

BYLAWS FOR THE ACADEMIC GOVERNANCE OF THE  
W.K. KELLOGG BIOLOGICAL STATION  
MICHIGAN STATE UNIVERSITY

HISTORY OF APPROVAL

Actions of KBS Voting Members

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## 1.0 DEFINITION AND MISSION OF KBS

### 1.1. KBS Definition

The W.K. Kellogg Biological Station (KBS) is an academic unit within the College of Agriculture and Natural Resources and the College of Natural Science of Michigan State University. The College of Agriculture and Natural Resources serves as the administrative lead college for KBS.

### 1.2. Mission

The mission of KBS is to increase our understanding of natural and managed ecosystems and their linkages to society.

### 1.3. Purpose and Objectives

KBS is devoted to pursuing three main integrative activities: (1) promoting and supporting multi-disciplinary research in ecology and evolutionary biology, agriculture, natural resources and the environment, across the continuum of basic to applied research; (2) providing students with inquiry-based educational opportunities in these subjects; and (3) providing outreach programs that bring KBS expertise to bear on environmental issues of public importance. The interdependent objectives of research, education, and outreach are pursued in cooperation with various departments and programs of MSU.

### 1.4. Definition of Terms

1.4.1. Unless otherwise noted, Deans refers to the deans of the MSU colleges that administer KBS.

1.4.2. Consulting, advisory, shared responsibility, and delegated authority as used in these bylaws are as defined in Appendix B, Modes of Participation.

## 2.0 FACULTY AND OTHER ACADEMIC PERSONNEL

### 2.1. Composition of the Faculty

2.1.1. The Regular Faculty shall consist of all persons with non-zero percent appointments at KBS under the rules of tenure and with the rank of professor, associate professor, or assistant professor, as defined by the MSU Bylaws for Academic Governance.

2.1.2. The Fixed-term Faculty shall consist of all persons at KBS, not appointed under the rules of tenure, with the rank of professor, associate professor, assistant professor or instructor, as defined by the MSU Bylaws for Academic Governance.

2.1.3. The Honorary Faculty shall consist of persons appointed at KBS as Visiting, Adjunct, and Emeritus Faculty as defined by the MSU Bylaws for Academic Governance.

### 2.2. Other Academic Personnel

- 2.2.1. Specialists are those individuals who hold the rank of specialist or senior specialist within the MSU appointment system and hold appointments at KBS, either fixed term or continuing.
- 2.2.2. Research Associates, Senior Research Associates, and Postdoctoral Fellows are those individuals who hold these positions within the MSU appointment system, have a KBS Regular Faculty member as their primary supervisor, and for whom KBS is their primary workplace.
- 2.2.3. Visiting Research Associates are those individuals who work at KBS and are appointed in another unit at MSU or another institution and have a KBS Regular Faculty member as their sponsor and host.
- 2.2.4. KBS Graduate Students have graduate student status in an academic department of MSU, have a KBS Regular Faculty member as a major advisor, and for whom KBS is their primary workplace.
- 2.2.5. Visiting Graduate Students are graduate students at MSU or other accredited colleges and universities who work at KBS and/or have a KBS Regular Faculty member as their sponsor and host.

### 2.3. Composition of the Voting Faculty

- 2.3.1. The voting faculty pertaining to KBS policies and decisions shall consist only of the Regular Faculty.

### 2.4. Responsibilities of the Regular Faculty

- 2.4.1 All members of the Regular Faculty, including the Director, will fulfill the responsibilities below. Specific assignments are negotiated by the faculty member, the KBS Director (or, in the case of the Director, the Deans), and the chair of the faculty member's tenure home.
- 2.4.2. Each faculty member shall strive to remain well informed about the state of knowledge and technology in the scientific areas relevant to their research and to the subject matter they teach, as these areas relate to the mission of KBS.
- 2.4.3. Each faculty member shall conceive, plan, and conduct a program of original research that is compatible with the mission of KBS.
- 2.4.4. Each faculty member shall encourage the participation of students and post-doctoral scientists in their research program to the extent allowed by the scope and financing of the program and available laboratory space.
- 2.4.5. Each faculty member will have teaching responsibilities within MSU determined through discussions among the faculty member, the Director, and the chairs of MSU departments in which the faculty member holds a joint appointment.

- 2.4.6. Each faculty member shall from time to time present the most important results of their research program to the academic personnel.
- 2.4.7. Each faculty member, excluding the Director, shall serve on KBS, departmental, and MSU committees commensurate with their appointment.
- 2.4.8. Each faculty member shall make themselves available to the members of their research group, KBS academic personnel outside of their research group, other academic personnel at MSU, and scientists and organizations outside MSU. The degree of this availability for consultation, informal and formal talks, and the degree of a faculty member's participation in committees and elective and appointive offices of organizations outside MSU should be adjusted so that it does not interfere with the responsibilities and quality of the overall performance as a member of the KBS faculty.
- 2.4.9. Each faculty member is responsible for the review of personnel whom they supervise, in accordance with University policy.

## 2.5. Faculty Meetings

- 2.5.1. Faculty meetings shall be held once per month, scheduled at the beginning of the academic year for the remainder of the academic year. The Director shall call for items to be placed on the agenda at least one week in advance of the meeting, and shall circulate a tentative agenda at least one working day prior to the meeting date. The agenda may be revised or amended at the beginning of a meeting through a motion by any voting member, if approved by a majority of those voting. Regular meeting dates may be changed with the approval of a majority of the Regular Faculty.
- 2.5.2. Conduct of all faculty meetings shall be governed by *Robert's Rules of Order, Revised*, except as modified in these Bylaws.
- 2.5.3. The Director shall chair all faculty meetings. In the absence of the Director, the Associate Director may chair the meeting. A quorum shall consist of a majority of the Regular Faculty. Attendance may be in person or by electronic conferencing. Motions are carried by a majority of those present. By majority vote of those present, absentee ballots may also be accepted within a designated time period. Minutes shall be taken and copies provided to the membership prior to the next meeting, and shall be archived at KBS.
- 2.5.4. One elected representative from each of the three following groups shall participate in faculty meetings: i) Research Associates, Senior Research Associates, Postdoctoral Fellows, and Fixed-term Faculty, ii) Specialists, and iii) Graduate Students.

- 2.5.4.1. Procedures for Selection of Representatives to the Faculty Meetings. At the end of the spring semester each year, members of representative groups shall meet to determine their representative and an alternate. The representative may call other meetings of the group during the year as necessary.
- 2.5.5. Any member of the academic personnel at KBS or other KBS personnel or visitors, with permission from the Director, may attend faculty meetings. At the discretion of the Director or a majority of voting members of the faculty, this privilege may be suspended for any particular meeting or portion thereof.
- 2.5.6. Any member of the KBS academic personnel has the right to be heard by the faculty on matters of direct concern to KBS. Any such person wishing to be heard shall be given a place on the agenda.

### 3.0 THE DIRECTOR

#### 3.1. Definition

The Director of KBS is its chief administrative officer and is responsible for the overall operation of KBS. The Director is a member of the Regular Faculty of KBS and acts as chair of the faculty.

#### 3.2. Responsibilities

Responsibilities of the Director include:

- 3.2.1. leading KBS research, education, and outreach programs to accomplish the mission of KBS;
- 3.2.2. serving as administrative liaison between KBS and Departments, Colleges and various programs and administrative units of MSU;
- 3.2.3. recruiting faculty and other academic personnel and facilitating their professional development;
- 3.2.4. conducting annual evaluations of regular and fixed term faculty and making recommendations for pay increases in consultation with appropriate chairs;
- 3.2.5. developing criteria for raises in consultation with the Regular Faculty;
- 3.2.6. preparing annual budget requests and supervising budget expenditures to further the mission of KBS;
- 3.2.7. providing adequate supporting services and facilities, such as technical assistance, secretarial and accounting help, supply and equipment purchasing, equipment, computing services, greenhouses and field laboratories, and reference collections, within the limits of the existing budget;

- 3.2.8. keeping informed about the progress of the various research programs of KBS and of new developments in the focal research, education, and outreach areas as noted above, especially as related to opportunities for initiating new KBS programs;
- 3.2.9. promoting and describing the activities and achievements of KBS to the general public, to the larger research community, and to other groups as appropriate in order to further the mission of KBS, including the preparation of promotional materials;
- 3.2.10. initiating and promoting extramural development programs to support activities that further the mission of KBS; and
- 3.2.11. attend in person or via designee meetings of KBS standing and ad hoc committees.

### 3.3. Associate Director

When the Director is traveling or otherwise temporarily unable to meet his or her duties, the Associate Director of KBS serves in place of the Director, with signing authority. The Associate Director will negotiate with the Director with respect to specific responsibilities and duties. The associate Director is a Regular Faculty member nominated by the Director, after consultation with the Faculty Advisory Committee (see below), for approval by the Regular Faculty to be recommended to the Deans. The Associate Director serves at the discretion of the Director and may be terminated by resignation, or upon recommendation of the Provost, the Deans, or the Director. The Associate Director serves for a two-year renewable term. At intervals not to exceed four years, the Director shall review with the Regular Faculty the desirability of continuing the appointment of the Associate Director.

### 3.4. Acting Director

In the event that no person holds the appointment of Director, or if the Director is incapacitated for a period that cannot be reasonably covered by the Associate Director, the Regular Faculty shall advise the Deans concerning the designation of an Acting Director. The Acting Director shall perform the duties of the Director until a new Director is appointed.

## 4.0 APPOINTMENT OF THE DIRECTOR

### 4.1. Appointment

The Regular Faculty shall have shared responsibility with the Deans to determine procedures for the nomination of Director to be appointed by the Provost.

### 4.2. Initial Appointment



Upon recommendation of the Deans that a new Director be found, or upon retirement, resignation, or incapacitation of the Director, the members of the Regular Faculty shall have shared responsibility with the Deans to determine the procedures for the selection of the new Director to be nominated to the Provost.

4.2.1. The Faculty Advisory Committee (FAC; defined below) will represent the faculty to work with the Deans to develop the procedures to be used to search and appoint a new Director, including the formation of a search committee, a majority of which will be KBS Regular Faculty.

4.2.2. Both the Deans and the faculty have the right to nominate individuals for the Directorship, and neither the Deans nor the faculty will support a nominee who is strongly opposed by the other.

#### 4.3. Continuation of Appointment

In accordance with the Bylaws of MSU, at intervals not to exceed five years, the Deans shall review the desirability of continuing the appointment of the Director. This review shall consider input from the Regular Faculty and other KBS personnel. The reappointment procedure is a shared responsibility between the Deans and the Regular Faculty. At least 9 months before the Director's potential re-appointment date, the Deans will meet with the KBS Faculty Advisory Committee (defined below) to determine the procedures to be used to gather and report input from KBS personnel regarding the reappointment of the Director. At the same time, the Deans shall consult with the Director concerning the Director's desire and willingness to continue. Under extraordinary circumstances, the Regular Faculty by majority vote may request from the Deans a review of the Director at any time.

### 5.0 APPOINTMENT AND REVIEW OF ACADEMIC PERSONNEL

#### 5.1. Guidelines for Hiring of Academic Personnel

MSU guidelines and procedures shall be observed for the hiring of all Academic Personnel.

#### 5.2. Appointment and Review of Regular Faculty

The Director and the Regular Faculty have shared responsibility for creating and filling faculty positions and for recommendations to the tenure-granting department concerning the appointment, re-appointment, promotion, tenure, and dismissal of individual faculty members.

5.2.1. Appointment of Regular Faculty.

- 5.2.1.1 When filling a faculty position the Director shall appoint an ad hoc Search Committee, the majority comprised of KBS Regular Faculty but also to include a KBS Graduate Student representative and, at the Director's discretion, other KBS academic personnel and members of other MSU departments. All members of the search committee are allowed to vote. The Search Committee conducts the search in accordance with current procedures of the College(s) in which the appointment will reside. The Search Committee shall coordinate the interviews, and following the interviews will develop a recommendation and present this recommendation as a ranking of qualified candidates to the Regular Faculty.
- 5.2.1.2 The Regular Faculty shall discuss the recommendation of the Search Committee and vote to either accept the Search Committee's recommendation or to develop and put forth an alternative recommendation.
- 5.2.1.3 If the Director's recommendation to the Dean is counter to the faculty's recommendation, both recommendations with written explanations will be provided to the appropriate Dean.
- 5.2.1.4 The name of the recommended candidate for a faculty position also will be submitted to an appropriate academic department of MSU for consideration for a tenure home with or without salary administered by that department.

5.2.2. The review process for Regular Faculty is described in Appendix A.

5.3. Appointment and Review of Adjunct Faculty

Individuals who seek an appointment as Adjunct Faculty shall submit an application letter along with supporting documents to the Director. Initial appointments are a shared responsibility of the Director and the Regular Faculty and are made for not more than one year. Appointments may then be renewed by the Director on an annual basis provided that the performance of the faculty has been found satisfactory by the Director.

5.4. Appointment and Review of Fixed-term Faculty

Individuals who seek an appointment as Fixed-term Faculty shall submit an application letter along with supporting documents to the Director. Appointments are a shared responsibility of the Director and the Regular Faculty. The review process is described in Appendix A .

5.5. Appointment and Review of Research Associates, Senior Research Associates, and Postdoctoral Fellows

Individuals who seek an appointment as a Research Associate, Senior Research Associate, or Postdoctoral Fellow at KBS shall be nominated by their faculty sponsor in a letter to the Director together with the individual's curriculum vita. Appointments are a shared responsibility of the Director and the individual's faculty supervisor, and are made for not more than one year. Appointments may be renewed on an annual basis provided that the performance of the individual has been found satisfactory by the Director and the individual's faculty supervisor.

5.6. Appointment and Review of Academic Specialists

Academic Specialists may be appointed on a fixed-term, probationary or continuing basis, full-time or part-time, with either an academic year (nine-month) or annual (twelve-month) duty assignment, following the guidelines established in the MSU Human Resources policies. The appointment and evaluation of Academic Specialists is the shared responsibility of the Director and the Academic Specialist's supervisor, and shall be conducted in accordance with MSU Human Resources policies.

5.7. Appointment and Review of Graduate Students.

Individuals who seek an appointment as a Graduate Student at KBS shall submit a letter of application and curriculum vita to the Director, accompanied by a letter of support from their KBS Regular Faculty advisor or, for Visiting Graduate Students, their faculty sponsor. Appointments are a shared responsibility of the Director and the faculty advisor or sponsor. The faculty advisor or sponsor is responsible for providing space, resources, and guidance to the student. Other privileges may be assigned by the Director. Appointments continue so long as the student remains active at KBS and continues making satisfactory progress toward their academic degree at MSU or another accredited college or university.

6.0 COMMITTEES AND LIAISONS

6.1. Purpose of Committees and Liaisons

Academic personnel shall assist in the administration of KBS by serving on committees and as liaisons. The committees and liaisons shall keep the faculty informed about their actions and make recommendations for consideration by the Director and the faculty. Except where otherwise specified, the committees and liaisons shall function in an advisory capacity to the Director.

6.2. Types of Committees and Liaisons

- 6.2.1. Standing committees address perpetual needs of KBS. Tenure on these committees will be for one year and may be renewed. Standing committee assignments shall begin with the academic year. Standing committees and their duties are detailed below.
- 6.2.2. Ad hoc committees may be formed at the Director's discretion to deal with matters that do not fall within the jurisdiction of a standing committee. Tenure will be for the duration of the committee's charge up to one year, at the discretion of the Director.
- 6.2.3. Liaisons are academic personnel assigned to be principal contact between the faculty and KBS support activities. Liaisons are assigned to KBS Computer Services, KBS Housing, and other KBS support activities as identified by the Director. Tenure will be for one year and may be renewed.

### 6.3. Membership on Committees

- 6.3.1. Committees are comprised of faculty and may include other academic personnel and staff.
- 6.3.2. Except as noted elsewhere in these Bylaws, committees and liaisons will be assigned by the Director in consultation with the Faculty Advisory Committee and with the approval of the assignee.
- 6.3.3. Standing committees will be renewed at the last faculty meeting of the academic year, with new positions to begin with the next academic year.
- 6.3.4. Ad hoc committees will be filled when they are formed.
- 6.3.5. Liaisons will be assigned at the last faculty meeting of the academic year, with new positions to begin with the next academic year.
- 6.3.6. In the event a committee membership or liaison position is vacated, the replacement shall be made as above, at the next faculty meeting.
- 6.3.7. The members of committees shall have equal voting rights, except where noted otherwise.
- 6.3.8. Student participation in KBS governance shall in all cases be in the same mode as faculty participation, except for matters reserved for the faculty. The student constituency shall be KBS Graduate Students.

### 6.4. Description of Standing Committees

- 6.4.1. Graduate Affairs Committee. The purpose of the Graduate Affairs Committee is to facilitate recruitment of graduate students to KBS, to make recommendations about training and professional development programs that may benefit KBS graduate students, and to identify and promote expectations for KBS graduate students. The

Graduate Affairs Committee shall consist of at least three Regular Faculty and at least one Graduate Student. The committee shall meet as needed.

- 6.4.2. Seminar Committee. The purpose of the Seminar Committee is to organize and advertise KBS academic seminars, including soliciting speakers and hosts. The Seminar Committee shall consist of at least one Regular Faculty, at least two Graduate Students, and one Research Associate, Senior Research Associate, or Postdoctoral Fellow. The Committee shall meet as needed.
- 6.4.3. Space Committee. The purpose of the Space Committee is to advise the Director as to the most efficient and equitable use of space in KBS facilities. The Space Committee shall consist of at least three Regular Faculty. KBS administrative staff may sit on this committee as non-voting members at the Director's discretion. The Space Committee shall meet as needed.
- 6.4.4. Faculty Advisory Committee. The purpose of the Faculty Advisory Committee (FAC) is to advise the Director on matters pertaining to academic governance of KBS, including discussion of new faculty positions, appointments to committees, and the development of policies and procedures. The FAC shall be accessible to the faculty and may solicit opinions and gather information that is appropriate and relevant to the task of providing advice to the Director. The FAC shall advise the Director regarding nominations to departments and/or the University for awards and other distinctions. The FAC shall consist of three KBS Regular Faculty elected for staggered three year terms, with one member elected annually by the Regular Faculty. Vacancies will be filled by election to serve the remainder of the term. The FAC is chaired by the member in the last year of their term. An individual must step down for at least one year following a full three year term before he or she is eligible to serve again.

## 7.0 GRIEVANCE AND HEARING PROCEDURES

### 7.1. Faculty and Academic Staff

KBS follows the *Faculty Grievance Policy* published in the Faculty Handbook and approved by the Board of Trustees for resolving employment related disputes that arise between faculty or academic staff members and administrators. However, a faculty or academic staff member who feels aggrieved should first seek an informal resolution at the unit, department, or college level before filing a formal grievance.

### 7.2. Students

- 7.2.1. KBS Graduate Students should follow the graduate student academic hearing procedures of the student's home department, available on department web sites.

7.2.2. Undergraduate Students should send a written request to the associate provost for undergraduate studies for a hearing with the appropriate board.

7.3. All Other Personnel

KBS accepts the standard University grievance procedure for all other personnel.

8.0 BYLAWS APPROVAL AND REVISIONS

8.1 Responsibility and Review

The Regular Faculty shall have shared responsibility with the Director to adopt and publish bylaws. Bylaws shall be reviewed at intervals not to exceed five years.

8.2. Initial Approval

Initial approval of these Bylaws shall be a shared responsibility of the KBS Regular Faculty and of the Director. A two-thirds majority vote of the Regular Faculty is required. The draft of the Bylaws shall be circulated among KBS academic personnel for at least two weeks prior to submission of the drafts to the Regular Faculty for further discussion, revision, and ratification. Written comments from KBS personnel during this period may be submitted to the Faculty Advisory Committee.

8.3. Amendments or Revisions

Drafts of amendments or revisions may be formulated by any member of the Regular Faculty, or, at the request of a majority of those voting at a faculty meeting, by an ad hoc committee charged with the task of drafting additions or revisions of specific sections. The draft amendments or revisions shall be circulated among KBS academic personnel for at least two weeks prior to submission to a faculty meeting for ratification. A two-thirds majority vote of the Regular Faculty is required for approval.

## APPENDIX A

### REVIEW AND PROMOTION OF FACULTY

#### Guidelines for Tenure System Faculty, Fixed-term Faculty and Academic Specialists

##### A.1. Review of Tenure System Faculty and Process for Evaluation for Promotion

A.1.1. The performance of all members of the Regular Faculty relative to the duties and criteria outlined elsewhere in these Bylaws, shall be reviewed annually by the Director. This review will include a meeting with the Director and jointly with the chair of the home department, where possible.

A.1.1.1. For non-tenured Regular Faculty, the annual review will be preceded by a meeting with a mentoring committee appointed by the Director in consultation with the faculty member and their home department. A written overview of this meeting will be reported to the Director and home department chair in accordance with home department procedures.

A.1.1.2 Purpose of Annual Faculty Reviews. The primary objectives of annual faculty reviews are to encourage professional growth and to determine progress towards tenure and promotion. The Director will use the results of these reviews as a basis for annual salary recommendations and to assess progress toward promotion and tenure.

A.1.1.3. Results of the Review. Following the review, the Director shall provide the reviewee with a written evaluation of the strengths and weaknesses of the reviewee's performance. These evaluations shall include relevant decisions and recommendations that the Director has made, and the reasons for those decisions and recommendations.

A.1. 2. Review for Reappointment, Promotion and Tenure (RPT). For Faculty with majority KBS appointments these reviews will be initiated by the Director, following University bylaws for these procedures. The Director, in coordination with the chair of the faculty member's home department, is responsible for:

- a) ensuring that all university, college, and departmental procedures, guidelines, and timetables are followed in each RPT case under consideration;
- b) informing each RPT candidate and all appropriate KBS faculty (see below) of all relevant procedures and deadlines in a timely fashion;
- c) making the official recommendation to the appropriate Dean for or against the RPT action under consideration by the designated deadline, to include the vote of the faculty for or against the RPT action; and

- d) informing the RPT candidate of the faculty vote and their recommendation to the college as soon as these items are forwarded to the Dean.

Preceding the review, a dossier containing evidence of the professional activities, achievements, and stature of a faculty member whose progress or performance is under review shall be circulated among members of the tenured regular KBS faculty of higher rank, which will be referred to as the ad hoc Faculty Review Committee (FRC). Any material deemed appropriate by the reviewee may be included in the dossier but the dossier must include information to assess the criteria outlined below. For promotion, the dossier shall include External Reviews, as described below and the reviewee will present a seminar of her/his research activities to the KBS academic community. After circulation of the dossier, the Director shall convene a meeting of the FRC. Each member of the FRC shall have the opportunity to give his or her assessment of the reviewee's performance and shall vote on the RPT recommendation, which is a shared responsibility of the Director and the ad hoc FRC. The official vote of the FRC will be reported to the appropriate home department and college.

A.1.2.1. External Reviews. The review process for promotions to Associate and Full Professor shall include external reviews in accordance with University policy. At the time of external review, in consultation with the reviewee's home department, at least six letters shall be obtained from experts external to MSU working in related fields. Of the external reviewers, at least two shall be selected from a list submitted by the reviewee. The external review letters shall be held by the KBS Director in accordance with University procedures.

A.1.3. Review Criteria are consistent with University policy. Through its faculty, MSU will create knowledge and find new and innovative ways to extend its applications, to serve Michigan, the nation, and the international community. The faculty must infuse cutting edge scholarship into the full range of teaching programs. At MSU, faculty are expected to be both active scholars and student-focused, demonstrating substantial scholarship and ability to promote learning through our on-campus and off-campus education and research programs. The essence of scholarship is the thoughtful discovery, transmission, and application of knowledge, including creative activities, that are based in the ideas and methods of recognized disciplines, professions, and interdisciplinary fields. What qualifies an activity as scholarship is that it be deeply informed by the most recent knowledge in the field, that the knowledge is skillfully



interpreted and deployed, and that the activity is carried out with intelligent openness to new information, debate, and criticism. Research, teaching, service, and outreach are significant components of the overall review, weighted according to the expected distribution of effort in the reviewee's appointment.

A.1.3.1. Research. Evidence of excellence in research shall include:

- Most importantly, peer-reviewed publications notable for creativity, originality, and impact.
- Other publications and patents.
- Competitive research grants funded at local, state, national and international levels.
- Other funding secured.
- Successful guidance of Graduate Students and Research Associates.
- Invited and contributed research presentations at regional, national and international meetings, and other academic communities as well as at KBS.

A.1.3.2. Teaching. Evidence of excellence in teaching shall include:

- Undergraduate and graduate level student evaluations.
- Assessment of mentoring undergraduate and graduate students and Research Associates.
- Assessment of the reviewee's role on the committees of graduate students.
- Participation in seminars and graduate discussion groups.

A.1.3.3. Service. Evidence of excellence in service may include:

- Leadership positions in professional associations.
- Service as editor, editorial board member or ad hoc reviewer for professional journals.
- Membership on grant or program review panels or service as an ad hoc reviewer for such panels.
- Organizer or participant in professional workshops.
- Engaged membership on KBS, Department, College, and University committees and other University related service activities.

A.1.3.4. Outreach. Evidence of excellence in outreach may include:

- Organizer or participant in public forums or field days designed to educate K - 12 students, teachers, and other professional and lay persons not enrolled in an MSU graduate or undergraduate program.

- Development of materials designed to extend science education and research findings to lay or professional audiences outside of the academic science community; also participation in print or electronic interviews for these media.
- Membership on public boards and commissions at the local, state, national, and international levels.

A.1.4. A faculty member may appeal unfavorable decisions in his/her case according to College and University grievance policies.

A.2. Review of Fixed-term Faculty and Process for Evaluation for Promotion

A2.1. Review of Fixed-term Faculty will follow procedures consistent with the College that holds their primary appointment.

A.3. Review of Academic Specialists and Process for Evaluation for Promotion to Senior Academic Specialist

A.2.1. The performance of academic specialists, relative to the duties outlined elsewhere in these Bylaws, shall be reviewed annually by the supervisor of the academic specialist and the Director. This review will include a meeting with the supervisor.

A.2.2. For academic specialists with continuing appointments, a mentoring committee appointed by the Director and their supervisor will also meet with the Academic Specialist each year and will submit a report to the Director. The mentoring committee will be appointed by the Director in consultation with the specialist, and can include other members of the Regular Faculty and senior academic specialists as appropriate but not the specialist's supervisor.

A.2.3. Promotion of specialists to senior academic specialist will follow procedures consistent with the College that holds their primary appointment.

## Appendix B

### MODES OF PARTICIPATION

There are four modes of participation by Academic Personnel identified for use in Academic Governance.

#### B.1. Consultation

Academic Personnel discuss issues and inform the administrator with authority and responsibility for the decision. Such a committee is not a deliberative body; there is no vote. Rather, the members express their views to inform an administrator's decision.

#### B.2. Advisory

A deliberative body of Academic Personnel recommends policies to an administrator to make decisions. The administrator is not bound by the recommendation and accepts responsibility for the decision.

#### B.3. Shared Responsibility

A deliberative body of Academic Personnel makes recommendations to the administrator authorized to make decisions. If the administrator does not accept the recommendation of the deliberative body and action must be taken, the recommendation of the administrator and the deliberative body will be submitted in writing to the next higher administrative level for resolution.

#### B.4. Delegated Authority

A deliberative body of Academic Personnel is authorized to make decisions on specified matters. Such decisions are subject to administrative review, but will be altered only in exceptional circumstances.