

MU
Division of
Animal Sciences

Graduate Student
Manual

Philosophy of Graduate Education

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Train yourself to be a scientist and not strictly a technician (emphasize concepts over techniques).

Strive for balance in your professional and personal life. Establish a sustainable pace for your career.

Be unwavering in your pursuit of excellence.

Find the appropriate balance in your training between breadth and depth.

Don't lose sight of the big picture – know how your research relates to real world problems.

Pay attention to detail!

Choose your mentors carefully and set high standards for yourself as a mentor.

Establish clear objectives for your graduate training and eventual career. Take ownership of your graduate program and career.

Commit yourself to the highest standards of scientific and professional conduct. In science, your reputation means everything. (Don't publish data that you don't believe!)

Don't fall into the trap of comparing yourself to others. Be content with striving to reach your potential and not other peoples expectations.

Read a lot, participate in journal clubs and seminars, and attend scientific meetings.

Resist the temptation to become consumed by meaningless busy work that limits your impact. Learn to say no!

Don't become so attached to a particular hypothesis that you lose your objectivity. Remember to critically analyze your results.

TABLE OF CONTENTS

General Statement	4
Major Advisor	4
Program of Study and Research	4
Degree Committee	5
Degree Requirements.	5
Deadlines	6
Course Requirements.	7
RCR Courses	7
Seminars	7
Graduate Research Assistants	7
Teaching Expectations and Conduct	8
Reasonable Rate of Progress	8
Research	9
Intellectual Property	9
Publications	10
Travel	10
Desk and Laboratory Space	11
Relationship Between Graduate Students and Non-Academic Employees	11
Accident and Sickness Insurance	11
Missouri Residency Status	11
Leave	12
Keys	12
Parking	12
Graduate Student Progress System.	12
Reassignment/Dismissal of Graduate Students	12
Graduate Student Grievance Committee	13
Appendix	13

GENERAL

You have been accepted by the Graduate School and the Division of Animal Sciences and expect to earn either the Master of Science or the Doctor of Philosophy degree. The competition has continued to become greater each year for admittance to Graduate School. Thus, you can take pride in having been chosen. The Animal Sciences faculty recognizes you as an independent motivated individual who will achieve the goal of becoming a professional scientist with your interest focused on domestic animals. While enrolled here and subsequently, you are a representative of the University of Missouri. The image you project among your colleagues and acquaintances forms the image for the Division and MU.

Certain attributes are crucial to the performance of quality work in Graduate School. The existence of your ability has been demonstrated by your meeting the requirement for enrolling in Graduate School. You must be able to exercise diligence and self-discipline over the good mind you possess.

Obtaining an advanced degree involves a large financial investment by you and by the University of Missouri. Research requires substantial funding and the majority of this funding is provided by taxpayers from state and federal sources.

THE MAJOR ADVISOR

For the greatest success you must work in an area that is of interest to you and with an advisor who is compatible and capable in that area. Your major advisor is the key person in your graduate program. Many have sought entrance to MU so that work could be done under the supervision of a certain faculty member. This is highly complimentary to the faculty member, who regards it as such. In many cases, the research that you do will be related to an

on-going research project. Should you discover another area of research preferable to your initial choice it may be possible to arrange a transfer early in the graduate training program.

The major advisor has an obligation to help you attain your highest intellectual level. Through years of productive work and experience, your advisor has earned the privilege of guiding graduate students. This individual has gained perspective and breadth of knowledge, which is available to you.

Communication between you and your major advisor is critically important. It is your obligation to inform him/her of professional deadlines, which you may have with other faculty members, or questions you may have regarding the University administration. An example may help: Suppose that the student wishes to make a special request of another faculty member. That's fine, but the major advisor should be made aware that the request would be made. In many instances, the professor can smooth the way for the student through a preliminary contact.

PROGRAM OF STUDY AND RESEARCH

GENERAL

Most graduate students will engage in research and teaching during their course of study. Each of these two categories has a number of subdivisions to consider. An advisor in a discipline such as nutrition, reproductive physiology, molecular biology, genetics or production and management has accepted you. In many cases, you will focus your attention on a particular species. Then, with the aid of your advisor, you will choose a specific area of interest, for example: energy metabolism, embryonic development, neuro-endocrinology or feedlot management. Your actual research project will be on a specific aspect in your area of interest. Whenever possible, each

student is given an opportunity to engage in undergraduate teaching. There are also times when graduate students will participate in extension activities such as Livestock Days or other service-oriented divisional events. Most students have found that training in these areas has been of great value in a subsequent job.

DEGREE COMMITTEE

The Division of Animal Sciences and the Graduate Dean encourage the formation of an advisory committee at a date early in the graduate program. There are deadlines by which course programs must be submitted. Three faculty members are required for the Master of Science degree committee. Five members are required for the Doctor of Philosophy degree committee. In each case, one of the committee members must be from another department, and two of the members from the Division of Animal Sciences. For Ph.D. committees, the Department recommends that one member be from off-campus, perhaps an eminent scientist from industry or another university.

The function of the committee is as follows:

- ◆ To guide you in developing a pertinent, challenging program.
- ◆ To provide counsel when problems arise in your work.
- ◆ To ensure that you have reached a satisfactory level of academic achievement prior to conferring your degree.

The student is encouraged to make full use of this committee and may at any time, after consulting with the major advisor, request a meeting with the committee to have the committee's judgment expressed on certain questions that arise.

The major advisor plays a key role in the composition of the committee. Together with your advisor you will identify a research problem, subject matter to study, and a tentative list of committee members. It is your obligation to contact each committee member to see if he/she will serve. It is best to obtain a written approval. After the approvals are received, the Graduate Dean, through the divisional Director of Graduate Studies is notified of the committee members.

DEGREE REQUIREMENTS

General requirements for a graduate degree are outlined in the University of Missouri-Columbia Graduate School Bulletin. Graduate students taking 7000 level courses should expect to be given additional course requirements in order to warrant graduate credit received for those courses. The Division of Animal Science allows no more than two 7000 level Animal Science courses in a graduate program. Specific requirements for students working toward a graduate degree in the Division of Animal Sciences are as follows:

M.S. Degree

Thesis Option Requirements

30 hours of graduate credit with minimum of 24 hours course work plus a minimum of 6 hours of 8090 research. A minimum of 15 hours must be 8000 level.

Approved Thesis

Non-Thesis Option Requirements

36 hours of graduate credit and must include at least 3 hours of 8450 research.

Non-Thesis M.S. program does not serve in preparing a student for candidacy for a Ph.D. program.

Ph.D. Degree

For the Ph.D. degree, examination requirements are those of the Graduate School. The graduate student's advisory committee determines the nature of the examination.

The number of credit hours in formal course work and in research varies with the student's background, training, interests, and the nature of the research.

A dissertation is required.

DEADLINES

All original documents are maintained in the Graduate School's official student files. Each form is completed at the departmental level, routed for required signatures, and forwarded to the Graduate School, 210 Jesse Hall. Each form is then reviewed by the Graduate School, receives the dean's signature if approved, and a copy is returned to the department. If changes need to be made or if signatures are missing, corrective measures will be requested of the division. If any faculty signatures are illegible, we ask that departments print correct spelling of the signature.

Masters Degree Program

Program of Study for the Master's Degree. This form is required of all master's degree students. The purpose of this form is to plan the program of study the student will follow, including recommended hours of transfer credit. This form should be submitted to the Graduate School by the end of the second semester in order to facilitate the certification of degree completion later.

Request for Thesis Committee. This form is required only for students who will write a

thesis. Students completing a professional paper, master's project, or comprehensive master's exam do not need to have this form submitted. The purpose of this form is to have an official record of the student's master's committee and to insure that the configuration of the committee meets stated requirements. Submit this form to the Graduate School by the end of the second semester.

Report of the Master's Examining Committee. This form is required of all master's degree students. The purpose of this form is to have an official record of the final examining process, whether it is a thesis defense, presentation of a project, or master's comprehensive examination.

Ph.D. Degree Program

D-1 Form: Qualifying Examination Results and Doctoral Committee Approval Form. This form provides the Graduate School with a record of the students proposed doctoral committee and a record of the results of the qualifying process. This form should be submitted to the Graduate School by the end of the student's second semester of enrollment. A Graduate Student Change of Committee Form can be used if there is a change in the composition of a student's committee.

D-2 Form: Plan of Study for the Doctoral Degree Form. This form is used to provide the student, the division, and the Graduate School with a plan for the course work, transfer credit, and research hours that will comprise a student's program of study. Committee signatures are required; therefore, D-1 form must be approved before a D-2 form can be approved. The D-2 (plan of study) form should be submitted to the Graduate School no later than the end of the student's third term of enrollment. Submitting a Course Substitution Form, can easily make changes to a student's program of study. These are available from

divisional contact staff and the Graduate School.

D-3 Form: Doctoral comprehensive Examination Results Form. Within one month of completing the doctoral comprehensive examination, this form needs to be completed and filed with the Graduate School. With the usual committee of five, there can be one "fail" or abstaining vote allowable for a final "Pass".

D-4 Form: Report of the Dissertation Defense Form. This form records the official results of the dissertation defense. There can be one "fail" or abstaining vote allowable for a final "Pass." It is recommended that this form be taken to the dissertation defense, along with the dissertation approval page (printed on the required cotton bond paper) so that committee members can sign both forms for students who successfully defend their dissertation.

COURSE REQUIREMENTS

You and your committee develop a program of study cooperatively. An official form or letter must accompany any change in a program. A satisfactory scholastic standard must be maintained. All courses taken for graduate credit must have a cumulative average of 3.0 or higher. If the GPA falls below 3.0 cumulative, the student will be placed on academic probation. There will be no waiver of fees during this probationary period. The student must regain his/her 3.0 level at the end of the following semester or become subject to dismissal. This GPA must be maintained exclusive of problems, research and departmental seminars.

RCR COURSES

Ph.D. students are required and M.S. students are encouraged to take a course in "Responsible Conduct of Research". This

requirement can be met by taking either Biochem/Biological Sciences 8060, Ethical Conduct of Research or Vet Path 8641, Introduction to Research Ethics or another RCR course approved by the Director of Graduate Studies.

SEMINARS

Two credit hours in seminar are required for the Master of Science degree and two additional hours of seminar for the Ph.D. degree. To meet the seminar requirement courses must require presentations of technical information. Seminars provide an opportunity to develop skills in presenting technical information to a group of peers and permit you to become acquainted with specialists in the area of animal and biological sciences.

GRADUATE RESEARCH ASSISTANTS

Many graduate students in the Division of Animal Sciences are provided stipends through the Division. Stipends may originate from grants, endowments, or the Experiment Station. Students receiving these stipends are titled graduate research assistants. Students holding this title must be enrolled full time. Enrollment in nine hours in the fall and winter and four hours in the summer is considered full-time enrollment for graduate students. Exception: Ph.D. students following the comprehensive exam may be enrolled for 9090 Research for two semester hours each fall and winter semester and for one semester hour each summer session up to and including the term in which the dissertation is defended. This title carries an expectation of service to the Division, usually through conducting or assisting with research in your advisor's research program. Length of support varies depending on the source of funds, but as a general rule, support will not extend beyond three years for an M.S., four years for a Ph.D. or six years for a combination of the

two degrees. Failure to maintain satisfactory scholastic standing (3.0 cumulative GPA) may result in the stipend being revoked.

If you terminate your assistantship or fellowship at any point during the semester, you will also lose a portion of your fee waiver. The fee waiver will be pro-rated based on the number of days in the semester that you had your assistantship/fellowship, and you will be responsible for the balance of your fees that are not covered by the pro-rated fee waiver. This will also occur if you withdraw from the university during the semester. If you are considering terminating your assistantship/fellowship or withdrawing from the university, please check with the Graduate School as to what your pro-rated fee waiver would be and what portion of your fees you would have to pay.

Graduate students may also be expected to assist with classes. This is not only a service to the department, but also benefits the student by giving them teaching experience. When you teach, you will work with a faculty member so that you may observe appropriate methods and effective approaches to teaching students. Research assistants may conduct laboratory sessions, grade papers, prepare material for use in laboratory and/or lectures and serve as a link between the students and faculty in some of the courses where there is a large enrollment. Once assigned, it is the responsibility of the research assistant to meet this commitment irrespective of whether he/she has a test the next hour or some other distracting influence. It is the assistant's responsibility to be prepared before entering the classroom.

TEACHING EXPECTATIONS AND CONDUCT

As part of the graduate program, graduate students who receive assistantships are required to serve as teaching assistants in

the Division during the year. Graduate students funded by Division of Animal Sciences assistantships are required to serve as teaching assistants 3 of 4 semesters during their M.S. program and 4 of 6 semesters of a Ph.D. program. Assistantships funded through either grants or industrial gifts are required to serve as teaching assistants 2 of 4 semesters during their M.S. program and 3 of 6 semesters of a Ph.D. program. The Director of Graduate Studies assigns graduate students to courses for teaching assistants each semester. Teaching assistants are expected to assist faculty with grading assignments, quizzes, tests and helping with teaching laboratory sections of their course. Graduate student teaching assistants are expected to work with undergraduates in a professional manner to maintain confidentiality in the course and adhere to the code of ethics for faculty as stated in the bylaws within the MU Faculty Handbook.

As a teaching assistant, the teaching assistant encourages the free pursuit of learning in his/her students. He/she holds before them the best scholarly standards of his/her discipline. He/she demonstrates respect for the student as an individual, and adheres to his/her proper role as intellectual guide and counselor. He/she makes every reasonable effort to foster honest academic conduct and to assure that his/her evaluation of students reflects their true merit. He/she respects the confidential nature of the relationship between teaching assistant and student. He/she avoids any exploitation of students for his/her private advantage and acknowledges significant assistance from them. He/she protects their academic freedom.

REASONABLE RATE OF PROGRESS

"A reasonable rate of progress toward the degree is required. Effective Fall Semester 2000 a Ph.D. student must successfully complete the comprehensive exam within a period of five years beginning with the first

semester of enrollment as a Ph.D. student. Individual departments or area programs may stipulate a shorter time period. For an extension of this time limit, the student must petition the Graduate School by submitting a request to the adviser who, in turn, submits a written recommendation to the Graduate School which has been endorsed by the department or area program director of graduate studies. In addition, the program for the doctoral degree must be completed within five years of passing the comprehensive examination. Candidates who passed their comprehensive exam before Fall 1994 must complete their degree program within eight calendar years beginning with the first semester of enrollment as a doctoral student. Before the expiration of the applicable period, any candidate requiring additional time must submit a request for an extension. On petition of the candidate and the candidate's department, an extension of time may be granted by the Graduate School. Departments specifically reserve the right to recertify currency in the discipline. All requests for extension should be endorsed by the departmental director of graduate studies and accompanied by a description of the process whereby currency in the discipline is certified, if required by the department".

RESEARCH

An important part of your program will consist of credit earned from research. In conducting research, you have both an opportunity and a responsibility to utilize your abilities in planning, conducting, summarizing and publishing your results. Competence as a scientist will be judged on originality and scientific quality of your research including the way in which it is presented in written and verbal form. Before undertaking any research, you should:

- ◆ Review all literature pertinent to the research you will undertake and;

- ◆ Submit a written proposal to your committee. This proposal will consist of:
 - ◆ Literature review
 - ◆ Objectives
 - ◆ Importance of the problem
 - ◆ Methods to be employed
 - ◆ Some specific observations on experiments that will be performed.
 - ◆ The means by which the data will be analyzed.
 - ◆ An estimated budget for the initial work planned

Research is funded from four primary sources -- departmental funds which come from both federal and state sources, training grants and/or fellowships, contracts and research gifts and/or grants. Training grants specify an amount of money for supplies and equipment. Fellowships usually allot a sum for research. Research grants are used to support graduate student research and sometimes to purchase equipment. Equipment and facilities are on hand to support research approved at the departmental, divisional and federal level. Departmental computer facilities are available to each graduate student with the advisor's approval.

All original records made in conducting your research are the property of the Division of Animal Sciences of the Agricultural Experiment Station; therefore, personal record copies must be duplicated. Microscopic slides, computer data files, photographs, photographic slides, museum specimens, and computer programs also remain the property of the University.

INTELLECTUAL PROPERTY

Students and graduate assistants with or without monetary compensation working on any project under the direction and control of the University shall be subject to the patent and copyright regulations to the same extent as an employee. Bound

laboratory notebooks and raw data are to be kept in the manner prescribed by the student's research advisor in a way that also protects the intellectual property of the University. Generally, only copies (not originals) of notebooks or data may be removed from the laboratory for computations, analysis, or report preparation. It is expected that research advisors will give students credit for their authorship contribution to published work. Students should not submit publications or grant applications resulting from research conducted in a research advisor's laboratory without the approval of the research advisor.

PUBLICATIONS

As a part of the requirement to obtain a graduate degree in the Division of Animal Sciences, each candidate must submit a minimum of one manuscript prepared in a specific refereed journal article style, to the Director of Graduate Studies for his review prior to scheduling the final examination on the thesis research. However, the candidate's advisor and complete committee may recommend publication in a non-refereed scientific media, such as a Missouri Agricultural Experiment Station Research Bulletin. This recommendation must be reviewed by the Director of Graduate Studies prior to the preparation of the manuscript(s) in this form.

All papers published by a graduate student resulting from his/her graduate research must either be co-authored by a faculty member or have the written approval of a faculty member prior to its submission to a journal for editorial review.

It is anticipated that the candidate's journal article(s) will be incorporated into a complete thesis, which will meet the requirements of the committee, the Division of Animal Sciences (Director of Graduate Studies) and the Graduate School of the University of Missouri. Graduate students

except in special cases, are required to write a thesis. The thesis should carry the words, "a thesis submitted in partial fulfillment of the requirements for a degree of Doctor of Philosophy (or) Master of Science in Animal Sciences in the Graduate School of the University of Missouri, Columbia."

All thesis/dissertations are reviewed for format by a staff member in the department. This review should be done prior to defense of the thesis/dissertation. The Director of Graduate Studies can direct you to the appropriate staff person.

The student will provide the department with a top quality, hardbound copy of his or her thesis. Examples of the binding can be obtained by consulting with the department secretary. The writer usually extends the courtesy to acknowledge the assistance of each person who provided substantial assistance in the accomplishment of the work. If your research was supported by a research grant or a fellowship, such support should be stated as a footnote. Complete guidelines for the thesis are attached. (Appendix 3)

TRAVEL

Graduate Student Travel Awards

Graduate students in the Division of Animal Sciences are encouraged to travel to regional, national and international scientific meetings to present their research results. To facilitate that objective the Division makes available travel awards from Research Incentive Funds. For students to be eligible for these funds, they must present a paper or poster in the A.S.G.S.A. sponsored Graduate Research Forum, the Graduate School sponsored Research and Creative Activities Forum, or the Life Sciences Week Poster Sessions. A maximum of \$500 per fiscal year is available to assist each student to attend meetings. The funding can be split between

meetings with funding not to exceed \$250 for attendance at the Midwest Section ASAS/ADSA meetings. Students are expected to make the mandatory on-campus research activity BEFORE they are eligible for the travel award, but exceptions may be granted at the discretion of the Division Director. Students that fail to fulfill this requirement could jeopardize their reimbursement for travel expenses or eligibility for future travel awards.

Travel Policy

Information regarding University of Missouri travel policies may be obtained at: <http://web.missouri.edu/~umcacctoctravel/> . The divisional accounting personnel can provide you with appropriate forms and answer questions on allowable expenses regarding travel reimbursement.

DESK AND LABORATORY SPACE

It is the intent of the Division of Animal Sciences to provide desk space for each student. Space for research assistants will be allocated on a priority basis with postdoctoral or Ph.D. students holding assistantships or fellowships receiving first consideration.

RELATIONSHIP BETWEEN GRADUATE STUDENTS AND NON-ACADEMIC EMPLOYEES.

You should get acquainted with all persons within the department. This practice is especially helpful in the case of office secretaries. These secretaries can be of assistance in a great number of ways and under many circumstances. Each one is considered a partner within the department. The rule within the department is that before the secretary does work for the students, your advisor, who has checked the workload with his secretary and knows that

she can do the work in reasonable time, should approve the request.

ACCIDENT & SICKNESS INSURANCE

Student health insurance is available to all graduate students. Students must be physically and actively attending classes on campus to enroll in this plan. You may be eligible to have your insurance premium subsidized if you hold a graduate assistantship. You can contact the Graduate School by email at gruenk@missouri.edu by telephone at (573) 884-2326 or toll-free at (800) 877-6312 regarding the amount that will be contributed towards your premium payment. Please note the enrollment in the Student Accident and Sickness Insurance Plan is not automatic. You will need to enroll in the plan each semester or year and confirm that your subsidy has been applied.

MISSOURI RESIDENCY STATUS

For a student to establish residency for fee purposes, the following criteria must be met in the 12 months prior to the academic term for which they are requesting residency:

Cannot be claimed as a dependent in another state. Provide a copy of parent's Federal income tax return.

Resident of Missouri continuously for the 12 months prior to the academic term for which residency is being requested. Provide copy of lease or contract for proof of rent and dated paycheck stubs indicating employment. Provide paycheck stubs to cover time periods when not in class attendance.

Have significant taxable earned income in Missouri during the 12 months prior to the academic term for which residency is requested. Provide a copy of dated paycheck stubs and/or W-2. If you have

filed a Missouri tax return within the past 12 months, submit a copy.

Have a valid Missouri drivers license, a Missouri voter's ID card, and if a car is registered in the students name it will need to be registered in Missouri.

If you have a permanent resident alien card, provide a copy (front and back) of the permanent resident card in lieu of the voter's ID card.

Complete a Petition for Residency Status (available from the Residency office) and submit with photocopies of the necessary documentation upon completion of the 12-month period.

A student may apply for a current semester but once a semester has ended the petitioning period has expired. Each petition is reviewed on an individual basis and it is the student's responsibility to provide copies of all requested information. For additional information go to 230 Jesse Hall.

LEAVE

Graduate assistants are considered a part of the academic staff. As such, each earns 22 working days leave, which may be taken during the 12-month appointment with approval of the advisor. School breaks (Christmas, Thanksgiving, Spring Break) are work periods, except for periods declared as holidays by the Chancellor. There is no reimbursement of accumulated leave time.

KEYS

You may obtain a key for access to areas approved by your advisor. Keys must be obtained from Room 170 Animal Sciences Center. Your possession of any keys that were not obtained from an approved University source puts you in jeopardy with

campus security. Keys are to be returned prior to leaving. Campus security has the right to know that persons in buildings after closing hours are there with the approval of people in responsible positions.

PARKING

Parking is available in AV14 at Trowbridge Livestock Center. If a car is required for data collection and teaching activities at the farm, a parking application for Lot AV6 is submitted along with a letter from the student's advisor to the Division Director.

GRADUATE STUDENT PROGRESS SYSTEM

The Graduate Student Progress System is built around progress and teaching reports. Progress and teaching reports are written self-assessments completed by students and submitted to advisors and directors of graduate study through the system. Advisers and directors of graduate study then respond to the student's self assessment through the system. Students can log into the system from the top level of the system (located at: <https://web.missouri.edu/~umcgradweb/policies/progress/annual-review/progress-system/index.php>). Log in to the system using their pawprint and password. You will then be directed to the student homepage. The student homepage features a list of all the available achievement items, and the last time they were updated. This gives you a quick look at what may need to be updated in the system. Progress report updates are due by June 1 each year.

REASSIGNMENT/DISMISSAL OF GRADUATE STUDENTS

At any time for the master's student and at any time before a doctoral student passes the comprehensive examination an advisor may, with just cause, choose to terminate

an association with a student. The advisor would place the student on 30-day probation with notification to the student, director of graduate studies, department chairman and graduate school. The notification should identify specific problems resulting in dismissal proceedings and steps for resolution of the conflicts. During the probationary period the student could: 1) seek to correct problems with the current advisor; or 2) seek to develop an association with a new advisor. If satisfactory resolution has not been made within the 30-day period, termination would occur. The termination would be subject to appeal by the graduate student to the Graduate Student Grievance Committee.

If an advisor chooses to terminate association with a doctoral student who has passed the comprehensive examination, the Director of Graduate Studies, in consultation with the Director, should make every effort to place the student with another advisor within the department, but such placement is not guaranteed.

If an advisor resigns from the University and a graduate student (M.S. or Ph.D.) does not wish to move with the advisor, the Director of Graduate Studies and the Director shall try to place the student with another advisor within the department. If another advisor cannot be identified, the student cannot continue in the departmental graduate program.

Procedure for changing an advisor: If a graduate student wishes to discontinue an association with an advisor, it is the student's responsibility, in consultation with the Director of Graduate Studies and the director, to secure a commitment from another faculty member to become the advisor. If another advisor cannot be identified, the student cannot continue in the departmental graduate program.

Length of program of study: A graduate student's association with the division will be terminated if the requirements for an

M.S. are not completed within four years and for a Ph.D. within five years (from completion of M.S.) or within seven years from entry into the program, if an intermediary M.S. is not taken.

GRADUATE STUDENT GRIEVANCE COMMITTEE

The Graduate Student Grievance Committee will handle complaints and grievances made by graduate students. This committee consists of three faculty members and one senior graduate student, all elected by the graduate students of the Division of Animal Sciences, and is chaired by the Director of Graduate Studies. The Committee will consider grievances filed in writing with the Director of Graduate Studies within 14 days and a recommendation made to the Division Director.

APPENDIX 1 A ROLE OF FULL-TIME NON-ACADEMIC EMPLOYEES

Specially trained employees designated by appropriate titles of Research Associate, Herdsman, or Technician supervise most major research units, e.g. farms, laboratories or metabolic units. These persons are responsible for the efficient operation of their units. They have, with the help of the project directors and division director, developed operating procedures, which must be followed. Check with them and become familiar with their procedures before starting any work in their area.

APPENDIX 2 RESEARCH RESPONSIBILITIES

Your purpose is to provide new information. Your experiments should be designed to test basic hypotheses, provide new methods or new systems of management. Ask yourself, "What will I know when the project is finished that I do not know now?"

Remember that much good research today invokes a team approach. Learn to cooperate with your fellow graduate students and to help with the general operation of your research unit. Before working in other areas, clear the proposal with your advisor.

APPENDIX 3 THESIS AND DISSERTATION GUIDELINES

Information on preparation of thesis and dissertations may be found at: <http://gradschool.missouri.edu/etd.htm> . A staff member is available in the Division of Animal Sciences to review your thesis/dissertation prior to submission.