

## **GUIDELINES FOR SELECTION, REAPPOINTMENT, AND PROMOTION OF FACULTY**

### **Department of Plant Biology, Ecology & Evolution, Oklahoma State University**

#### **Preface**

It is to the mutual benefit of faculty and administrators to have established procedures that ensure fair evaluation of and rewards for professional duties performed within the Department of Plant Biology, Ecology & Evolution. The goal of this document is to outline job descriptions for each academic rank, for use in the recruitment and selection of new faculty, and to specify departmental policies on (1) evaluation of faculty performance; (2) procedures for reappointment, promotion, and tenure (RPT) of faculty, and (3) selection and retention of the Department Head. General expectations for RPT of departmental faculty are summarized in Appendix 1, and a general timeline is provided in Appendix 2. Additional information is presented in the main text of this document. These guidelines are meant to provide department-specific criteria complementary to existing university and college documents involving RPT for ranked faculty. Members of the department are advised to consult those documents for procedures and regulations concerning requests for reappointment and/or promotion.

#### **GENERAL CRITERIA FOR EVALUATION**

All tenure-track faculty members, regardless of rank, are expected to make substantial contributions to both the research and teaching activities of the department. In addition, all faculty members must provide evidence of an appropriate level of service to the university and beyond, including the broad community of scientists and the public. The Department Head shall provide each faculty member with a written annual appraisal of past effectiveness and provide guidelines for anticipated performance and improvements in the future. Especially exacting reviews shall be conducted as a part of RPT decisions. All reviews shall conform to established university and college appraisal procedures.

#### **Scholarship / Research**

Accomplishments and continued growth in research shall include (1) a record of publications in peer-reviewed scientific journals; (2) the direction of graduate student research projects and subsequent theses/dissertations; (3) the involvement of undergraduates, postdoctoral fellows, technicians, visiting scientists, and/or external collaborators in research activities at a level appropriate for the discipline; and (4) a demonstrated intent and ability to request and secure external funding needed to maintain scholarly productivity. Peer-reviewed publications and/or extramural funding related to instructional methods and products also may be considered scholarship.

#### **Teaching**

Teaching effectiveness shall be demonstrated in the faculty member's area of research and in related disciplines by (1) developing and offering courses that convey detailed, accurate, and current information to graduate and/or undergraduate students; (2) designing improved methods of presenting, illustrating, or evaluating course materials, as documented by materials provided by the faculty member; and (3) satisfactory performance in the classroom as judged by student and faculty feedback. The Head and the personnel committee may on occasion attend lectures to assess teaching skills. Other efforts demonstrating teaching ability may include education outside the classroom (e.g., mentoring of research lab personnel, directing student research projects, and serving on graduate advisory committees), and obtaining extramural funds for educational endeavors.

#### **Service**

Service to the university is expected to include effective and appropriate participation in departmental, college, and/or campus-wide committees. In selected cases, this may include contributions to specific administrative functions of the university. Professional service will depend in part on the research interests and expertise of the individual but shall include at least some of the following (1) review of manuscripts submitted for publication in scientific journals; (2)

participation in the review of grant proposals submitted to state, federal, and/or international funding agencies; (3) service on federal committees or grant review panels; (4) service on editorial boards of scientific journals; (5) leadership functions in professional societies; and (6) testimony to legislatures or the judiciary. Outreach service at the local and regional levels may include (1) scientific lectures; (2) workshops; and (3) field trips involving public school students and community organizations.

### **Extramural Funding**

The primary criteria for evaluation of faculty will be the quality and extent of research, teaching, and service activities. Nevertheless, sustained research achievement typically depends on financial support. Limited intramural funds are available to support long-term faculty research programs and provide stipends to graduate students. Thus, all faculty members are expected to *solicit* and *obtain* funds from outside of the university to support their ongoing research activities and laboratory personnel, including graduate students. Expectations for the level of such funding will depend on the research discipline and the amount of startup funds provided.

### **DOCUMENTATION REQUIRED FOR RPT DECISIONS**

Candidates must provide the following documentation with the assistance of the Department Head in accordance with established deadlines, and the assembled materials will be provided to the personnel committee. The committee or Head may also in special cases request additional documentation.

- A detailed *Curriculum Vitae* that lists relevant activities of the candidate.
- Copies of original research publications, including manuscripts submitted but not yet accepted.
- A “Research Publications” document that explains the relative contributions of each author to the research, writing, and editing of multi-author publications. This document should clearly explain the significance of each publication and describe its impact and relevance to the discipline through additional indicators such as ISI journal rankings and manuscript reviews. It is the responsibility of the candidate to document the importance and impact of each publication.
- Published abstracts of presentations at scientific meetings. Candidates are encouraged to submit copies of posters or a sample research presentation; these may be in electronic format.
- Copies of representative grant proposals submitted for extramural funds to support research and education activities. Candidates are advised to provide reviewer comments, panel summaries, and/or correspondence with program officers as evidence of quality, especially for unfunded proposals; these may be in electronic format.
- A “Teaching Activities” document that includes a list of courses taught, enrollment figures, undergraduate students mentored, and the summary page accompanying student evaluations for each class. Candidates are encouraged to include representative student evaluations forms, especially those with informative comments. Syllabi and representative course materials should also be provided, including selected exams and assignments.
- A “Graduate Students and Research Personnel” document that lists all graduate students advised and briefly describes their current status. Students for whom the candidate served on the advisory committee, but did not supervise directly, should be listed separately. If there are no such persons, this should be so indicated. Names and roles of additional laboratory personnel (undergraduate research assistants, technicians, postdoctoral fellows, and visiting scientists) should also be noted.
- For promotion decisions: A cover letter that describes the candidate’s (1) research interests, visibility, significance, and future research objectives; (2) teaching philosophy, responsibilities, and effectiveness; and (3) service activities benefiting the university, scientific community, and general public. The candidate should also prepare a list (including current research expertise, institutional affiliations and contact information) of at least 5

suggested external reviewers capable of evaluating the candidate's research program. In order to identify potential conflicts of interest, the candidate's graduate and postdoctoral advisors, postdoctoral fellows mentored, former students, and all co-authors and external collaborators who have worked with the candidate over the past 48 months shall also be noted. If there are no collaborators, this should be so indicated.

## **JOB DESCRIPTIONS AND CRITERIA FOR PROMOTION**

### **Assistant Professor**

#### *Selection Criteria:*

The position of Assistant Professor requires the completion of a Ph.D. from an accredited institution of higher learning, a record of original scholarly activity as evidenced by peer-reviewed publications, and the ability to teach effectively at both the graduate and undergraduate levels. It is expected that successful candidates for the position of Assistant Professor will have postdoctoral experience.

#### *Evaluation Criteria:*

An assistant professor is expected to (1) develop a visible and productive independent research program; (2) attract external funding to support extended research activities; (3) publish quality research papers in respected refereed journals; (4) participate in professional meetings and service activities appropriate for the discipline; (5) teach a combination of graduate and undergraduate classes in relevant disciplines; (6) present lectures that convey detailed, accurate, and current information to a wide range of students; (7) provide evidence of feedback from students on classroom activities; (8) supervise the efforts of graduate assistants, undergraduate assistants, technicians, postdoctoral fellows, and/or visiting scientists; (9) serve as needed on graduate committees for students in other laboratories and departments; and (10) engage in departmental and/or university-wide service activities. Regulations of the Graduate College establish the qualifications required for activities related to graduate instruction.

#### *Reappointment:*

The Assistant Professor is initially appointed for four years. During the third year, the candidate is evaluated for reappointment for a second (three-year) term. This is an internal review that involves a formal evaluation by the personnel committee but does not require outside referees. Accomplishments in research, teaching, and service will be evaluated. *General expectations for reappointment at the level of Assistant Professor are detailed in Appendix 1.*

A recommendation for reappointment is made with the assumption that the candidate is making reasonable progress and is expected to meet the criteria for tenure at the end of the second contract period. In those rare cases where this is not a reasonable assumption, the personnel committee and/or the Department Head may decide to make a recommendation for non-reappointment.

### **Associate Professor**

#### *Selection Criteria:*

Candidates hired at the level of Associate Professor, with or without tenure, are expected to have an established record of research, teaching, and professional service in a relevant discipline and should meet the general expectations for faculty members at this rank as outlined in Appendix 1. In addition, such candidates are expected to play an appropriate leadership and mentoring role within the department.

#### *Evaluation Criteria:*

Responsibilities of the Associate Professor are similar to those outlined above for Assistant Professors. However,

Associate Professors are expected to have a more established and visible research program, a broader range of teaching experiences, and a more extensive record of service activities than faculty at the rank of Assistant Professor. Associate Professors are also expected to play a greater leadership and mentoring role within the department.

*Promotion to Associate Professor with Tenure:*

Normally, consideration for promotion to Associate Professor accompanies consideration for tenure and is carried out during the sixth year in rank as an Assistant Professor. In order to be eligible for promotion and/or tenure, a faculty member must demonstrate in a concrete way his or her contributions to the research, teaching, and service missions of the department. Candidates should offer as many items of documentation as possible. A detailed list of required supporting materials is provided elsewhere in this document. *General expectations for promotion to Associate Professor with tenure are detailed in Appendix 1.* Promotion from Assistant to Associate Professor confers tenure as well as a change in title.

**Professor**

*Selection criteria:*

Candidates hired at the level of Professor must have an established and highly meritorious record of research, teaching, and professional service in a relevant discipline. Such candidates are expected to surpass the general expectations for faculty members at this rank as outlined in Appendix 1 and must be willing to serve a leadership and mentoring role within the department. Individuals hired at this rank will be granted tenure at the time of appointment.

*Evaluation criteria:*

Responsibilities of the Professor are similar to those outlined above for Assistant and Associate Professors. However, the Professor is expected to have an extended, highly meritorious record of research, teaching, and professional service. Professors are also expected to play a greater leadership and mentoring role within the university and to be respected and active members of the international scientific community.

*Promotion to Professor:*

In order to be considered for promotion to Professor, candidates must serve with distinction for an appropriate period of time at the rank of Associate Professor. Promotion to Professor shall not be considered automatic regardless of time spent in rank. *General expectations for promotion to Professor are detailed in Appendix 1.*

**Non-Tenure Track Faculty**

Non-tenure track faculty includes research faculty, clinical faculty, adjunct faculty, and visiting faculty at all ranks. Section 1.5 in the “*Policy Statement to Govern Appointments, Tenure, Promotions, and Related Matters of the Faculty of Oklahoma State University*” (OSU Policy Statement 2-0902 or its superseder) provides definitions and general policies regarding these positions. Non-tenure track faculty may not be granted tenure under any circumstances.

*Research Faculty:*

Research faculty appointments are non-tenure track, renewable term, and dependent on extramural funding. Appointments will typically be made for a period of three years, consistent with the duration of most grants. Reappointment of a research faculty member can be at the same or a higher rank. A research faculty member has the full rights and benefits of a tenure track faculty member, except in the general instructional area, and support must come entirely from extramural funding, except for initial startup funds, if any. This type of appointment requires approval from the majority of the Plant Biology, Ecology & Evolution faculty, Department Head, and Dean of Arts & Sciences. The criteria for selection, reappointment, and promotion of faculty apply to research faculty, except that quantitative teaching expectations will be appropriately reduced or nonexistent. Notwithstanding the appointment

Guidelines for Selection, Reappointment & Promotion of Faculty, Department of Plant Biology, Ecology & Evolution period, the existence of a research faculty position is contingent upon the availability of laboratory space.

#### *Adjunct Faculty:*

Adjunct faculty is a courtesy appointment, and the department, college and university have no obligation of financial (salary and fringe benefits) or other support (e.g. laboratory facilities) to such faculty. An adjunct faculty member may be reappointed at the same or a higher rank on a renewable three-year term. Adjunct faculty may be awarded professional rights and privileges afforded the faculty, except for University-wide voting rights unless specified in the appointment letter and approved by the Faculty Council. Adjunct appointments require approval of the Department Head in consultation with the Plant Biology, Ecology & Evolution personnel committee. The Department Head also negotiates facilities arrangements, if any. The criteria for selection, reappointment, and promotion of faculty generally apply to adjunct faculty. Given the diverse and flexible activities of adjunct faculty, the various criteria should be weighted accordingly.

#### *Visiting Faculty:*

A visiting faculty member (at any appropriate rank) is typically a teaching replacement for someone on sabbatical or absent for other reasons, but may also include visitors on sabbatical leave from other institutions. A visiting faculty member does not have University-wide voting rights but may be awarded other professional rights and privileges afforded the faculty. This type of appointment requires approval from the Plant Biology, Ecology & Evolution personnel committee, Department Head, and Dean of Arts & Sciences. Appointment as a visiting faculty member is normally for one year or shorter. The Department Head may recommend renewal of such appointments to the Dean of Arts & Sciences after counsel with the Plant Biology, Ecology & Evolution faculty.

### **DEPARTMENTAL PROCEDURES FOR REAPPOINTMENT, PROMOTION AND TENURE**

#### **Initiation of Review**

Reviews for RPT can originate either from the Department Head, the personnel committee, or the candidate. A faculty member may elect to be considered for promotion and tenure at an earlier date than scheduled. If the candidate elects to initiate the review, a letter indicating this should be sent to the chair of the personnel committee and the department head.

#### **Personnel Committee**

The departmental personnel (RPT) committee shall consist of three regular members and one alternate member. Voting members of the committee for reappointment, promotion, and tenure cases must be tenured at or above the rank being sought by the candidate. All tenured faculty within the department, except the Department Head, shall be eligible to serve on the committee. Conflict-of-interest exceptions include but are not limited to RPT candidates, including Regent's Professor nominees; familial relationships; employment of a family member; and financial considerations or extensive research collaboration. Post-tenure cumulative reviews do not constitute a conflict-of-interest requiring recusal from the committee. Vacancies shall be elected by a confidential vote of departmental faculty, typically in August of each year, with the new term beginning in September. All tenured and tenure-track faculty within the department shall be eligible to vote and will be notified of an election at least one week prior to the vote. The alternate will serve in lieu of a regular member when fewer than three regular members are able to serve. Whenever a regular or alternate position falls vacant, a substitute member may be elected through a special election to serve for only one year. Once constituted, the committee member serving the third annual term will serve as chair for the committee for that year. If that person is unable to fulfill his or her duties, the committee will select the chair. Each alternate typically serves for one year and is then promoted to full membership without requirement for a vote. Regular members serve for staggered three-year terms, beyond the one-year term of the alternate. The third annual member rotates off the committee at the end of his or her term, and is typically not eligible to run for membership in the next two elections, excluding a temporary appointment as a substitute member. A majority vote of the committee approves any personnel recommendation including, but not limited to, RPT actions. Formal actions must be signed by each committee member or participating alternate.

All discussions of the personnel committee shall be strictly confidential.

The personnel committee shall make recommendations to the Department Head on the reappointment, promotion, and granting of tenure to faculty members in the department. Promotions shall be based on merit and achievement, as outlined in this document. They are not to be automatic. The candidate's performance is to be judged in comparison to that expected for similar ranks at equivalent institutions of higher learning.

The personnel committee is also charged with reviewing the criteria for selection, reappointment, and promotion of faculty outlined here in light of changing college and university policies. Any proposed modifications of this document shall be brought to the entire Plant Biology, Ecology & Evolution faculty (including research and adjunct faculty except those appointed only to serve on student committees) for comments and a vote. A majority vote (excluding abstentions, which do not count as a vote) in favor of suggested changes is required for approval.

In evaluating the candidate's qualifications, the personnel committee shall exercise reasonable flexibility, balancing each case on the basis of heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another area. The committee must judge whether the candidate is engaging in work that is both sound and productive, and is likely to continue such work beyond the reappointment or promotion. Excellent achievement appropriate to the rank sought shall be demonstrated in the areas of scholarship and teaching. Activity appropriate for the rank sought in the area of service to the department, university, and profession is also expected.

### **Prior Professional Service**

The College of Arts & Sciences recognizes credit for prior service and activities at other institutions only if specifically stated in the letter of offer. Professional productivity in such service may nevertheless be considered in overall evaluation for RPT decisions.

### **External Review and Confidentiality**

The personnel committee shall solicit and receive letters from a minimum of four external referees for promotion applications. All external referees shall be tenured at or above the rank being sought by the candidate, and typically should be from peer and aspirational universities. Solicited letters shall include at least two from the list submitted by the candidate and at least one not on the candidate's list. Typically, 4-6 letters are anticipated; all letters received must be included in the dossier. The Department Head may suggest reviewers but the personnel committee makes the final decision and solicits the reviews. The candidate's former graduate and postdoctoral mentors and students may not be used as external referees, nor can any individuals with conflicts of interest such as family members or close collaborators on major projects. Candidates have the right to inspect the contents of their departmental personnel file. *A candidate may nevertheless waive the right to access outside reviews.* Such waivers are common but shall not be assumed, implied or coerced, and must be executed in writing prior to solicitation of outside reviews, using appropriate university forms. The scope of the waiver shall be clearly indicated in writing prior to solicitation of outside reviews. A copy of the executed waiver shall become a part of the documentation file. Any letter soliciting an outside review shall inform the potential reviewer of the extent to which the contents of the review will be known to the candidate. If the candidate has waived the right to access reviews, all correspondence with reviewers will be seen only by the personnel committee, the Department Head, and senior individuals in the administrative chain of decision.

### **Solicitation of Internal Departmental Faculty Input and Confidentiality**

The committee chair shall make available in a secure location in the departmental office a hard copy of the candidate's dossier for examination by all tenured departmental faculty to include items sent to external reviewers (see Appendix 2). At least ten days in advance of the first committee meeting to consider the candidate's file, all tenured departmental faculty (excluding the candidate and anyone with a conflict of interest as described under "Personnel Committee") shall be invited to participate in a **confidential** faculty meeting to discuss the candidate's application for tenure and/or promotion. At the conclusion of that meeting, all faculty present (excluding personnel committee members) shall have the opportunity to submit an anonymous written ballot in support of the requested personnel action. The committee

shall consider this input in their deliberations, and may summarize the discussion in their letter to the Department Head, but the numerical vote shall not be specified. This input shall not be placed in the candidate's file; *the chair of the personnel committee* shall maintain this input in confidence until the conclusion of the RPT process, at which time it will be turned over to the Arts & Sciences Associate Dean for Instruction and Personnel, where it will be stored for three years before being destroyed.

### **Documents Provided to the Dean**

The personnel committee shall submit a written recommendation on each case it reviews to the Department Head, and copied to the candidate, at least one business week prior to the College deadline for the Head's recommendation. The letter must clearly indicate the procedure used to select outside peer reviewers, the numerical vote for each ballot and detailed reasons for the majority decision as well as any minority opinion. A final recommendation will be made to either (a) enthusiastically support; (b) support; (c) support with some reservations; or (d) not support reappointment or promotion. The final letter must be signed by all committee members. A copy of the faculty member's entire dossier and letters from outside peer reviewers will be submitted to the Department Head. The Department Head will forward all materials (except for reprints, proposals and reviews, and conference presentations) to the Dean along with his/her own recommendation and additional documentation as required by college and university policies.

### **Notification of Candidates**

The personnel committee's recommendations shall be copied immediately to the candidate. If the recommendation is negative, the candidate has the right to submit a written response to the Department Head within three business days of the date of the candidate's receipt of the committee recommendations. When the Department Head formulates a written recommendation and conveys both recommendation letters along with the candidate's file to the Dean, the Head shall promptly send a copy of his/her letter to the candidate and the chair of the personnel committee.

## **SELECTION AND RETENTION OF THE DEPARTMENT HEAD**

The Department Head is expected to promote the department to the university and to be an effective representative of the department to the broader scientific community. The Head shall exercise sound judgment and effectively administer the business of the department. The Head is expected to remain active in teaching and research, obtain extramural funds, and present material at national meetings. However, it is understood that the quantity of such activities may be reduced by administrative duties. An important duty of the Head is to conduct a substantive annual appraisal and development process for each faculty member.

University policies and procedures govern the granting of permission to staff a position, the recruiting for the position from an appropriate candidate pool, and the hiring of an individual to fill the position. The selection of the Head of the Plant Biology, Ecology & Evolution Department is a joint endeavor between the faculty and the Dean. Detailed procedures are presented the College of Arts & Sciences document "*Selection and Reappointment of Unit Administrators*" dated September 2015 or equivalent superseding document. The Head will be appointed for a term of four years and may be reappointed for subsequent terms.

## **APPOINTED FACULTY POSITIONS**

The Department Head shall appoint faculty at any rank to service positions including membership in departmental, college and university committees. Such appointments may be viewed as departmental service and should be taken into consideration in RPT decisions. Appointees serve at the pleasure of the Department Head and their service may be revoked at any time if a justification is given.

### **Appointments for Service Outside the Department**

There are approximately ten College of Arts & Sciences standing committees that Plant Biology, Ecology &

Evolution faculty members must represent on a rotating basis. See the Arts & Sciences Faculty Council (ASFC) By-Laws for detailed descriptions of committee duties.

ASFC Representative: Plant Biology, Ecology & Evolution must at all times have a representative on the ASFC. Normally, representatives serve a three-year term, and may or may not be nominated/elected as an officer (which may extend the term length) or appointed as a standing or *ad hoc* committee member. Some committees require a fraction of the members to be ASFC members. The representative is expected to attend and participate in monthly ASFC meetings, and to communicate important information/issues from meetings to departmental faculty and solicit feedback from faculty to relay to ASFC as needed.

### **Appointments for Service Inside the Department:**

#### Graduate Coordinator:

- Handles preadmission communication with applicants and works with the Unit Assistant to make sure they complete the application process
- Develops advertising/recruiting strategies/materials, makes occasional recruiting trips to other campuses, and encourages other faculty to do the same
- Works with Unit Assistant to keep data on numbers of "serious inquiries", applicants, and numbers accepted, rejected, and those that turn down the offer; also how many domestic vs. foreign, which degree applied for, and some simple measures of qualifications (e.g. GRE scores and whether they have a B.S. or M.S.).
- Is thoroughly familiar with the latest Graduate College and degree program (Plant Biology, Ecology & Evolution, Plant Sciences. and Environmental Sciences) rules/timelines/forms and communicates these effectively to the graduate students.
- Monitors progress of students and reminds advisors to conduct formal annual A&D and place them in their file in Plant Biology, Ecology & Evolution office (Unit Assistant can do this).
- Serves as a general taskmaster, intermediary, and advocate for graduate students.

#### Assessment Coordinator:

- Attends OSU Assessment training sessions and keeps up to date on requirements
- Develops strategies for effective assessment of Plant Biology, Ecology & Evolution B.S. and M.S. degree programs, including providing specific feedback to improve instruction
- Develops and revises Plant Biology, Ecology & Evolution Assessment Plan; writes the annual Budget and Assessment Reports
- Interacts with faculty, advisers, students, and the Department Head, etc. to foster a constructively critical assessment and curriculum review process

#### Safety Officer:

- Is familiar with federal (OSHA), state and OSU safety/training requirements and communicates them effectively to relevant personnel within the department
- Plans and arranges annual hazard communication and quarterly safety training appropriate for all personnel; reminds faculty to conduct annual lab-specific training
- Ensures that all new employees receive the mandated departmental (and ideally lab-specific) safety training within 30-days of employment
- Interfaces with EHS and A&S/OSU safety committee regarding inspections and compliance
- Assists Plant Biology, Ecology & Evolution personnel with general safety-related issues (MSDS, waste disposal, etc.) and order forms, signs, etc. as needed
- Reminds all faculty to update their chemical inventory lists each June
- Ensures that MSDS are requested for all purchased chemicals (reminds faculty, postdocs, all responsible for purchasing chemicals, etc.) and files them alphabetically in binders in LSE 022
- Ensures that all safety-related issues and training are formally documented and filed in the Plant Biology, Ecology & Evolution office, with the help of the Unit Assistant.



Radiation Compliance Officer:

- Is familiar with relevant federal, state and OSU radiation safety/training requirements and communicates them effectively to relevant personnel
- Interfaces with OSU Radiation safety officer/committee as needed
- Conducts periodic radiation inventory (and inspection) and sign/submit required forms
- Establishes new radiation-certified labs if needed, and decertifies "hot" labs no longer needed
- Interacts and collaborates as needed with the departmental safety officer

Director of the McPherson Botanical Reserve:

- Develops policy for the management of the Reserve, consistent with its educational, research, and conservation objectives as well as policy and laws governing OSU lands
- Issues permits for users of the Reserve
- Maintains the trails and fence lines at the reserve
- Interfaces with public safety officers, OSU lawyers, and other relevant people to help resolve legal/safety/image concerns as they arise.
- Responds to alerts concerning damage or inappropriate use of the preserve
- Maintains appropriate signs at the preserve
- Oversees plans for prescribed fire and other management
- Promotes the Reserve for use in education and research

Herbarium Director:

- Oversees all operations of the herbarium
- Curates collections
- Accessions new specimens
- Fulfills specimen loan requests from other herbaria
- Provides specimen exchanges with other herbaria as appropriate
- Supervises undergraduate and graduate student workers
- Oversees Speairs Fellowship applications and fellows
- Works to modernize access to the collection, such as digitization of specimens
- Interacts with regional herbarium consortia
- Responds to requests for plant identification

Revised Document (including Appendices 1 and 2) approved by majority vote of the Plant Biology, Ecology & Evolution faculty, September 26, 2016. Approved by the Dean of Arts & Sciences, September 28, 2016.

# APPENDIX 1

## **General Expectations for Reappointment, Promotion and Tenure (RPT) Department of Plant Biology, Ecology & Evolution, Oklahoma State University**

### **Preface**

Reappointment, promotion, and tenure decisions are ultimately subjective but shall be based on rigorous evaluation of materials provided by the candidate, a documented record of past accomplishments, and evidence of future sustained effectiveness and research productivity. It is the responsibility of candidates to document successful meeting of the requirements noted here and to explain any deficiencies. Although failure to meet one or more of these requirements does not automatically disqualify the candidate, the strongest case for RPT will be made for those candidates with the most impressive credentials as measured by these benchmarks.

While evidence of past accomplishments is a critical part of evaluation, an important consideration of the personnel committee and Department Head is the candidate's potential for future scientific productivity and development as a scholar.

#### *Scholarly Publications:*

- A. Reappointment: At least one peer-reviewed publication written and accepted while at OSU; additional evidence of substantial progress towards publication of independent work conducted at OSU.
- B. Tenure: At least two significant, peer-reviewed publications resulting either from independent work conducted at OSU or from collaborative work in which the candidate played a leading role; collective publications recognized as a valuable contribution to the discipline.
- C. Professor: At least four additional high-quality peer-reviewed publications and a combined publication record that documents a high level of research scholarship recognized by colleagues in the discipline.

The relative contributions of each author on multi-author publications must be explained. Emphasis will be placed on publications in which the candidate played a major role. Candidates must document the significance of each publication in a brief narrative that describes its impact and relevance to the discipline, and through additional indicators such as ISI journal rankings and manuscript reviews. Publications in leading journals with high impact for the discipline will be given most weight. Alternate types of publications (books, databases, invited reviews) may be counted if they are broadly distributed to the scientific community and meet international standards. The total number of publications *should in most cases* exceed the minimal expectations noted above. Individuals with a track record of extensive independent research prior to employment at OSU are expected to have additional publications at OSU.

#### *Extramural Funding:*

- A. Reappointment: Submission of two applications for extramural funding with some positive feedback from reviewers; or receipt of one successful extramural award.
- B. Tenure: Receipt of extramural funding sufficient to support the candidate's research program, including laboratory equipment, supplies, and/or salary for research personnel.
- C. Professor: Receipt or renewal of additional extramural funding sufficient to support the candidate's ongoing research program, including laboratory equipment, supplies, and/or research personnel.

The relative contributions of each Co-PI on multi-investigator projects should be explained. Emphasis will be

placed on awards in which the candidate is a major contributor. Competitive, peer-reviewed awards from agencies that provide indirect costs to the university will be given most weight. Potential for continued extramural support of research activities of the candidate should be demonstrated.

*Research Visibility:*

- A. Reappointment: Presentation of research results at a national and/or international meeting appropriate for the discipline.
- B. Tenure: Presentation of research results at three national and/or international meetings appropriate for the discipline; evidence of positive reviews on manuscripts and grant proposals.
- C. Professor: Established record of research presentations at respected scientific meetings and academic/government/private institutions; invited presentations given most weight; documented evidence of a variety of recognized and respected contributions to science.

*Teaching Responsibilities:*

- A. Reappointment: Evidence of teaching effectiveness and rigor at both the graduate and undergraduate levels for all assigned courses; evidence of a commitment to recruit undergraduates to participate in research activities.
- B. Tenure: Evidence of teaching effectiveness and rigor at both the graduate and undergraduate levels for all assigned courses; participation of undergraduates in research activities to an extent appropriate for the discipline.
- C. Professor: Evidence of teaching effectiveness and rigor at both the graduate and undergraduate levels for all assigned courses; participation of undergraduates in research activities to an extent appropriate for the discipline.

*Graduate Students:*

- A. Reappointment: Effective recruitment and supervision of one graduate student; or evidence of sustained effort to recruit graduate students.
- B. Tenure: Effective recruitment and supervision of two graduate students; or successful completion of one graduate student.
- C. Professor: Successful completion of two graduate students, including one while employed as an Associate Professor, and evidence that one student continued to make positive contributions to science beyond graduation.

*Service:*

- A. Reappointment: Evidence of contributions to the department, university, scientific organizations, and/or the public; familiarity with the review process for grants and journal publications.
- B. Tenure: Evidence of contributions to the department, university, scientific organizations, and/or the public; participation in the review process for grants and/or journal publications.
- C. Professor: An established record of professional service that includes significant contributions to the department, university, relevant scientific organizations, editorial boards, granting agencies, and/or the public.

*External Reviews:*

- A. Reappointment: External reviews are not used for reappointment.
- B. Tenure: The external reviews must be consistent with effective teaching, adequate service, and a program of scholarship that is competitive for tenure at peer institutions.
- C. Professor: The external reviews must be consistent with effective teaching, adequate service, and a program of scholarship that is competitive for the rank of professor at peer institutions.

## APPENDIX 2

### Timeline

The following suggested timeline is subject to change, depending on university and college requirements.

September 1-15: Department Head contacts faculty member, provides information (most recent guidelines), and discusses procedures for submitting an application. Faculty member may also contact Department Head.

September 15: Candidate sends letter of intent to chair of RPT committee and Department Head to inform them of intent to apply.

November 1: Faculty member submits names of potential external reviewers to RPT committee, and signs forms to waive or not waive access to external reviews and/or internal comments. Faculty member's reviewer list should consist of 5 or more names of suggested reviewers appropriate for evaluating his or her research program and should include a description of each reviewer's research expertise, institutional affiliation, and contact information. Faculty member must avoid suggesting anyone with a potential conflict of interest. Ideally within one week, personnel committee selects and contacts external reviewers.

November 15: Faculty member provides materials to be sent to external reviewers (note that these can still be modified prior to review by the personnel committee, although external reviewers will not be aware of these modifications). Personnel committee sends materials to external reviewers, requesting evaluations by December 15th. Tenured departmental faculty meet to discuss candidate's dossier.

December 15: Faculty member finalizes all materials to be reviewed by the RPT committee, and signs the form certifying that the file is complete. (Note that materials can still be added after this point up until the time that the personnel committee has met to make its decision.)

Late December to early January: Department Head conducts early appraisal and development (A&D) with the candidate and adds it to the application file. Personnel Committee drafts their letter to the Department Head.

### Materials to be sent to External Reviewers

1. Cover letter with information requested in Plant Biology, Ecology & Evolution RPT guidelines
2. *Curriculum vitae* (CV)
3. "Research Publications" document as described in Plant Biology, Ecology & Evolution RPT guidelines
4. "Graduate students and Research Personnel" document as described in Plant Biology, Ecology & Evolution RPT guidelines
5. PDFs of relevant publications (target number to be suggested by RPT committee)
6. Research self assessment statement (required for tenure only)
7. Teaching self assessment statement (required for tenure only)
8. Service self assessment statement (required for tenure only)