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Supplementary document to KBS Bylaws

This document is intended to provide additional details on policies and procedures regarding academic governance referred to in the WK Kellogg Biological Station (KBS) Bylaws. Specifically, this document provides guidelines and procedures related to the hiring and review of academic personnel; expectations of faculty; faculty workload and changes in assignment; and responsibilities of the Director. They were developed so that: 1) policies for these important matters are clear and transparent; 2) procedures can be outlined in more detail than is feasible (or appropriate) for Bylaws; 3) procedures and policies can be modified in response to changes in processes or priorities at KBS, and at the departments and colleges KBS faculty are affiliated with, without modification of Bylaws (see section 8.3, KBS Bylaws). As described in the Bylaws, this document is to be reviewed annually by the KBS Faculty Advisory Committee (FAC; see Bylaws 5.1); revision requires a majority (two-thirds) approval of the KBS Faculty.

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SEARCH PROCEDURES FOR KBS REGULAR FACULTY

This document details search procedures for KBS Regular Faculty (defined in section 2.1.1, KBS Bylaws). All KBS Faculty are jointly appointed in a campus Department that is their tenure home; as a result search and hiring procedures for KBS faculty include involvement (and are aligned to follow hiring practices) of the appropriate campus Department and College. Search procedures for other Academic Personnel are described in the KBS Bylaws (see section 5.0, KBS Bylaws).

New Positions: Proposals to create a new or fill a vacant faculty position are a shared responsibility of the Director and KBS Faculty. At the behest of the faculty, the FAC will develop an initial rationale and justification for the position to be approved by the Faculty. The Faculty are expected to provide input as to who would be likely partners (campus Departments and programs) to be included in the request and justification. Once approved by the Faculty, the Director then submits the request to the appropriate campus unit(s) or programs following appropriate MSU and College procedures.

Joint Appointments: Faculty appointed at MSU (under the rules of tenure) in another campus unit, department or institution, and who desire a joint appointment at KBS, should contact the Director and provide (in writing) the rationale for this request. These requests will be reviewed by the FAC and then brought to the KBS faculty for discussion and consideration. If the faculty approves of considering the request, the individual requesting a joint appointment at KBS will give a seminar outlining his/her research or related interests. Following this, the KBS Faculty will vote on the request for a joint appointment at KBS.

Requests for non-zero joint appointments also require the approval of the campus unit in which the faculty is jointly appointed and the requisite changes in funding lines worked out and approved prior to the change in appointment. The KBS Director is expected to participate in all decisions regarding the academic performance (reappointment, promotion, tenure and raises) for faculty with non-zero joint appointments.

Search Procedures for New Positions

1. To fill a KBS Faculty position, the Director shall appoint an ad hoc Search Committee, the majority comprised of KBS Faculty, but also to include a KBS Graduate Student and, at the Director's discretion, other KBS academic personnel and members of other MSU Departments. If required by the funding for the position, other faculty or representatives of MSU programs will be included in the Search Committee. All Search Committee members are allowed to vote.
2. The Search Committee finalizes the position description for approval by the faculty and conducts the search in accordance with current procedures of the College(s) in which the appointment will reside. This includes arranging for a public seminar at KBS and meetings with KBS faculty and other academic personnel and faculty of the appropriate MSU Department(s) in which the candidate is likely to be jointly appointed. Following the interviews, the Search Committee will develop a recommendation and present this recommendation as a ranking of qualified candidates to the KBS Faculty.
3. The Faculty shall discuss the recommendation of the Search Committee and vote to either accept the Search Committee's recommendation or develop and put forth an alternative recommendation to the KBS Director. The Director will develop a recommendation to the Dean of the appropriate College based on this input.
4. If the KBS Director's recommendation to the Dean is counter to the Faculty recommendation, written explanations will be provided to the appropriate Dean(s) by the Director and the Faculty.
5. The name and credentials of the recommended candidate for a KBS Faculty position will be submitted to an appropriate academic Department of MSU for consideration for a tenure home with or without salary administered by that Department. Faculty of the campus unit will vote on the decision to offer a joint appointment in accordance with their bylaws and once approved, the KBS Director will work with the campus unit to develop a recommendation to the Dean(s). If the search is done jointly from the outset with a particular campus unit or Department, then the Search Committee's recommendation will also be submitted to that Department and a recommendation to the Dean(s) developed jointly by the KBS Director and Chair/Director of the campus unit.
6. The Director and appropriate Chair will work with the Dean to develop an offer for the candidate. If the position is to come with tenure, then the procedures for granting tenure in the appropriate Department and College, and relevant approvals, must be completed before an offer letter can be submitted to the candidate.

ANNUAL REVIEW AND RPT EVALUATION OF KBS FACULTY AND SPECIALISTS

Below we outline the procedures for annual reviews and evaluation criteria for faculty and specialists for Reappointment, Promotion, and Tenure (RPT). Criteria for annual evaluations are outlined in “Expectations of KBS Faculty for Annual Evaluation.” RPT review is a shared responsibility of the KBS Director and the Chair of the Department in which the faculty member is jointly appointed. Also, because KBS currently is jointly administered by the College of Agriculture and Natural Resources (CANR) and College of Natural Science (NatSci), and faculty have joint appointments in Departments in both Colleges, KBS policies have to be consistent across these units.

Described below are annual review procedures for: (1) Fixed-term Faculty; (2) Academic Specialists; and (3) Tenure-System Faculty, as well as (4) guidelines for evaluation for Reappointment, Promotion and Tenure (RPT) for Tenure Stream faculty.

1.0. Annual Review of Fixed-Term Faculty

- 1.1. Review of Fixed-term Faculty will follow procedures consistent with the College in which their primary appointment is based.

2.0. Annual Review and Promotion of Academic Specialists

- 2.1. The performance of Academic Specialists shall be reviewed annually, based on calendar-year performance, by the supervisor of the Academic Specialist. This review will include a meeting with the supervisor.
- 2.2. For Academic Specialists with continuing appointments, a mentoring committee appointed by the Director and their supervisor, in consultation with the Specialist, will meet annually with the Specialist prior to the review meeting. A written summary of that meeting will be submitted to the supervisor. The mentoring committee can include KBS or other MSU Faculty and senior Academic Specialists as appropriate, but not the Specialist’s supervisor.
- 2.3. Promotion of Academic Specialists to Senior Academic Specialists will follow procedures consistent with the College that holds their primary appointment.

3.0. Annual Review Procedure for Tenure-System Faculty

- 3.1. The performance of all KBS Regular Faculty relative to the duties and criteria described in “Expectations of Faculty for Annual Evaluation” shall be reviewed annually by the Director on a calendar year basis. This review will include a meeting with the KBS Director and, unless the Faculty’s appointment is 100% at KBS, the Chair of the home Department.
- 3.2. The primary objectives of annual faculty reviews are to encourage professional growth and to determine progress toward 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. These recommendations are developed in collaboration with the Chair of the Department in which the faculty member is jointly appointed or holds tenure.
- 3.3. For Assistant and Associate Professors, 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 summary of this meeting will be reported to the Director and home Department Chair in accordance with home Department procedures.

- 3.4. Following the review, the Director shall develop in collaboration with the relevant Department chair (except as noted in 3.1.), a written evaluation of the strengths and weaknesses of the reviewee's performance using the forms and criteria adopted by the relevant College in which the faculty member is appointed. These evaluations will include a ranking of the faculty member's performance relative to expectations (outlined below), a summary of key accomplishments, and recommendations for improvement, as appropriate. In accordance with College policy, the faculty member will sign and return this form (including a written rebuttal if they disagree with the assessment) to the Director.
- 3.5. The Director will submit the signed annual reviews, including (if relevant) the reviewee's written response, to the Dean of the appropriate College.

4.0. Procedure and Evaluation for Reappointment, Promotion and Tenure (RPT) for Regular Faculty

For Faculty with majority KBS appointments, RPT reviews will be initiated by the Director, following MSU policies and those of the tenure-granting Department and College. The Director, in coordination with the Chair of the faculty member's campus Department, is responsible for:

- ensuring that all University, College, and departmental procedures, guidelines, and timetables are followed in each RPT case under consideration;
 - informing each RPT candidate and all appropriate KBS Faculty (see below) of relevant procedures and deadlines in a timely fashion;
 - 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
 - informing the RPT candidate of the faculty vote and their recommendation to the Department and College as soon as these items are forwarded to the Dean and Provost, respectively.
- 4.1. *RPT Review Procedures.* 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 KBS Regular Faculty of higher rank, who will function as the KBS 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 in section 4.2 of the KBS Bylaws (with more detail in the Supplemental document "Expectations of Faculty for Annual Review"). For promotion, the reviewee will present a seminar of her/his research activities to the KBS academic community and (as appropriate) to the Department granting tenure or promotion. After circulation of the dossier, the Director shall convene a meeting of the FRC. This meeting will be chaired by the Director or their designee. 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; the vote of the FRC is advisory to the Director. The recommendation of the FRC will be advisory to the Director and will be reported to the Chair (or the appropriate representative) in the tenure-awarding Department.

- 4.1.1. *External Letters of Review.* The review process for promotions to Associate and Full Professor shall include external reviews in accordance with University and relevant College policy. In consultation with the reviewee's campus 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.
- 4.2. *Review Criteria for Reappointment, Promotion and Tenure.* The expectations of KBS Regular Faculty for RPT are consistent with University policy. The philosophy that guides our review is detailed below; in summary, we expect that all KBS faculty will be fully engaged in all aspects of the KBS mission at levels consistent with their appointments.
- 4.2.1. 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 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, 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.
- 4.2.2. Criteria for reappointment, promotion and tenure at KBS are consistent with the policies and procedures of the Colleges in which faculty are jointly appointed and the University. Faculty being considered for RPT should review the expectations of the Department and College in which they are jointly appointed and review this annually with their mentoring committee. MSU guidelines are here: <https://www.hr.msu.edu/ua/promotion/faculty-academic-staff/guide.html>. The University and Colleges also provide workshops on the RPT process at MSU (e.g., "Demystifying RPT") that pre-tenure faculty are encouraged to attend.
- 4.3. *Criteria for Reappointment, Promotion and Tenure.* Tenure and Promotion to Associate Professor and Promotion to Full Professor at MSU are based on distinguished teaching, research, and service. Distinction is defined as an excellent and sustained record as demonstrated by well-known evaluative measures in the areas of disciplinary expertise of the candidate/faculty member. Review of a candidate for RPT is based on evaluation of productivity, innovation and creativity, and positive impact on students, the community, and the academic discipline of the candidate. These criteria are evident in the evaluation of teaching through student class evaluations, contributions to curriculum development, peer evaluations, and recognition of teaching. Distinction in research and scholarship is evidenced by the tenure dossier prepared by the candidate and evaluation by external reviewers.

4.3.1. *Research and Scholarship.* We recognize that the outlets for research scholarship differ among disciplines, and so we rely on peers at KBS and campus Departments in which the faculty member is jointly appointed as well as evaluation by external reviewers to determine the impact (distinction/excellence) of a faculty member's research. For promotion to Associate Professor, there should be evidence of a body of work of sufficient quality and quantity that demonstrates growing national visibility in the candidate's field of research. In addition, there should be evidence of the promise of continued intellectual growth and productivity. For promotion to Professor, a record that demonstrates an established national and international reputation is expected, as well as the indication of sustained high quality work. Evidence of excellence in research includes, but is not limited to:

- *Publications:* Peer-reviewed publications notable for creativity, originality, and impact are foremost for evaluating the distinction/excellence of a faculty member's research. Typically KBS faculty who are promoted publish an average of 2 papers per year in leading journals in their field/discipline. It is important to have demonstrated a significant role in these publications. Faculty being considered for tenure and promotion to Associate Professor should focus on publishing their work in leading, peer-reviewed outlets.
- *Patents:* Typically, KBS faculty are not involved in research that results in patents, but if they are these will be evaluated consistent with the output of other MSU faculty in their discipline. Also, because the impact of a patent can be difficult to evaluate early in a faculty member's career, patents are rarely considered in the evaluation of faculty for reappointment, tenure and promotion to Associate Professor.
- *Research funding:* Typically KBS faculty who are promoted have been awarded external research grant support, usually including serving as lead principal investigators. Funding secured from competitive sources is increasingly challenging, and so provides an indicator of the importance and potential impact in the candidate's research at the national level. External funding must be at a level sufficient to support an ongoing research program and in keeping with disciplinary norms for excellent research programs in the candidate's field.
- *Presentations:* Invited and contributed research presentations at regional, national and international meetings and to other academic communities are an important metric of the visibility and importance of a faculty member's research.

4.3.2. *Teaching and Mentoring.* All KBS faculty are expected to contribute to the educational mission of MSU by teaching in campus-based, for-credit courses during the academic year. Often this teaching is a shared responsibility with other KBS or campus-based faculty. KBS faculty are also expected to contribute to the academic programs at KBS by leading or participating in graduate courses, seminars, or reading groups and by training graduate students, postdocs, and hosting visiting scholars in their labs. Mentoring undergraduates in research experiences is also highly valued and is often done in collaboration with graduate students and research associates in the lab.

Evidence of excellence in teaching includes:

- Course evaluations that provide evidence of teaching success, such as SIRS scores that are above Department norms for similar level courses.
- Successful guidance of Graduate Students and Postdoctoral Research Associates. Typically KBS faculty who are promoted have supervised Graduate Students and Postdoctoral Research Associates who are making good progress toward their research goals.
- Contributions to improving curriculum through revising or developing courses and leading graduate discussion groups or seminars that involve students outside of the lab group.

4.3.3. *Service.* For promotion to Associate Professor with tenure, there should be evidence of a positive contribution to KBS and the faculty member's home Department. Service and outreach expectations for faculty who do not have tenure are reduced to allow them to develop their research and teaching; however, all KBS faculty are expected to serve on standing and ad hoc committees that support the functioning of KBS. For promotion to Full Professor, candidates are expected to make a positive contribution to KBS and their Department, as well the College, University and their professional community. A candidate's service record may also include service at state, national and international levels.

Typically KBS faculty who are granted tenure and promoted serve in several of the following capacities:

- Pro bono consulting and service on advisory boards for government, NGOs, or other public and private service organizations.
- Service as an ad hoc reviewer (or editor or editorial board member) for leading professional journals.
- Membership on grant or program review panels or service as an ad hoc reviewer for such panels.
- Organizer of professional workshops and symposia.
- Engaged membership and leadership on KBS, Department, College, and University committees and other University-related service activities.
- In addition, KBS faculty promoted to full Professor are expected to have evidence of leadership and international recognition, such as serving in leadership positions in professional societies and advisory boards or as editor or associate editor of leading professional journals.

4.3.4. *Outreach.* The location and resources at KBS provide many opportunities for Faculty to participate in outreach that expands or enhances the impact of their research. Faculty participation in outreach programs is valued, but is not required unless this is

specified as a part of their appointment (e.g. Extension or similar funding). Faculty who participate in outreach planning and programming that is beyond their appointment are highly valued by the University and KBS.

KBS faculty have been involved in outreach activities, such as:

- organizing or participating in public forums or field days designed to educate K – 12 students, teachers, and other professional and lay persons not enrolled in a for credit course;
- developing materials designed to extend research findings to lay or professional audiences outside the academic science community;
- participating in print or electronic interviews for the media; and
- maintaining membership on public boards and commissions at the local, state, national, and international levels.

EXPECTATIONS OF KBS FACULTY FOR ANNUAL EVALUATION

This section addresses expectations of KBS faculty for research, teaching and service/outreach (excluding the Director, who is reviewed by the Deans). These points will serve as guidelines for annual evaluations. Broad expectations for RPT are described in “Annual Review and RPT Evaluation of KBS Faculty and Specialists”; this section provides more details specific to KBS Faculty. Where possible and appropriate we provide metrics of how productivity and impact will be evaluated in these areas.

Research and Scholarship

All KBS faculty are expected to conceive, plan, and conduct a program of original research compatible with the mission of KBS and their assignment/appointment. Each faculty member is expected to present results of their research to the KBS community. Faculty are expected to include students and postdoctoral scientists in their research program to the extent allowed by the scope and financing of their program and available laboratory space. KBS faculty are also expected to make themselves available to KBS personnel outside of their research group and scientists and organizations at and outside of MSU.

1.0. Publications

- 1.1. We place a high value on peer-reviewed journal articles. For pre-tenure faculty, these articles should demonstrate a research program that is becoming independent of research done as a graduate student or postdoc.
- 1.2. Although the number of articles published is an indicator of the research activity, we place the highest value on the novelty, creativity, and impact of articles in a faculty member’s field rather than on the number of articles published.
- 1.3. Peer-reviewed publications in the leading journals in a discipline are highly valued, and other metrics of publication quality or impact (e.g. number of citations, relative to other papers in the field) will also be considered.

- 1.4. Invited review articles and book chapters are important outlets for scholarship, as they demonstrate standing within a field, and can be important synthetic contributions; however, they should not be the primary outlet for research and scholarship.
- 1.5. The inclusion and order of authors on manuscripts varies by discipline and at KBS among laboratories. That said, we include in evaluation of research productivity publications produced by graduate students, research associates/postdocs, and visiting scholars who are affiliated with the faculty member group, even if the faculty member is not an author. The contribution to this work should be made clear.
- 1.6. Publications on which the faculty member is the senior author and they or a member of their research group is corresponding author are highly valued. Author contributions should be described wherever possible.

2.0. Research Funding

- 2.1. Research funding is an important factor in the evaluation of KBS faculty members at all stages of their careers. While the amount of research funding necessary to support an active research lab varies among disciplines, faculty are encouraged to pursue external support to fund graduate students, postdoctoral researchers and visiting scholars in their labs.
- 2.2. Evidence of competitive research grants applied for and/or awarded will be evaluated within the context of the necessity of such grants to maintaining a high quality program of research in the candidate's area.
- 2.3. KBS faculty are encouraged to participate in interdisciplinary research and for some programs, funding may be limited to a small number of PIs/co-PIs. Funding to the lab of the faculty member and their role should be included in annual reports.
- 2.4. Leadership in the preparation and coordination of training grants for graduate students are also considered part of the research productivity of a faculty member.
- 2.5. Leadership in large multi-investigator research, facilities, and training awards that benefit other labs at KBS and MSU are also highly valued.

3.0. Presentations

- 3.1. Invited and contributed research presentations at regional, national and international meetings and to other academic communities, as well as at KBS, are an important component of sharing research findings with peers.

4.0. Teaching and Mentorship

All KBS faculty members 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, with the general expectation of the equivalent of one course per year.

KBS faculty are also expected to contribute to the academic vitality and educational programs at KBS. Evidence of contributions include but are not limited to:

- participating in KBS Summer programs, including courses and undergraduate mentoring;
- leading and/or contributing to graduate seminars and discussion groups;
- hosting graduate students, postdocs, or visiting scholars from campus or other institutions in their labs; and
- serving on graduate committees.

5.0. Service and Outreach

KBS faculty with joint appointments are expected to provide service to both KBS and the Department/College in which they are jointly appointed. Recognizing that individuals' time can vary depending on other responsibilities, we do not have specific requirements for service or outreach, but rather expect all to participate as 'good citizens' to the benefit of KBS and the University.

- All KBS Faculty are expected to serve on KBS, departmental, and MSU committees commensurate with their appointment and rank. In general, service responsibilities of pre-tenure faculty will be focused at KBS and the development of national visibility.
- The degree of a faculty member's participation in committees and elective and appointive offices of organizations outside MSU should be adjusted so it does not interfere with the responsibilities and quality of the overall performance as a member of the KBS faculty.
- Each faculty member is responsible for the annual review of personnel whom they supervise, including graduate students, specialists, and staff, in accordance with University policy.

EQUITABLE FACULTY WORKLOAD AND CHANGES IN ASSIGNMENT

This document outlines a variable work assignment policy for tenure-system faculty.

The Regular Faculty at KBS are expected to devote effort to teaching and mentoring, research, service, and outreach distributed in proportions as outlined in their initial appointment papers. For jointly appointed faculty, this will include a Memorandum of Understanding (MOU) outlining expectations to all units. When changes are needed to address KBS, departmental or University needs or desired by the faculty, this MOU will be revised (see Variable Work Assignment Policy). Each faculty member is expected to make demonstrable contributions in *each* of the three areas reflecting their appointment (research, teaching, and extension/service/outreach) each year.

The Variable Work Assignment Policy is guided by the following principles and values:

- All three areas—teaching, research, and extension/service/outreach—are part of the regular responsibility of tenure-system faculty. At different times or in response to different opportunities, emphases can temporarily shift. Except under exceptional circumstances, no category may be reduced to zero effort.
- Permanent changes in a faculty member's responsibilities can be negotiated with a redistribution of effort or change in assignment as outlined below.

Redistribution of the percentage allocation of effort:

A redistribution of the percentage allocation of effort must be accompanied by an MOU, prepared and agreed to by the Director, the Chair of the campus department, and the faculty member, before the changes take effect. Requests from faculty for a change in assignment should be submitted at least two months prior to the date of the requested change and/or discussed and agreed to at the annual review.

- The MOU should detail the length of time for which the redistribution agreement is to be in effect.
- The MOU must detail how the reassignment will affect the evaluation of the faculty member's work for merit-based salary raises.
- Faculty are obliged to negotiate these arrangements in a timely manner, especially in order to facilitate programmatic scheduling.
- In most cases, the MOU should be finalized and agreed to two weeks before the semester in which the redistribution would take effect.

Request for redistribution of effort may be initiated by either the faculty member, the KBS Director, or the appropriate Department Chair. Redistribution of effort may be triggered by one of the following:

- contractual administrative responsibility;
- a sabbatical agreement;
- leaves of absence (paid or unpaid); or
- changing circumstances in the faculty member's professional work.

Any salary released due to a change in assignment or sabbatical will be split between KBS and the campus Department(s) in which the faculty member is jointly appointed, proportional to their appointment. Release funds can be used to fulfill teaching and related research responsibilities of the faculty member that benefit KBS.

Faculty members who have arranged for retirement and/or consultancy leading to retirements (prior to the formal departmental adoption of this policy) are excluded from this policy.

RESPONSIBILITIES OF THE DIRECTOR

The KBS Director reports jointly to the Dean(s) of the Colleges of Agriculture and Natural Resources (CANR) and Natural Science (NatSci), and they set out the specific expectations of the Director and are responsible for their annual review. Because the KBS Director is hired as a tenured faculty member, there are expectations of research scholarship, teaching, and service/outreach commensurate with their appointment. While research and teaching activities may need to be reduced to meet the administrative responsibilities, the KBS Director is expected to be active in College, University and professional organizations in their discipline.

Broadly, the KBS Director is expected to lead KBS research, education, and outreach programs to accomplish the mission of KBS, chair the faculty, and to provide leadership in the following areas.

1.0. Faculty Recruitment and Development

- 1.1. Work with the faculty to develop proposals and rationale for hiring new faculty and staff to accomplish the mission of KBS.
- 1.2. Recruit faculty and other academic personnel and facilitate their professional development.
- 1.3. Conduct annual evaluations of regular and fixed-term faculty and recommendations for raises in consultation with appropriate chairs.
- 1.4. Develop criteria for raises in consultation with the Faculty Advisory Committee.

2.0. Finance and Operations

- 2.1. Prepare annual budget requests and supervise expenditures that further the mission of KBS.
- 2.2. Provide 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, as budgets permit.
- 2.3. Hire and review administrative personnel to serve and support the mission of KBS.

3.0. Community Relations and Development

- 3.1. Keep 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. Promote and describe the activities and achievements of KBS to the general public, to the larger research community, and other groups as appropriate in order to further the mission of KBS, including the preparation of promotional materials.
- 3.3. Work with campus and KBS personnel to develop strategic plans to support extramural development programs to support activities that further the mission of KBS.

4.0. Administration

- 4.1. Serve as administrative liaison between KBS and Departments, Colleges and various programs and administrative units of MSU.
- 4.2. Appoint, in consultation with the FAC, faculty, graduate students and other staff to serve on KBS standing and ad hoc committees.
- 4.3. Establish ad hoc committees to support the mission of KBS.
- 4.4. Attend annually meetings of KBS standing and ad hoc committees to outline expectations and goals for the year.