nature of the service performed for each individual engaged in consulting, including the area of technological transfer. These reports shall be transmitted annually to the President.

D) Conflict of Interest (www.umsystem.edu/ums/rules/hrm/hr500/hr507)**:**
Consultation may, in some instances, also constitute a business interest *requiring disclosure and approval* when the entity for which the employee consults:

a) transacts business with the University;
b) is in competition with the University; or
c) where the consultation itself competes with the work of the University.

In these instances the employee shall make full disclosure, in writing, to her/his immediate chairperson/supervisor, and such disclosure shall be filed as required. The chairperson/director and the dean *must approve or disapprove, in writing, the proposed activity.*

1) Teaching (bppm.missouri.edu/chapter1/1_140.html)

An employee of the University who teaches either credit or non-credit courses not connected with the University may have a conflict of interest. To avoid conflicts of interest an employee must disclose the proposed teaching activity and secure *written approval in advance* from her or his department chairperson/supervisor and dean/director.

Approval for such teaching shall be granted unless the proposed teaching in not is the best interest of the University. In reaching the decision, the department chairperson/supervisor and dean/director should consider all relevant matters including such concerns as duplication of University courses or programs and accreditation standards.

2) Faculty-Authored Textbooks & Other Educational Materials

(http://bppm.missouri.edu/chapter1/1_140.html)

Textbooks, tapes, software and other materials authored by the course instructor may be assigned to be purchased by students for a course taught by the author if the royalties arising from the purchase of the assigned materials are returned to the University of Missouri, another educational institution, a charitable organization, or a not-for-profit foundation.

Any proceeds from uses within the University, such as purchase by the library, as well as outside the University shall be the property of the faculty member.

E) Use of University Equipment & Resources in Non-University Work:

Detailed here are the conditions under which University equipment and resources may be used in the performance of such activities (umsystem.edu/ums/rules/bpm/bpm400/manual_405).

1) Conditions for Use

University teaching and research staff may use University equipment and resources in the performance of consultation and other non-University work permitted by University policy (HR 512) provided such use does not conflict with University needs, and is in the best interest of the University.

2) Other Than Incidental Use

Prior arrangements must be made for the payment *for all other than incidental use* of University equipment and resources. The Chancellor is responsible for establishing the necessary guidelines for determining 'other than incidental use' of University equipment and resources.

2a) Establishment of Rates

Rates for equipment, space, service unit services, and support staff assistance are to be established by the chief administrative affairs officer at each campus and may either be standardized or set individually for each agreement.

2b) When Total Will Exceed $5,000

When the total amount payable to the University for use of University equipment and resources, (exclusive of consultant's fee), will exceed $5,000, a formal grant or contract agreement is required (**Reference:** BPM 210, Grants & Related Contracts). The Chancellor may also set a lesser amount for which a formal grant or contract agreement is required.

2c) When Total Will Be $5,000 or Less

When the total amount payable to the University for use of University equipment and resources, (exclusive of consultant's fee), will be $5,000 or less, a written agreement in the form determined by the campus and approved by the General Counsel's office is required.

3. Curriculum

3.1. Professional

3.1.1. Progress and tutoring (adopted June 29, 2009)

Course Directors will notify the Chair of Biomedical Sciences anytime a VM student has a grade of D or F on any quiz or exam. The Department Chair will then meet with the student to evaluate possible causes of poor performance (i.e. study skills, time allocation, etc). If the student continues to experience lack of success in the course the Department Chair will meet with them again and determine whether they should be advised to seek the help of a tutor.

If the Department Chair and student agree that a tutor is desirable, then the Department Chair will contact the Director of the Course to suggest several of the student's peers and/or second year students that did well in the course to establish a list of potential tutors. All of the correspondence will be by blind copy email with no name of the student in need. Once tutors are identified then the Department Chair will facilitate a connection between the struggling student and willing tutors. Then the selected tutor will give permission to have their name shared with the student in need. The student in need will then be responsible to follow through with arranging to meet with the tutor and to establish the cost per hour which they will pay the tutor. Thus the department is responsible to simply identify potential tutors and to facilitate a connection between the student and potential tutor, as defined above. The student with the poor grade will shoulder the responsibility of taking advantage of the connection and the financial burden of paying the tutor. Should the cost of tutoring be an issue, then the student can approach the Associate Dean of Student/ Alumni Affairs or the Academic Dean's office about use of the emergency loan fund to cover this cost and/or be referred to the financial aid office.

3.2. Graduate Program

3.2.1. Graduate Program Advisory Committee (GPAC)

3.2.1.1. Selection of committee

3.2.1.1.1. The committee is appointed by the Director of Graduate Studies.

3.2.1.1.2. The Director of Graduate Studies will serve as the GPAC chairperson.

3.2.1.2. Composition of the GPAC

3.2.1.2.1. The GPAC will be made up of no less than three and no more than 6 members of the Department of Biomedical Sciences (not including the Director of Graduate Studies).

3.2.1.2.2. Committee members will serve a 3 year term. Members may be appointed for additional terms.

3.2.1.3. Responsibilities

3.2.1.3.1. The GPAC will make decisions concerning the admission of applicants for graduate training.

3.2.1.3.2. The GPAC will review the graduate program guidelines and make recommendations for revision to the faculty.

3.2.1.3.3. The GPAC will arbitrate disagreements between advisory committees and students.

3.2.1.3.4. The GPAC will consider suggestions or recommendations from students or faculty regarding the graduate program.

3.2.1.3.5. The GPAC will make decisions about stipend amounts and assignment of stipends.

3.2.2. Graduate Program Policies (see Graduate Handbook, Appendix III.)

3.2.3. Graduate Student Stipend Fund (originally adopted 5/15/1995)

The funds to pay for the graduate fellowships taken from the Departmental RIF have been voted to be coordinated with matching funds from the individual RIF distributions through Dalton, as an equal percentage of VBS departmental and Dalton individual RIF distributions, to pay for the approved number of fellowships. In addition, total stipend costs are not to exceed 33% of total RIF for more than one year. (adopted 11/6/2001).

Motion to fund 4 graduate student stipends passed. This renews funding of a total of 4 stipends, as two first-year and two second year stipends. Motion to increase the stipend amount to NIH predoctoral levels passed. (adopted 8/20/2003).

RAC proposed a revised policy to fund graduate student stipends that is equitable to VBmS, DCRC, BLSC, and any other divisions that may become involved (adopted 11/11/2011).

3.2.3.1. Use only discretionary RIF in the calculation of graduate student stipend funds (GSSF; no funds that go to divisions included). These discretionary funds will go into a pool that will be used to calculate GSSF.

3.2.3.2. Calculate percent GSSF. Percentage will depend upon the number of stipends funded, the amount per stipend, and the total pool.

3.2.3.3. Subtract percent GSSF from each division pool. These funds will go into GSSF.

3.2.3.4. Funds for GSSF not to exceed 33% of total discretionary funds for more than one year.

3.2.3.5. RAC retains the right and responsibility to reevaluate number of stipends funded when GSSF % of total discretionary funds exceeds 30%.

3.2.4. Graduate Student Ambassador (adopted 5/17/2007)

3.2.4.1. Faculty established 3 Graduate Student Ambassador positions with a stipend of $500 per year. Nominations for ambassadors come from faculty.

3.2.4.2. [ROLE/DUTIES of GSA; not found in minutes]

3.3 Appeal of Grades (adopted 9/27/2006**)**

3.3.1 Grounds for Appeal of Grades

1. No grade may be appealed except the final course grade.

2. No grade may be appealed unless it is alleged that the grade is arbitrary and capricious. Arbitrary and capricious is defined according to the rules set forth in the College of Veterinary Medicine Guidelines for Review of Student Grades (listed below).

Definitions for determination of "Arbitrary and Capricious" grading.

a. The grade is assigned on some basis other than the student's performance in the course.
b. The grade was assigned due to more exacting or demanding standards than were applied to other students in the course.
c. The grade was assigned based on a performance standard that deviated significantly from the performance standard previously announced by the instructor.
d. The grade was assigned after the instructor refused to correct mathematical or mechanical grading errors.

3.3.2 **Procedures for Appeal:** Revised and adopted 5/19/2017

1. Prior to submitting a petition of appeal, a good faith effort must be demonstrated by the student to resolve the grade dispute with the instructor.

2. If unresolved, the student may then file a written petition with the Department of Biomedical Sciences chair, appealing the assigned grade. If a student wishes to continue in the curriculum pending the appeal outcome, the student must file the written petition within 10 days of notification of the course grade. The written petition must include:

    a. The course in which the grade was received
    b. The instructor's name whose grade is being challenged
    c. The instructional period in which the grade was received
    d. Specific facts demonstrating why the student considers the grade arbitrary and capricious according to the criteria provided above in I,2.
    e. The relief or change sought by the student
    f. Whether the students requests an oral presentation before a "Grade Appeal Committee".
    g. The signature, address, local phone and email contact for the student.

3. Upon receipt of the written petition from the student, the Department of Biomedical Sciences' chair shall within 3 days:

    a. Serve a copy of the petition upon the instructor (or course coordinator) whose grade is being appealed.

    b. Acknowledge receipt of the petition in writing to the student at the address provided by the student.

4. Upon receiving the petition, the instructor/faculty member, within 3 days may respond to the petition in writing if desired. This response will be sent to the student, and department chair.

5. If the written response to the student does not resolve the grade issue or if no written response is

forthcoming from the instructor, the department chair will notify the student in writing that:

a. The petition has been accepted

b. A Grade Appeal Committee will be formed to review the petition.

3.3.3 The Grade Appeal Committee:

1. The committee shall consist of three faculty not involved in teaching the course. One member shall be designated as Chair and be responsible for communications with student, instructor and department chair.

2. The committee shall meet to review all documents and materials submitted by the student and the involved instructor.

3. If the student has not requested an oral presentation, the committee shall then determine based on the presented written material whether evidence exists to substantiate arbitrary and capricious grading and these findings communicated to the student by the committee chair

4. If the student has requested an oral presentation, the committee chair will schedule a meeting with the student and the Grade Appeal Committee.

3.3.4 Procedures for Oral Presentation to Committee Revised 5/18/2017

1. The student whose grade is being appealed may make an oral presentation to the Grade Appeal Committee. The course coordinator/faculty member involved also may make an oral presentation to the committee and may be present during the student's presentation, including witness testimony.

2. The student and/or the course coordinator may invite witnesses to the hearing and provide other evidence as appropriate in addition to the written petition described above.

3. Witnesses are to remain outside the hearing room until called by the committee and are to address the committee individually.

4. The student also may request that an individual, serving in the role of "counselor" be present throughout the oral presentation. This individual does not address the committee, or question witnesses, but serves solely as advisor to the student.

3.3.5 Timeline for Committee and Chair Response

1. Following the oral presentation, the committee will deliberate, prepare and submit a report to the Department of Biomedical Sciences Chair within 15 days from the date of the acknowledgment letter from the Chair to the student, unless, after good cause has been shown, the student consents to a longer time.

2. The final determination of the chair of Biomedical Sciences shall be in writing. It shall state the grounds for the granting or denying of the relief requested by the student. The final determination shall be communicated to the student and the instructor within 10 days following final submission of the Grade Appeal Committee's report to the chair.

3.4 Visiting Student Scholars

3.4.1 Guidelines for Visiting Student Scholars (5/14/2007)

The Biomedical Sciences Area graduate program is testing a new **Visiting Student Scholars Program**. The purpose of this program will be to invite international applicants that are interested in our graduate program to spend a period of two – four months in a PI's laboratory. We are proposing a monthly stipend of $1000.00 per month plus additional fees as listed below. Faculty members may review our file of international applicants for individuals that may fit with their research program. Upon the completion of the research visit, the visiting student scholars must return to their country of origin. At this point, the PI can assess the laboratory work of the prospective student and determine whether a student/mentor relationship has been established. If mutually agreeable to student and PI, then the student's application will be processed for admission into our graduate program and the process for a student visa will be initiated. The following are the main points of the program.

- After a faculty member has chosen a visiting student scholar, they are responsible for contacting/inviting the scholar to their laboratory. The following points should be explained by the faculty member (in an email or letter) to the potential visiting scholar:

- Scholars will be invited to stay for two - four months and indicate the amount of the monthly stipend. We are currently suggesting $1000 per month.

- The faculty member will pay the application fee for the visa ($100) and the cost of the mandatory health insurance for the visiting scholar. These include the Repatriation and Medical Evacuation Insurance that has a one-time cost of $68.00 and a medical health insurance policy with a cost of $78.00 per month.

- The cost of his/her travel expenses will be assumed either by student scholar or the PI as mutually agreed.

- The scholar MUST return to their country of origin at the end of the Scholar Program. If it is decided that they will return to study in the Biomedical Sciences Area Graduate Program, they must request and be approved for an F-1 student status.

- Monthly campus housing for the student scholar will be arranged by the Biomedical Sciences office.

If the student scholar accepts the invitation, then the faculty member must notify our graduate coordinator Rosemary McMahon-Ying who will initiate the visa process. A **J-1 Exchange Visitor (Scholar) Request Form**, for the DS-2019, will be completed and must be signed by the faculty member. This form must include a copy of the invitation letter, proof of funding (this can be mentioned in the letter), start/stop dates for the visit and a copy of the student scholar's resume. The completed packet will be sent over to the International Students & Scholars Services (ISSS) at the International Center for processing. Please keep in mind when deciding on start/end dates that the visa process could take up to 90 days.

APPENDICIES

APPENDIX 1: CURRICULUM VITAE SAMPLE TEMPLATE

Josephine P. Doe, Ph.D.

I. PERSONAL DATA

A. Office Address:
B. Home Address:
C. Telephone:
D. FAX
E. e-mail
F. Citizenship:

II. EDUCATION *{Include names of Ph.D. advisor and post-doctoral mentors}*

Year	Degree	Institution

III. ACADEMIC APPOINTMENTS AND OTHER EMPLOYMENT *{most current first}*

Year	Position	Institution

IV. PROFESSIONAL AFFILIATIONS/LICENSES

V. RESEARCH INTERESTS *{Brief description}*

VI. CURRENT PROJECTS *{Provide 1 to 2 sentence summaries}*

VII. TEACHING EXPERIENCE *{Examples below}*

A. Participated in teaching the following courses:
{semester, year, course number, title, credit hrs., role, # of lectures, # students}.

1. Graduate and Professional

University of Missouri

WS 2003-06 VBmS 550: Veterinary Pharmacology, 4 cred. hr., Course Director and Instructor
5 lectures (Autocoids, Antihistamines, Ethics), 74 students

WS 2004 VBmS 400: Problems in Neural Control of the Circulation 3 cred. hr.- Co-Director
16 team lectures, 4 students

FS2003-14 V_BSCI 5051: Gastrointest, Physiology, 2 cred. hr., Course Director and Instructor
24 lectures and 8 laboratories, 117 professional students

The Ohio State University

WS 1996 PGY 911.27 Advanced Cardiovascular Physiology, 3 cred. hrs., Course Director & Instructor
9 lecture hours (Neural Control), 19 students

WS 1998 Neuroscience 297: Autonomic Nervous Sys. 3 cred. hr, Instructor

15 contact hrs, 12 students

2. Undergraduate

B. Mentoring/Advising- Undergraduate/High School

1. Supervisor - Honor/Minority/High School/ Undergraduate Students
{years, student name, program}

a. 1989 XXXX XXXX, High School Summer Research Program (Univ. of Kentucky)
b. 2011 XXXX XXXXX Undergraduate Research Project
c. 2012 XXXX XXXXXXXXX MU EXPRESS Summer Project

2. Undergraduate Honors Thesis Committee *{years, student name, program}*

a. 05/91 XXXX XXXXXX (Dept. of Zoology, Ohio State University)

C. Mentoring/Advising- Graduate/Professional

1. Supervisor - Professional Student Research Projects *{years, student name, program}*

a. 2004-05 XXXX XXXXXXX – Veterinary Student, CVM and Merck Summer Fellowship, Univ. Missouri

2. Student Laboratory Rotations *{years, student name, program}*

a. 2013 XXX XXXXXX (Medical Pharmacology & Physiology)
b. 2014 XXXXXXXXX XXXX (Biochemistry)

3. Master's Thesis Advisor *{years, student name, program, outcome}*

a. 2011-14 XXXX XXXXX (Biomedical Sciences), graduated, MS degree May 2014

4. Ph.D. Dissertation Advisor *{years, student name, program, outcome}*

a. 2000-2005 XXXXX XXXXX (Biomedical Sciences), graduated, PhD degree Dec. 2005

5. Master's Thesis Committees *{years, student name, program, outcome, major advisor}*

a. 2000-03 XXXX XXXXXXXX (Biomedical Sciences), graduated, MS degree May 2003, Major advisor = Dr. Rudolph Flemming

6. Ph.D. Dissertation Committees *{years, student name, program, major advisor}*

a. 2000-06 XXXXXX XXXXXXX (Biochemistry) - XXXXXXXXX XXX

D. Mentoring/Advising- Postgraduate/Resident

1. Supervisor - Post-doctoral Research Fellows *{years, name, program, placement}*

a. 1999-2003 XXXX XXXXXX (Cystic Fibrosis Foundation Fellow), currently Assistant Professor, University of Colorado

VIII. PROFESSIONAL SERVICE

A. Department

Department of Biomedical Sciences, University of Missouri

2000-02 Seminar Director
2008-12 Graduate Policy Advisory Committee, Member

B. College

College of Veterinary Medicine, University of Missouri

2005-06 Phi Zeta, President

C. University

North Carolina State University

1995-96 Cardiovascular Day, Poster Judge

University of Missouri

2004-07 Faculty Grievance Committee, Chair
2000-01 Animal Care and Use Committee, Member

D. State

2001-06 American Heart Assoc., Heartland Affiliate, Research Committee, Regular Member

E. National/International

2003 APS Career Mentoring Program in Physiology, Mentor
2004-07 Research Committee, Cystic Fibrosis Foundation, Member

F. Editorial Boards

1999-2004 Editorial Board, American Journal of Physiology: Heart and Circulatory Physiology
2002 Guest Editor, Advances in Physiology Education, Dec. Issue 2002

G. Journal Reviews

2000 – 2004 American Journal of Physiology: Gastrointestinal and Liver Physiology
2010, 2014 Journal of Physiology (London), guest reviewer

H. Grant Reviews

2002-05 Regular Member, American Heart Association CV Regulation Peer Review Study Group
2002 Ad Hoc Member, NIH Skeletal Muscle Biology Study Section

IX. HONORS AND AWARDS *{year, title, institution or organization}*

1990 Moderator, Workshop: Ion transport of airway epithelia, moderator, FASEB

1997 Pfizer Award for Research Excellence

X. INVITED PRESENTATIONS *{year, title, institution, date}*

International

2005 Anion exchange activity of the duodenal villus epithelium in wild-type (WT) and cystic fibrosis (CF) mice. European Cystic Fibrosis Conference, Vienna, Austria, May 30-June, 3.

National

2002 Pathophysiology of intestinal obstruction in the CF mouse. Williamsburg Cystic Fibrosis Conference, Williamsburg, VA, May 31-June, 4.
2003 Lomucin™ (talniflumate) treatment increases survival in a CF mouse model of distal intestinal obstructive syndrome. 17th Annual North American Cystic Fibrosis Conference, Anaheim, CA. October 16.
2008 Acid-base transporters of the villous apical membrane. Dept. of Medicine, University of Illinois-Chicago, Chicago, IL., April 30.

Intramural/Local

1999 How the heart works, Cardiovascular Day, University of Missouri, March 30.

XI. FINANCIAL RESOURCES (GRANTS AND CONTRACTS)

{project number, role (Example: P.I. or Co-I (name of P.I.)), dates, granting agency, total direct costs, title}

A. Active Support {*granting agency, role, title, dates, total direct costs}*

5 R01 HL 00000-07 (P.I.) 4/1/2015 – 3/31/2019
NIH/NHLBI $1,000,000
Ion Transport in Lungs

B. Submitted Applications

DCB 950000 (Co-I; Baker P.I.) 12/01/2002 – 11/30/2004
National Science Foundation $120,000
Liposome Membrane Composition and Function

C. Past Support

02 R01 HL 00000-13 (P.I.) 3/1/1997 – 2/28/2002
NIH/NHLBI $1,250,000
Chloride and Sodium Transport in Airway Epithelial Cells

XII. BIBLIOGRAPHY *{use categories as appropriate; chronological with most recent first}*

A. Presses

Name of press (publisher, for-profit or non-profit, refereed y/n, acceptance rate)

1. None

B. Professional Journals

Journal citation {contribution, refereed y/n, journal acceptance rate, journal impact factor}

1. **Doe, JP** and Buck, JL. Bananas are required for cAMP inhibition of intestinal Na^+ absorption in a hypertensive mouse model. Am. J. Physiol. 271: G59-G67, 2014
(contribution 50%, YES, acceptance = 30%; impact factor = 3.6)

C. Papers in Conference Proceedings

Paper (publisher, refereed y/n, acceptance rate, impact factor)

1**. Doe, JP**. I like bananas. (Proceeding of the Fruit Society 2012, YES, information on acceptance rate & impact factor not available)

D. Published Abstracts

Abstract citation (refereed y/n, acceptance rate)

1. XXXXX,, XX, XXXXXX, SS, and **Doe, JP**. UTP stimulates electrogenic bicarbonate secretion across banana skins. Chives,114: A552, 1998. (YES, information on acceptance rates not available)

E. Major Creative Works, Exhibits, Juried Shows

(*Name/Type, Indicators of Distinction*)*

1. None

F. Other Types of Scholarly Dissemination**

Name/Type Indicators of Scholarly Stature

1. None

*Provide qualitative assessment if quantitative information is not available.
**Examples: invited book reviews, letters to editor, electronic publication, software, patents.

Example of required course information: Update yearly

Semester	Course Number	Credit Hours	Number of Students/ Number Evaluating	Course GPA	Evaluation Average+	Dept/Div Average for that Level of Course
WS03	VBmS 550	4	74	3.1	3.8/5.0	4.2/5.0

WS04	^ VBmS 5508	2 (4/32 lec)	78	3.4	4.3/5.0	4.3/5.0

^Team taught or team taught evaluation.

+If an evaluation instrument covers more than one dimension, e.g. the course as a whole, overall teaching effectiveness, indicate the one reported here.

Appendix II.

RESEARCH ADVISORY COMMITTEE (RAC) ORGANIZATIONAL DOCUMENT FOR THE DISTRIBUTION OF DEPARTMENTAL RIF FUNDS

VETERINARY BIOMEDICAL SCIENCES

APPROVED BY THE FACULTY November 6, 2001

A. Committee Function: The Research Advisory Committee reviews and administers requests from faculty and the Chair for the Departmental Research Incentive Funds (RIF funds).

B. RIF funds are a portion of grant overhead that is returned to the departments whose faculty grants generated these overhead funds. At present (2001), 25% of the overhead that the University receives is returned to the departments.

The formation of the committee was derived from University review in 1992 on the distribution of departmental RIF funds, which stated that distribution of these funds must include a mechanism for input from the generators.

The University rules specifically excluded use of RIF funds either 1) to replace departmental Expenses and Equipment cuts in departmental budgets, or 2) for support of activities other than research. Otherwise the appropriate uses are interpreted broadly in support of research of the generators of these overhead-derived funds.

C. The mechanism for the distribution of the funds within Veterinary Biomedical Sciences is the Research Advisory Committee (RAC). The Committee was initially formed by the Chair, and approved by the Department in its current form in 1995.

1. The Research Advisory Committee will be composed of four members drawn from RIF-generating members of the faculty.

2. The members will be appointed for a four year term by the Department Chair. A new member each year will replace the member finishing their four-year term at that time, so that the committee continuously turns over.

3. The replacement of a member leaving before the end of their four-year term will be for the remainder of the leaving member's term. These rules are to facilitate committee "memory".

4. Members may be re-appointed for subsequent terms.

5. The committee chair will elected by the committee each year.

D. Use of funds. At the Dean's request, the Department voted and submitted a statement to the Dean in 1995 as a description of how the funds will be used in Veterinary Biomedical Sciences, in accordance with the University rules. The departmental document states that the RIF funds will be used for the following:

1. Return of 25% directly to the generators;

2. Support of the Departmental graduate program;

3. Support of start-up expenses for new faculty;

4. Support of individual and Departmental research and infrastructure.

A number of specific recurring expenses have been separately voted by the Department as a whole, to incur as annual expenses. These sum to approximately $123,000 of last year's $189,000 budget. These include for the current year:

1. Three annual graduate student stipends (approximately $50,000; see note)

2. The 25% return to generators ($47,000)

3. Support for the seminar program ($6,000)

4. Matching payment of student summer fellows ($4,000)

5. Faculty and student travel supplements ($4,800; 4 x $700 + 4 x $500)

6. Desktop computing enhancement (approximately $4,500; 5 x $900/yr)

7. Departmental service contracts ($6,000).

Note for item 1 above - Through specific discussion and passed motions by the faculty as a whole, the funds to pay for the graduate fellowships taken from the Departmental RIF have been voted to be coordinated with matching funds from the individual RIF distributions through Dalton, as an equal percentage of VBS departmental and Dalton individual RIF distributions, to pay for the approved number of fellowships. In addition, total stipend costs are not to exceed 33% of total RIF for more than one year.

Note for item 3 above: RAC proposed, and the departmental faculty approved, a budgetary limit of $7500 (six speakers @ $1250/speaker) per academic year for seminar expenses, including honorarium, travel, hotel and food. The Seminar Series Coordinator will be responsible for ensuring that this limit is not exceeded in any academic year. Approved 5/12/2015.

E. The RAC evaluates requests as received in the following categories, with specific application procedures and review criteria for each:

i) Travel;

ii) Equipment and/or Supplies;

iii) Capital Equipment;

iv) Startup Funds;

v) Bridge Funds.

1. Application Procedures - All requests are submitted in writing. Specific forms are available for items i, ii and iii.

2. Review Criteria - The criteria for evaluating applications in each category are as follows:

i) Travel - Limited to a total of 4 per year in each of the faculty and student categories, as voted by the faculty. A poster or oral presentation given at the meeting is required. The review of the student applications has been delegated to the GPAC by the department.

ii) Equipment and/or Supplies - The criteria are value to support of applicant's research; number of faculty benefiting; novelty of the technology; matching funds.

iii) Capital Equipment - The criteria are novelty of the technology and value to the research infrastructure of the Department; matching funds are a secondary criterion.

iv) Startup Funds – as requested by the Department Chair. The sense of departmental discussion of this several times has been that the Chair, and not a faculty committee, make the decision on appropriateness of the request. The RAC will review the requests for historical consistency (“reasonableness”) and fit within the existing budget.

v) Bridge Funds – as requested by the Department Chair. The Department has discussed bridge funds at several faculty meetings and the sense of the discussion has been that the Chair, and not a faculty committee, should make the decision on these requests. The RAC will review the requests for historical consistency (“reasonableness”) and fit within the existing budget.

3. Responsibility for final decision on request for the funds – The RAC will be responsible for the final decision on funds in categories i through iii above. The Chair will be responsible for the final decision on funds in categories iv and v above, after advice of the Committee.

"Equip/Supplies Form"

RIF EQUIPMENT/SUPPLIES REQUEST

1. Date _____

2. Name _____

3. Requested Item: _____

_____

_____

4. Amount of Request: _____

5. Total Cost of Item: _____

6. Amount and source of additional funds, if available: _____

_____

7. Which other investigator(s) will be benefited by the request?

_____

_____

_____

8. Please indicate how the items requested will facilitate your research program.

"Travel Form"

RIF TRAVEL REQUEST

1. Date _____

2. Name _____

3. Purpose of Trip: _____

_____

_____

4. Title of Paper (if any): _____

_____

_____

5. Please indicate **briefly** how this trip will facilitate your research program or enhance your research competitiveness.

"Capital Equip Form"

RIF CAPITAL EQUIPMENT REQUEST

1. Date _____

2. Name _____

3. Requested Item (if available, attach specifications, descriptive literature, or bid): _____

_____

_____

4. TOTAL Cost of Item: _____

5. Amount of REQUEST: _____

6. Amount and source of additional funds, if available: _____

_____

7. Which other investigator(s) will benefit by the request? Attach a brief letter from each that describes how their specific research program would benefit.

_____

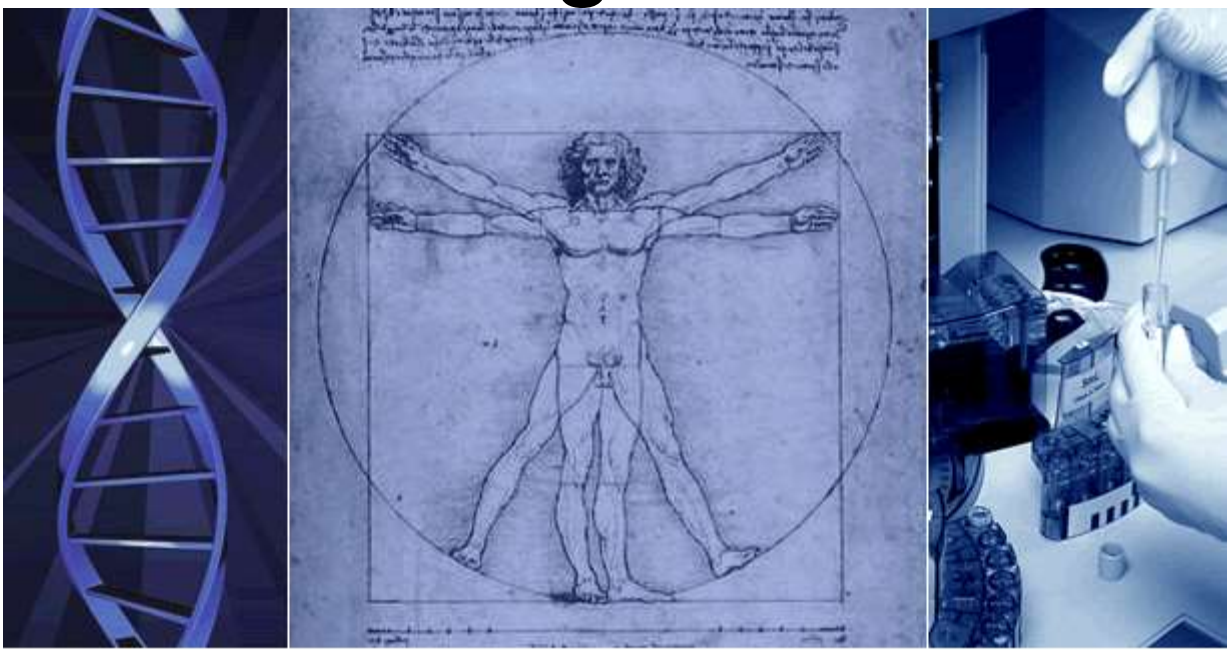
_____

_____

8. Describe how the items requested will improve the effectiveness of your research program or that of the Department.

Appendix III. Graduate Student Handbook

Biomedical Sciences Graduate Program Handbook



2013-2014

BIOMEDICAL SCIENCES AREA Ph.D. PROGRAM (Updated May, 2013)

Welcome to the Department of Biomedical Sciences at the University of Missouri!

This graduate handbook has a lot of the information needed to familiarize you with our department, faculty, research, and current graduate students. Additional information may be found at our website (http://www.dbms.missouri.edu/) and the MU Graduate School website (http://gradschool.missouri.edu/). **The information regarding MU requirements in this handbook is provided for convenience. Make sure you check the Graduate School website for accuracy.

Graduate Program

1. **New Graduate Students**

A. A temporary advisor will be assigned by the Director of Graduate Studies for all new, uncommitted students.

B. During the first semester, students not committed to an advisor are expected to do 3 rotations in departmental laboratories. These should involve work in laboratories involving different disciplines (molecular, cellular or integrative). Rotations generally will be two months in length. Dates of the rotations will be established by mutual consent between the student and the director of the laboratory. Rotations may involve one hour of course credit, at the student's discretion. The student's temporary advisor will coordinate the laboratory rotations. This will involve individual meetings with faculty members to establish which laboratories will be included in rotations. New students with a major advisor are encouraged to do rotations during the course of their studies.

2. Academic Process for Doctoral Students

A typical process and timeline for doctoral students is provided below. This will likely vary somewhat on an individual basis, based on the unique needs of the student and his/her committee. Further details for steps are provided below.

A. Choose an advisor
   a. A doctoral student selects an adviser or co-advisers by mutual consent. Advisors must be doctoral faculty members in the department.

B. Complete qualifying process
   a. To be officially admitted to a PhD program, the student must pass a qualifying examination or process. A minimum grade of "B" in each of the core courses may serve as the Ph.D. qualifying examination.

C. Choose a doctoral program committee (D1 form; by end of 2nd semester)
   a. The doctoral program committee is composed of a minimum of four members of the MU graduate faculty and includes at least three members from the student's doctoral degree program, and one outside member from a different MU program. At least two of the doctoral committee members must have a primary academic appointment in Biomedical Sciences and at least two must be MU doctoral faculty.

D. Submit plan of study (D2 form; by end of 3rd semester)
   a. The doctoral advisory committee provides academic program approval of the student's plan of study — a list of the courses and the credit to be earned in each of them — that will, when completed:

- Prepare the student for research or scholarly investigation in the chosen field of study;
- Satisfy the course requirement of the academic program;

- Satisfy the Graduate School's requirement for a minimum of 15 hours of course work at the 8000/9000 level (exclusive of one-one-one individual courses)

E. Take comprehensive exam (D3 form; end of 4th semester)

a. The comprehensive examination consists of written and oral sections. It must be completed at least seven months before the final defense of the dissertation. The two sections of the examination must be completed within one month.
b. The student must be enrolled to take this examination. It is to be administered only when MU is officially in session.
c. Successful completion of the comprehensive exam advances the student to candidacy.

F. Write dissertation proposal (within 12 months of comprehensive exam)

a. Must be presented in writing and orally to committee.
b. Committee must approve.
c. Approved copy is submitted to the Director of Graduate Studies.

G. Write dissertation

a. Doctoral students will perform original research that develops a central theme with multiple aspects exhibiting both depth and continuity, typically evidenced by 2 or more first-author, peer-reviewed publications.
b. The format of the dissertation is determined by the doctoral committee. Typically, it consists of completed manuscripts presented as chapters, together with an overall Introduction and Discussion that integrates and synthesizes the studies around a central theme.
c. Results of the dissertation research are expected to be published in a refereed journal. At least one manuscript originating from the doctoral dissertation must be submitted to a peer-reviewed journal prior to graduation, i.e. prior to signing of the D4 form by the Director of Graduate Studies.

H. Defend the dissertation (D4 form)

a. The dissertation defense consists of a seminar-style presentation and an oral defense with the dissertation committee.
b. For the dissertation to be successfully defended, the student's doctoral committee must vote to pass the student on the defense with no more than one dissenting or abstaining vote. Failure of the dissertation defense results in dismissal.

I. Submit final approved dissertation to the Graduate School.

a. The dissertation advisor and committee's signature signifies approval and is required for graduation.
b. An electronic copy of the final dissertation should be submitted to the Director of Graduate Studies.

3. **Course of Study**

A. **Students admitted to the doctoral program select an advisor, by mutual consent, from doctoral faculty members in the Biomedical Sciences Area Program by the end of the first year after starting the program.** Because of differing interests and variable backgrounds, the graduate program for each student is individually arranged, but will reflect a multidisciplinary approach to biomedical research. **All doctoral students must meet the requirements for graduate degrees as defined in the Graduate School Catalog.** The course work and research requirements for the Ph.D. degree will be determined by the student's Doctoral Program Committee and approved by the Director of

Graduate Studies. Evaluation of student course work, seminar and research requirements will be made by the doctoral program committee. Departmental faculty will review student progress semi-annually. **A D-1 form, verifying the qualifying process and confirming the student's adviser and doctoral committee, must be submitted to the MU Graduate School by the end of the student's second semester of enrollment.**

B. **The University of Missouri requires a minimum of 72 semester hours beyond the baccalaureate degree for the Ph.D.** Doctoral Students must satisfy the Graduate School's requirement for **a minimum of 15 hours of 8000/9000-level graded coursework to be completed at MU.** The 15 hours should consist of coursework that has been approved by the appropriate curricular committee and excludes any individualized study courses including (but not limited to) problems, readings, and research hours. Graduate credit is earned for courses at the 7000-level or greater. **After selection of the student's adviser and doctoral committee, a D-2 form, presenting the course work to be included in the student's program of study, must be submitted to the MU Graduate School, no later than the end of the student's third term of enrollment.** A Plan of Study form for graduate certificates and designated graduate minors must be submitted to the Graduate School at least one term prior to the conferral of the certificate or minor.

C. Each student in the Biomedical Sciences program is required to take all courses in the core curriculum**. The core courses are:**

   a. **Veterinary Physiology** 8420 and 8421 (or 10 hours of equivalent courses)
   b. **Veterinary Neuroscience** 8100 (2 hours)
   c. **Veterinary Cell Biology** 7333 (4 hours) (or 4 hours of equivalent courses)
      OR
      Cytology, Histology and Organology of Domestic Animals 7302 (I) & 7303 (II) (5 hours) (or 4 hours of equivalent courses)
   d. **Multidisciplinary Approaches to Biomedical Sciences** (2 hours).
   e. **Departmental Seminar** 8410*

D. In addition to the core curriculum, students must take a minimum of one additional course at the 7000 level or greater in **each** of the following three areas: **1)** molecular biology; **2)** cellular biology; and **3)** integrative biology. The choice of these courses will be made by the student in consultation with his/her advisor and doctoral program committee.

E. ***Seminar**
   (1) All doctoral students are required to register for two semesters per academic year for the seminar course (8410) offered by the Department of Biomedical Sciences. A maximum of 4 hours of credit in the Biomedical Sciences seminar course may be applied toward the >8000 level course work requirements for the Ph.D. degree. Grades for the 8410 seminar course are determined by the seminar coordinator.
   (2) After their first year, students **are required** to present one formal Biomedical Sciences seminar per year. This requirement is independent of official registration for the seminar course.
   (3) Graduate student attendance is **required** at the Biomedical Sciences seminar.

4. A minimum grade of "B" in each of the core courses may serve as the Ph.D. qualifying examination.

5. **The comprehensive examination will follow Graduate School guidelines and be given near the end of the student's formal course work and must be completed at least seven months before the final defense of the dissertation.** This examination will be the independent work of the student and reflect the understanding of a multidisciplinary approach to biomedical sciences. This includes knowledge of material covered in the core courses. **It will include both a written and an oral examination, both sections of the examination must be completed within one month.** The comprehensive exam may be related, yet substantially distinct, from the dissertation proposal. The specific nature of the examination will be determined by the Doctoral Program Committee following consideration of the individual needs of the student. A Ph.D. student must successfully complete the comprehensive examination within a period of five years beginning with the first semester of enrollment as a Ph.D. student. **A D-3 form, recording the official results of the doctoral comprehensive examination and carrying the signatures of all members of the committee, must be submitted to the MU Graduate School within two weeks after completion of the examination.** A student who fails may not take a second comprehensive examination for at least 12 weeks. Failure to pass two comprehensive examinations automatically prevents candidacy.

6. **The student will prepare a proposal for the doctoral research project no later than twelve months after completion of the comprehensive examination**. This proposal must be approved by the Doctoral Program Committee. Committee evaluation of the proposal should include an oral presentation of the proposed work by the student. This proposal must be written and approved a minimum of six months before the defense of thesis. A copy of the approved proposal will be submitted to the Director of Graduate Studies.

7. **Following the term after the term in which the comprehensive examination is completed, status as a continuous enrollment doctoral student begins.** Ph.D. candidacy is maintained by enrolling in 9090 Research for two or more semester hours each fall and winter semester and for one semester hour each summer session up to and including the term in which the dissertation is defended. Speak to your advisor about how many Research credits he/she want you to take. The Graduate School will not automatically enroll a student for continuous enrollment.

8. **In accordance with graduate school guidelines, the oral defense of thesis research must be completed within five years after the comprehensive examination.** Failure to do so will require the student to retake the comprehensive examination, or be dropped from the graduate program.

    A. The Director of Graduate Studies should be notified at least 30 days in advance of the proposed date for the thesis or dissertation seminar and defense. The notification should be in writing from the student's major advisor.

    B. The student's thesis or dissertation research will be presented as a departmental seminar given immediately before the oral defense examination. The pre-defense seminar may be used to satisfy the annual seminar requirement.

    C. The oral defense of the thesis or dissertation will be public and open to all interested parties. Questions will be restricted to the Doctoral Program Committee or as determined by the major advisor. **Following the thesis or dissertation defense, a D-4 form, reporting the official results of the defense, must be submitted to the MU Graduate School.**

9. **Transfer Credit:** The Doctoral Program Committee may recommend that a specific number of hours from a master's or doctoral degree program be transferred toward the total hours required for the Biomedical Sciences doctoral degree.

   A. Transfer credit is limited to a maximum of thirty credit hours for a doctoral degree (e.g., D.V.M. or Ph.D.), at the discretion of the student's Doctoral Program Committee.
   B. Transfer credit for students who do not have an earned master's or doctoral degree is limited to a maximum of 12 hours of graduate credit.
   C. Transfer credit for students who have additional credit hours beyond an earned master's or doctoral degree done at MU or elsewhere is limited to a maximum of six hours of graduate credit.

10. **Graduate Student Doctoral Program Committee**

   A. Research is the essence of graduate study in all biomedical sciences, and a dissertation reporting the results of original research is required. A faculty member with special competence in that area of research, i.e., the major advisor, supervises the research. Identification of the major advisor is a critical step in any graduate program, and this relationship is individually arranged at the initiative of the student. Such an arrangement can precede any formal application for admission to the Graduate School, or it can be deferred.

   B. The doctoral program committee is composed of a minimum of four members of the MU graduate faculty and includes at least three members from the student's doctoral degree program, and one outside member from a different MU program. At least two of the doctoral committee members must have a primary academic appointment in Biomedical Sciences and at least two must be MU doctoral faculty. Members from national and international institutions are encouraged**.** Additional committee members with specialized expertise who do not meet the criteria for the MU graduate faculty or doctoral faculty may serve on a doctoral committees as a fourth or fifth member, with special permission of the vice provost/dean of the Graduate School**.** The Director of Graduate Studies serves as ex officio of all graduate student advisory committees. The composition of the committee should reflect the multidisciplinary aspect of the Biomedical Sciences Area Program, and will include at least one member from each area of molecular, cellular and integrative research. The committee should meet approximately every six months.

11. **Direction of Graduate Students**

   A. The major advisor may serve as chairperson of the Doctoral Program Committee and must be a member of the Department of Biomedical Sciences doctoral faculty. First-time advisors are encouraged not to serve as chairperson. The Committee shall elect a member other than the major advisor to serve as Chair during the oral sections of the comprehensive exam and dissertation defense.

12. **Additional Considerations**

   A. The major advisor will report to the faculty of Biomedical Sciences annually on the progress of his/her graduate student(s). This report will encompass the individual student's academic performance, research progress, conduct and effort, and development as a scientist.

B. It is highly desirable that each student present a research slide or poster presentation at a national scientific meeting at least once before graduation.

13. **Academic Probation and Dismissal:** The student will be subject to probation or dismissal from the program, following the recommendation of the student's doctoral program committee and/or the semi-annual faculty review. The student will be informed of his/her probation or dismissal by a letter from the Director of Graduate Studies.

    a. A student may be subject to probation or dismissal if:

        (1) The student makes a grade of C or less in any course in the Biomedical Sciences core curriculum (See V.B.1.a.). (as of 2008): The student MUST receive a minimum grade of B (3.0). If grade is below a B, student will be dismissed from the program. However, if the student is doing well in the laboratory, they can make an appeal. If lab performance is poor, student will be automatically dismissed form the program.

        (2) The student makes a C or less in two graduate level courses.

        (3) The student fails to maintain an overall GPA of 3.0.

        (4) The student fails to make satisfactory progress in the thesis research project as determined by the student's doctoral program committee.

        (5) The student fails to demonstrate growth and development as a scientist.

    B. **In accordance with graduate school guidelines, a student may be placed on probation for a period that may vary from 30 days to a full semester.**

    C. A student may appeal probationary status to the GPAC. No members of the GPAC who are also on the student's doctoral program committee may participate in the appeal decision. If a majority of the members of GPAC are also on the student's committee, an ad hoc committee will be appointed by the Chair of Biomedical Sciences to consider the appeal of probation. If the Chair is on the student's committee, the Associate Dean for Research and Postdoctoral Studies of the College of Veterinary Medicine will be asked to appoint an ad hoc appeals committee.

14. **Graduate student study area**
    A. Space in departmental graduate student study areas will be assigned by the GPAC.
    B. Assignment will be on a first come-first served basis using the following priorities for assignment:
        a. New departmental Ph.D. students
        b. Senior (after comprehensives) departmental graduate students.
        c. Veterinary students enrolled in department graduate program.
        d. Graduate students from other departments.

15. **Financial Support:**

A. **Stipends:** Pre-doctoral Training Awards will be awarded on a competitive basis. The amount of the stipend will be equivalent to the National Research Service Award as published on the NIH website for the year in which it is awarded. The faculty Research Incentive Fund (RIF) will appropriate sufficient funds each year to be used for up to four stipends/yr that will be awarded according to the Guidelines of Biomedical Sciences Pre-doctoral Training Awards. The goal is to fund student stipends on a rotating basis, e.g., two Year 1 stipends and two Year 2 stipends each year. However, expenditures for student stipends will not exceed one-third of the total faculty RIF. If stipend expenditures exceed one-third of RIF in a given year, the number of stipends will be decreased the following year. Criteria considered in awarding the Pre-doctoral Training Awards include course grades (undergraduate, graduate or professional), class rank, GRE scores, previous research experience, letters of recommendation, the applicant's letter of intent, and the interview when applicable. Decisions regarding allocation of stipends will be made by the GPAC by May 1 of each year. Initial stipend awards will be made for a period of two years, with the second year of funding contingent upon: **1)** attaining a GPA of 3.0 in the core curriculum, **2)** satisfactory rate of progress in the program as judged by the major advisor and the student's graduate program committee, **3)** evidence of efforts to secure other sources of funding, and **4)** budgetary considerations of the major advisor and the department. Departmental stipends are intended to be used for the year in which they are awarded and not to be divided to provide funding to a student for a time period longer than one year. It is anticipated that the student's major advisor will be responsible for funding the remainder of the student's graduate program.

B. The Life Sciences Fellowship Program is a prestigious and competitive fellowship that awards its recipients with a stipend of $25,000 (2013 amount) a year for up to four years, as well as a tuition waiver and health insurance. Applicants cannot apply directly to this fellowship program. The Department of Biomedical Sciences will review the applications that have met the deadline, and a committee will then decide which applicants to recommend for funding (our office must recommend students to the Life Sciences Department before February 15th). Contact Debbie Allen (Allendebra@missouri.edu) or by phone at 882-2816) More information can be found at: http://bondlsc.missouri.edu/fellowships .

C. It is also highly recommended that students seek other sources of funding. More information can be found at the following websites:
   a. Graduate Student Support Program (Health Insurance and Fee Waivers) http://gradschool.missouri.edu/financial/feewaiver/index.htm Contact: Karen Gruen GruenK@missouri.edu 573-884-2326

   b. Bulletin Board of Funding Opportunities-A database of external Fellowships http://gradschool.missouri.edu/fellows/

D. **Extension of Funding.** Advisors of students with stipend awards seeking to obtain additional funding at the end of the two-year initial period should consult with the departmental Chair. The decision for subsequent funding will not be made by the GPAC. Students without an advisor may be considered for an extension of funding based on consideration of the student's grades, research productivity, and semi-annual faculty evaluations. Students are strongly encouraged to apply for extramural funds.

E. Students entering the Biomedical Sciences program who are committed to a particular laboratory will not be considered for a departmental stipend unless the mentor can demonstrate that no other source is available to support the student's stipend.

16. **Biomedical Sciences Travel Awards:**
    A. Departmental travel scholarships can be submitted to Dr. Bowles for review by committee, at BowlesD@missouri.edu. A GCI Travel Request form can be requested from the departmental office. Presentation of the student's original research is required.

17. **Resources for Graduate Students**

Biomedical Sciences Area Graduate Student Organization:
Contact: Matt Cook, @missouri.edu
Preparing Future Faculty (PFF) : http://gradschool.missouri.edu/pff
PFF Fellows visit a mentor at a partner institution 1-2 times per semester, and participate in monthly class meetings and professional development/career workshops
Minor in College Teaching: http://gradschool.missouri.edu/resources/preparing-faculty/minor-college-teaching/index.php
12 credit hours beyond major program; 6 hours of core courses, 3-6 hours of Teaching Practicum, 3 hours of Teaching Electives, Teaching Portfolio
Educational Technologies at Missouri: http://etatmo.missouri.edu/
Online early feedback, Course management tools (Blackboard & WebCT), Web page design assistance for courses, Instructional design, Access to resources on instructional technology
Campus Writing Program: http://cwp.missouri.edu/
Workshops for TA's in Writing Intensive courses, Resources on Writing, Writing Intensive course evaluations
Graduate Student Organizations
http://gradschool.missouri.edu/resources/grad-postdoc-networks.php

Graduate School

Graduate Student Support Program (Health Insurance and Fee Waivers)
http://gradschool.missouri.edu/financials/tuition-support-program/index.php

Career and Student Development Resources http://gradschool.missouri.edu/resources/
Resources on job searches, writing, relationships in graduate school, financial aid, etc.

Professional Presentation Travel Scholarships
http://gradschool.missouri.edu/forms-downloads/repository/presentation-travel-scholarship-form.pdf
Doctoral students who have successfully completed doctoral comprehensives and been admitted to doctoral candidacy are eligible for a maximum of $250 Professional Presentation Travel Scholarship. See details for deadline dates and specific requirements under Application for Professional Presentation Travel Scholarship.

John Bies International Professional Presentation Travel Scholarships and International Dissertation Research Travel Scholarships.
http://gradschool.missouri.edu/financials/graduate-awards-travel-scholarships/travel-scholarships/john-bies-international/index.php
Doctoral students who have successfully completed doctoral comprehensives and been admitted to doctoral candidacy are eligible for a maximum of $1500 to defray transportation expenses associated with travel to international professional meetings or defray international transportation expenses associated with dissertation research. See details under John Bies International Professional Presentation Travel Scholarship and International Dissertation Research Travel Scholarship.

Dissertation Research Travel Scholarships
http://gradschool.missouri.edu/financials/graduate-awards-travel-scholarships/travel-scholarships/dissertation-research/index.php
Doctoral students who have successfully completed doctoral comprehensives and have been admitted to candidacy are eligible to compete for a maximum of $400 for Dissertation Research Travel Scholarships to defray transportation expenses associated with dissertation research. See details, deadline dates, and specific requirements under Application for Dissertation Research Travel Scholarships at this website.

MU Counseling Center

http://counseling.missouri.edu/
The Counseling Center assists students who are having difficulties with their experiences at MU. Services include individual, couples, and group counseling, crisis intervention, biofeedback and stress management, testing, outreach presentations, and consultation to university departments, faculty, and staff. The Counseling Center has also begun offering a Dissertation Support Group.

Statistics Help http://sssc.coas.missouri.edu
The Social Science Statistics Center provides MU graduate students with assistance with projects, theses, and dissertations. Check this website for a description of their services.

Computer Information. IATS Everything Technology Help Desk 573-882-5000 or http://iatservices.missouri.edu/help/

Software training courses: Offered at no charge to students.
http://iatservices.missouri.edu/training/catalog.html

Library Tours-New graduate students to the MU campus may find it useful to take one of the library tours offered.
http://mulibraries.missouri.edu/guides/classestours/default.htm

Writing Help
The Learning Center Writing Lab offers free, fifty-minute writing consultations for MU graduate students. Graduate students may come for help with short papers, seminar reports, letters, or vitas. To make appointments, call the Learning Center Writing Lab at 573-882-2493.

International Center http://international.missouri.edu/
Funding opportunities, International fellowships and scholarships, Curators Grants-In-Aid Program for International Students, News and Resources.

MS in Basic Biomedical Sciences

1. **University Requirements**

The general requirements and procedures published by the University of Missouri-Columbia Graduate School apply to all students admitted to the Master's Program in Biomedical Sciences.

2. **Degree Requirements**

To attain the master's degree, **30 hours of graduate credit must be completed; 15 hours or more shall be 8000 level** (exclusive of research, problems and independent study courses); and six to nine hours of 9090 Research**. A grade of 3.0 or better is required in all core courses** and serves as the qualifying examination for the degree. In additional to the departmental core courses, students may take courses specifically planned to meet the needs and strengths of the individual. The master's candidate is evaluated semiannually for satisfactory rate of progress as defined by timely completion of course courses and progress on research activities as stipulated by the master's program committee. The master's candidate must carry out original research culminating in a written thesis, present the thesis work at a departmental seminar and defend the thesis in an oral examination by the master's program committee. The time limit for the master's degree is five years after initiating the program.

3. **Areas of Study**

Major biomedical disciplines include:

A. anatomy of domestic species (gross or microscopic)
B. physiology/pharmacology (molecular, cellular and integrative)
C. biochemistry/molecular biology
D. endocrinology
E. toxicology

Specific areas of interest are exercise sciences, cardiovascular and neurosciences, muscle biology, membrane transport biology, reproductive biology, and developmental toxicology.

4. Each student in the Biomedical Sciences program is required to take all courses in the core curriculum**. The core courses are:**
    a. **Veterinary Physiology** 8420 and 8421 (or 10 hours of equivalent courses)
    b. Veterinary Neuroscience 8100 (2 hours)
    c. **Veterinary Cell Biology** 7333 (4 hours) (or 4 hours of equivalent courses) OR Cytology, Histology and Organology of Domestic Animals 7302 (I) & 7303 (II) (5 hours) (or 4 hours of equivalent courses)
    d. (3) **Multidisciplinary Approaches to Biomedical Sciences** (2 hours).
    e. (4) **Departmental Seminar** 8410

Master's Degree Forms:

M1: Program of Study for the Master's Degree Form

This form provides the student, the department and the Graduate School, with a plan for all course work, transfer credit an research hours that will comprise a student's program of study. It serves as a blueprint and general plan for the student to follow. Changes on the plan of study can be made easily by submitting a **Course Substitution Form**, available form the Graduate Program Coordinator or the MU Graduate School. **The M1 Form should be submitted NO LATER than the beginning of the student's second year of study.**

M2: Request for Thesis Committee Form

This form is required only of students who will be writing a thesis. The Master's **thesis committee consists of at least three faculty**. Two must be from the major department and one must be from an MU department or area program other than that awarding the degree. Origination of this form is the responsibility of the major adviser and should be filled out in time for the committee to be involved in consideration of the acceptability of the research project and the written thesis. **The M2 Form should be submitted to the Graduate School NO LATER than the beginning of the student's second year of study.**

M3: Report of the Master's Examining Committee

This form reports the final results of **1)** Master's thesis defense **2)** Master's project presentation or **3)** Master's comprehensive exam. It must be signed by all approved committee members. **Note:** Thesis students should also submit the "Approval Page" of their thesis. This page must be signed by the first, second and third readers and is submitted with the final, original unbound copy of the thesis, in a suitable box. Theses are submitted to the Graduate School after being successfully defended.