Department of English
Oklahoma State University

Policies
and
Procedures

2022-2023
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<tr>
<td>William Decker, Ph.D.</td>
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<tr>
<td>Elizabeth Grubgeld, Ph.D.</td>
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<td>Edward Jones, Ph.D.</td>
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<td>Timothy Murphy, Ph.D.</td>
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<td><strong>UNIVERSITY</strong></td>
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<td>Iowa</td>
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<td>UCLA</td>
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<td>20th-Century British Literature</td>
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<td>Renaissance Literature</td>
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<td>Modern/Contemporary Lit</td>
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<tr>
<td><strong>PROFESSOR</strong></td>
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<tr>
<td>An Cheng, Ph.D.</td>
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<tr>
<td>Richard Frohock, Ph.D.</td>
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<td>Lisa Lewis, Ph.D.</td>
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<td>Jeff Menne, Ph.D.</td>
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<td>Carol moder, Ph.D.</td>
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<td>Aimee Parkison, MFA</td>
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<td>Stacy Takacs, Ph.D.</td>
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<td><strong>UNIVERSITY</strong></td>
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<td>Penn State</td>
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<td>Linguistics &amp; ESL</td>
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<tr>
<td><strong>TEACHING ASST. PROF.</strong></td>
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<tr>
<td>Dinah Cox, Ph.D.</td>
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<tr>
<td>Eric Howerton, Ph.D.</td>
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<td><strong>UNIVERSITY</strong></td>
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<td>Oklahoma State Univ</td>
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<td>Univ of Houston</td>
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<td>Fictional Rhetoric</td>
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<td>Creative Writing - Fiction, Lit, Comp</td>
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<tr>
<td><strong>TEACHING ASST. PROF.</strong></td>
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<tr>
<td>Nathan Horton, Ph.D.</td>
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<tr>
<td>Sara Loss, Ph.D.</td>
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<tr>
<td>Ariel Ross, Ph.D.</td>
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<tr>
<td>Richard Sears, Ph.D.</td>
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<tr>
<td>Ryan Slesinger, Ph.D.</td>
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<td>Univ of Minnesota</td>
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<td>Linguistics</td>
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<td>English/Renaissance Literature</td>
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<td>20th-C. American Literature</td>
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<tr>
<td><strong>VISITING ASST. PROF.</strong></td>
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<tr>
<td>Sari Carter, Ph.D.</td>
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<tr>
<td>Rafael Hernandez, Ph.D.</td>
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<td>Alex Hughes, Ph.D.</td>
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<td>Bryan Jones, Ph.D.</td>
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<td>Fran Junnier, Ph.D.</td>
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<td>Kendall Klym, Ph.D.</td>
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<td>Josiah Meints, Ph.D.</td>
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<td>Laura Minor, Ph.D.</td>
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<td>Daniel Morse, Ph.D.</td>
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<td>Cynthia Rogers, Ph.D.</td>
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<td>Jason Sperb, Ph.D.</td>
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<td>Jessica Turcat, Ph.D.</td>
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<td>Seth Wood, Ph.D.</td>
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<td>Poetry and Gender &amp; Women’s Studies</td>
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<tr>
<td>Comparative Literature</td>
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CONTACT INFORMATION

ENGLISH DEPARTMENT ADMINISTRATION
Jeff Menne  Department Head  205B  4-6140
Kate Hallemeier  Associate Department Head  207B  4-5487

PROGRAM DIRECTORS
Josh Daniel  First Year Composition, Honors Comp  309A  4-6837
Elizabeth Grubgeld  Literature, Honors in English  302A  4-6217
Nathan Horton  ITA Coordinator  109A  4-1780
Eric Howerton  ENGL 3323 (Tech Writing)  104D  4-8500
Lisa Lewis  Creative Writing  201A  4-6235
Lynn Lewis  Rhetoric & Writing Studies  309C  4-6267
Steph Link  International Composition  109D  4-6232
Graig Uhlin  (on leave fall 2021)
Jeff Menne  Interim for Screen Studies  311A  4-6228
Carol Moder  TESOL & Linguistics  211C  4-9471
Anna Sicari  Writing Center  SU440  4-9365

ENGLISH DEPARTMENT ADVISING
Clarissa Bonner  Undergraduate Advisor  209  4-6146
Steph Link  English Graduate Program  308A  4-6222

SUPPORT STAFF
Robert Estes  Senior Financial Assistant  207C  4-6148
JuDean Howerton  Assistant to Department Head  205A  4-6140
Brenda Maxwell  Assistant to Grad Program Director  308  4-9469
Charissa Prchal  English Department Admin Support  205  4-1089
Laura Tunningley  Writing Center Coordinator  SU440  4-6309
Kim Williams  Writing Center Admin Support  SU440  4-6671

STUDENT ASSOCIATION OFFICERS

EGSA
President  Sara Gilbert
Vice President  Richard Sylvester
Secretary  Morgan Ingram
Treasurer  Jennifer Conner
GPSGA Reps and/or Liaisons  Daniel Amaral
Academic Chair  Elizabeth Key
Social Chair  Stephanie Zelindh
Faculty Sponsor

TESLing
President  Jackson Seeberg
Vice President  Ryan Nicklas
Secretary  Brian McKinney
Treasurer  Yaser Shamsi
Academic Chair  Daniel Amoral
Social Chair  Madalyn Peck
Faculty Sponsor

CWA
President  Katie McMorris
Vice President  Caleb Jordan
Secretary  Allyn Bernkopf
Treasurer
Graduate Chair

FACULTY MEETING DATES

GENERAL FACULTY MEETINGS at 2:30

Fall 2022
August 19
September 16
October 21
November 18
Spring 2023
January 20
February 17
March 24
April 21

GRAD FACULTY MTGS will immediately follow General Faculty Meetings.

FACULTY COMMITTEES AND MEMBERS

CURRICULUM
Lynn Lewis (Rhet/Writing Studies) - CHAIR
Lisa Hollenbach (American Studies)
Lindsay Wilhelm (British Literature)
Lisa Lewis (Creative Writing)
Nancy Caplow (TESL/Ling) – on Leave Fall 21
Steph Link (TESL/Ling) – Fall 22 only
Stacy Takacs (Screen Studies) – beginning Spring 2023

ADMISSIONS
Carol Moder (TESL/Ling)
Elizabeth Grubgeld (Literature)
Steph Link (Graduate Director)
Lisa Lewis (Creative Writing)
Lynn Lewis (Rhet/Writing Studies)
Graig Uhlin (Screen Studies)

TA SELECTION
Steph Link (TESL/Ling)
Josh Daniel (Composition)
Anna Sicari (Writing Center)
Kate Hallemeier (Graduate Director)

PERSONNEL
Lynn Lewis

A&S FACULTY COUNCIL REP

GRADUATE STUDIES
Lindsey Smith (Literature)
Anna Sicari (TESL/Ling, Rhet/Writing Studies)
Aimee Parkinson (Screen Studies & Creative Writing)
Steph Link (Graduate Director), non-voting member

SCHOLARSHIP SELECTION
Jeff Menne (Head)
Steph Link (Graduate Director)
Clarissa Bonner (Undergraduate Advisor)
Two faculty appointed by the dept head
GENERAL INFORMATION

ACADEMIC INTEGRITY
All members of the Oklahoma State University community are entrusted with academic integrity, which encompasses the fundamental values of honesty, trust, respect, fairness, and responsibility.

See http://academicintegrity.okstate.edu/ for complete details.

ANNOUNCEMENTS
Announcements for instructors and staff will be
- posted on the bulletin board in the department lounge (210 Morrill)
- sent through the moderated department listserv
  - TO SEND e-mails for approval, use osu-english2-i@listserv.okstate.edu
- distributed to individual department mailboxes located in M205

Public announcements are posted on the Department of English Facebook and Twitter feeds and on the department website.

BURSAR CHARGES
If you check out equipment/keys from the department and anything requires repair or replacement when you return it, your OSU Bursar account will be charged for those costs.

CANVAS
Canvas is a Learning Management System adopted by Oklahoma State University Fall 2019. It is a flexible, easy-to-use platform with a clean interface, rich multimedia capabilities, and dedicated mobile apps for both students and instructors.

Canvas is administered by Institute for Teaching and Learning Excellence. ITLE fully provides a combinations of trainings, instructional videos (https://itle.okstate.edu/Canvas.vbhtml), and one-on-one consultations. For assistance contact ITLE at canvas@okstate.edu or (405) 744-1000.

COMPUTER/TECH SUPPORT

CLASSROOM TECHNOLOGY (ITLE - 744-7155)
Contact them if
- technology in a general classroom is not working - touchscreen, screen, speakers, computer, projector, etc.
(If you have trouble in M105, M106, M207, M208, M305, or M310, or anything inside the cabinet in M303, contact the English Department Computer Techs.)

ENGLISH DEPARTMENT TECHS (M104B - 744-1819 - englcomputertechs@okstate.edu)
Contact them if
- your OSU office technology isn’t working (printer, computer, scanner, etc.)
- technology in M105, M106, M207, M208, M305, or M310, or anything inside the cabinet in M303 is not working.

ARTS & SCIENCES IT DEPARTMENT (LSE005 - 744-6844)
Contact them if you cannot reach our Department Techs.

CAMPUS IT (405-744-4357 - helpdesk@okstate.edu)
Contact them for problems with your okey account - logging in, changing information, accessing e-mail, accessing Canvas.

DEPARTMENT HEAD APPOINTMENT/CALENDAR
See JuDean Howerton, Assistant to the Department Head, if you would like an appointment with the head of the department. JuDean can be reached at 744-6140 or judean.howerton@okstate.edu.

ELECTRONIC CLASSROOM (106 MORRILL)
The Electronic Classroom (EC) schedule is online at https://tinyurl.com/pscpt3wu. (You may need to copy/paste the address.) You will need to check out a key fob from front office staff to get into the room.
E-MAILS (ENGLISH DEPARTMENT AND UNIVERSITY)
The English Department uses okstate.edu e-mail addresses for all official correspondence. Instructions for forwarding your okstate e-mail are here.

All general Department inquiries: english.information@okstate.edu
Copy/print requests: copyrequest@yahoo.com or copyrequest@hotmail.com
Department Webmaster: engweb@okstate.edu
Department Computer Techs: engcomputertechs@okstate.edu
English Undergrad Advisor: englishadvisor@okstate.edu
English Graduate Office: englishgrad@okstate.edu

FAX
Personal incoming faxes cost $1 per page. Personal outgoing faxes cost $.25 cents per page. Students should not submit work by fax.
Contact front office staff if you need to send or receive a fax.

FERPA TRAINING
(SEE ALSO STUDENT CONSENT TO RELEASE ACADEMIC INFORMATION)
The Family Educational Rights and Privacy Act (FERPA) gives a student the right to inspect his or her education records and to protect the privacy of these records.

All OSU instructors and staff are REQUIRED to take the FERPA web tutorial. The OSU FERPA Online Tutorial should take 10-15 minutes to complete. Before you begin the tutorial please carefully review all of the topics in the OSU FERPA website—both the FERPA General Information and the appropriate Faculty FAQ and Staff FAQ sections.

Click on the tutorial on registrar.okstate.edu and log in using your O-Key e-mail and password. If you do not have O-Key access, activate your account at okey.okstate.edu.

FILM LIBRARY
The department film library index is available at http://englishcourses.okstate.edu/filmtrak/index.php. Films are available to anyone on English Department payroll, and replacements for unreturned films will be charged to you.
Films must be requested through the website and may only be checked out for one week at a time. (You may re-check a film another week, if you need). Once you have placed a request through the website, the disc(s) will be placed in your department mailbox/office.
Films are to be returned to staff in M205.

FILM SCREENING ROOMS (303 & 305 MORRIILL)
The online reservation book for M303 is at https://tinyurl.com/yw3stupx
The online reservation book for M305 is at https://tinyurl.com/2c286x6z
(You may need to copy/paste those addresses.)
You will need to get a key fob from the main office to access the rooms.
Both rooms have a computer available, but department-owned players and equipment are locked in cabinets. M303 has a combination lock and M305 requires a key. Staff in the main office can provide you with either.

FRONT OFFICE ONLINE COMMUNITY ON CANVAS
All instructors in the English Department will be “enrolled” in the Front Office - Department of English Online Community.
Documents like the department directory and Policies & Procedures are always available here, and this is where you submit your CV, syllabi, and component grade records.
To access the Front Office Online Community, use your OKey login at https://my.okstate.edu. Click on Canvas, and then click on Front Office - Department of English.

GRADE BOOKS/SHEETS AND RECORDS RETENTION
GTas, Adjuncts, Lecturers, and VAPs are required to submit component grades and attendance via the Front Office Online Community at the end of each semester.

Instructor Grade Books: Retain in office five (5) years, then destroy provided no complaints have been filed. If a complaint has been filed destroy two (2) years after exhaustion of all legal remedies provided records meet all stipulated retention requirements.

Completed Tests, Examinations, and Papers File: Retain in office until returned to students. Retain unreturned material in office until expiration of academic appeals period, then destroy.

GRANT EXPENDITURES: See “Purchasing.”
LISTSERV
All major English Department announcements will be distributed via the osu-english2-l@listserv.okstate.edu Listserv.

There are several other Listservs in use by different programs within the department. You can find several of these and enroll at listserv.okstate.edu.

Please make sure osu-english2-l@listserv.okstate.edu address is marked as a safe sender for your spam filter.

OFFICE HOURS FOR INSTRUCTORS – VIRTUAL ONLY

<table>
<thead>
<tr>
<th>If you are teaching</th>
<th>You must have at least</th>
<th>Office hours must be spread over three (3) days.</th>
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<tr>
<td>1 or 2 classes</td>
<td>180 minutes (3 hours)</td>
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<tr>
<td>3 or more classes</td>
<td>240 minutes (4 hours)</td>
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OFFICE MAILBOXES
All instructors, and staff have mailboxes in 205 Morrill, as do organizations and journals based in the English Department. Federal and campus mail, announcements and flyers will be distributed to these mailboxes.

Only you may remove anything from your mailbox.

Please check your mailbox at least once a week.

ORDERING TEXTBOOKS/REQUESTING DESK COPIES
The form for ordering textbooks for a course you’re teaching is at http://englishcourses.okstate.edu/bookorder/index.php. User ID and Password are unique to this site. Contact front office staff for ID/Password, or with questions about ordering texts. Charissa serves as the department representative with the bookstore for ENGL courses. Tina Burch is in this role for AFAM, AMIS, AMST, GWST, and REL courses.

Staff will provide you with the information about how to requests your desk copies if your order notes that you need one. (Publishers are generally set up for this to be the more efficient route.)

PHOTOCOPYING/PRINTING/SCANNING

PHOTOCOPYING/SCANNING (requesting copies or scans – see Printing Requests)
- Instructor copier/scanner is available in the 4th floor break room to all department instructors for classes they are teaching.
- Scanner may be used for classes being taken, sent to USB drive or e-mail.
- You will need to enter your code to use the machine.

PRINTING
- All instructors may use the instructor copier for classes they are teaching.
  - All instructors may print from a USB drive
  - Tenure-Line Instructors, TAPs, and VAPs may have their office computer networked to the faculty printer

PRINTING REQUESTS

- Allow lead time of four (4) workday hours for 35 copies or fewer
- Allow lead time of 24 hours for larger quantities.

This means you should plan for a print request submitted after 5pm to be ready at noon on the next workday.

Requesting printing/copies by e-mail is generally the fastest method.

Note on scanning from books:
Although the department has not revisited scanning policies since Canvas has become widely used, please note that scanning books takes considerably longer than scanning individual sheets of paper using the document feeder.

PRINTING REQUESTS – ELECTRONIC ORIGINAL:
- Send an e-mail with attachments to copyrequest@yahoo.com or copy_request@hotmail.com.
  - Staff will check these accounts M-F, 8am-5pm.
  - OKState.edu e-mail storage is small. Please only use copy request e-mail accounts.
- Please indicate:
  - date/time needed
  - number of copies needed
  - if you do not want the default (double-sided, stapled copies).
- Attachments do not always appear in the order in which you attached them. For multiple attachments, make sure instructions are clear for each file by name.
PHOTOCOPYING/PRINTING/SCANNING REQUESTS – HARDCOPY ORIGINAL:
• Remove staples from materials to be copied/scanned.
• Write instructions and insert/attach them to materials.
• Please indicate:
  o date/time needed
  o number of copies needed
  o if you do not want double-sided, stapled copies.
• Let Charissa know that you’re leaving a request for her in your office chair.
• Materials will be returned to your office chair after request is completed.

PHOTOCOPYING REQUESTS EXAMS/QUIZZES
• Do not put exams or quizzes in the copy request tray.
  o Give them directly to a staff member or use copyrequest@yahoo.com / copyrequest@hotmail.com
• For privacy purposes, copied exams/quizzes will not be put in your mailbox.
  o You’ll receive a note in your box that you have copies ready.
  o Give the note to staff in M205 to claim your copies.

POSTAL PROCEDURES AND SUPPLIES
English Department letterhead and envelopes are available for professional purposes. This includes correspondence pertaining to classes, students, manuscript submissions, and job applications.

All outgoing mail can be placed in the USPS box in M205 (on-campus, off-campus, FedEx, UPS, etc.)

PURCHASING
In short: ALL financial transactions are handled by Robert Estes - robert.estes@okstate.edu.

Requests for all payments, charges, and must be submitted in writing to the Department Head BEFORE the payment, charge, or purchase is made. Reimbursement is unlikely if this procedure is not followed.

Once written approval is obtained, Robert will provide assistance for purchases.

ROOM RESERVATIONS
Department-controlled room reservation sheets are at https://drive.google.com/drive/folders/1GTgX2v_2W0ESG5mbVnBl21U6tvr7tQOE?usp=sharing (you may need to copy/paste)

If you need a room for a meeting or if you have a problem with your classroom, please contact main office staff. Because of the number of classes offered during prime-time hours, not every request can be met.

STAFF DESKS
Refrain from sitting at, sitting on, or standing behind any staff member’s desk. This policy helps maintain security of files and other personal and confidential information.

STUDENT CONSENT TO RELEASE ACADEMIC INFORMATION (SEE ALSO “FERPA TRAINING”)
In short: Do not ever make a student’s information or academic records available to anyone other than the student.

Direct all requests for information that are not from the student to the OSU Registrar.

SUBMISSION OF STUDENT WORK
Students should turn in work in class or electronically. If necessary, students may leave papers in instructor mailboxes. Staff will never place papers in an instructor’s mailbox so they can never be held responsible for misplaced or lost papers.

SWIPE CARDS FOR DOORS
M208 and the 4th floor have door card readers for unlocking the door. For M208, Staff, Department Techs, Program Directors and ADs for courses in M208 can access 24x7. Instructors are able to unlock the door 7:00am-7:30pm, during the semester they are teaching.
  1) Swipe your OSU ID only once per 15 seconds. The door will hard-lock for 45 seconds if you swipe more.
  2) When you swipe, and the light turns green, turn the handle and open the door.
SUPPLIES
Office supplies such as staples, legal pads, pens, etc. are available to instructors. Contact Charissa if you need supplies.

SYLLABI
According to University policy, the department is required to keep copies of every class’ syllabus on file for five years.
Submit an electronic copy of your syllabus/syllabi via the Front Office Online Community at the beginning of each semester.
Tina Burch will upload these to the university’s syllabus page.

TEACHING SCHEDULE ASSIGNMENTS
Tenure-Line Instructors: The department will attempt to accommodate scheduling requests. Three-day and two-day per week schedules will be given in alternating semesters. Tenure-line instructor class schedules are made out a year in advance. In making summer assignments, priority will be given to tenure-line instructors who are ineligible for Dean’s Incentive Grants. In the summer, tenure-line instructors will be assigned to no more than one course except in emergency situations.

GTAs, Adjuncts, Lecturers, VAPs, and TAPs: Teaching assignments are made using the information given to JuDean every semester on the Teaching Preference Form.

This form is emailed after graduate enrollment begins, so GTAs may include their grad class schedules. Please clearly note all pertinent information (time constraints, special requests, etc.) on your form, and inform JuDean immediately of any changes.

GTAs may mark what they prefer to teach, but program directors decide all GTA assignments. Summer GTA appointments are made according to the GTA Appointment/Reappointment Guidelines (page 9).

HOME PHONE NUMBER POLICY: The staff will not give out home phone numbers or addresses without prior approval. If an incoming call is urgent, the staff will take the information and attempt to reach you off-campus. With your permission, they can usually transfer a call to your personal phone.

TRASH/PAPER RECYCLING
Trash is collected early on Tuesday and Friday mornings in Morrill Hall. Please put trash cans outside office doors for the janitorial staff on Monday and Thursday nights.

Paper/cardboard recycling boxes are located in the hallway on each floor and in the main office. There are receptacles on the first and third floor hallways for recycling aluminum cans.

TRAVEL REQUISITIONS
Contact Robert for information regarding travel requisitions

USEFUL WEBSITES
http://english.okstate.edu: The official English Department website. This is an excellent resource for students and prospective students.
http://comp.okstate.edu: Website for the first-year composition program.
http://catalog.okstate.edu: The University Catalog, with course descriptions and academic regulations.
TA Appointment/Reappointment Guidelines

TA SELECTION

TA selection will consist of the following program personnel:

- ESL Composition Director
- TESL/Ling Program Director
- First-Year Composition Director
- Graduate Program Director
- Literature Program Director
- Rhet & Writing Studies Program Director
- Writing Center Director

Each program director will review assistantship applications in their respective area. Materials for those applicants accepted as a TA will be forwarded to the FYC director to review for experience/rookie status. This information will be forwarded to JuDean who will then send a TA offer letter to those selected for an assistantship.

PROCEDURE FOR INITIAL APPOINTMENT

Students normally apply for assistantships at the time of admission [https://gradcollege.okstate.edu/prospective-students/assistantships.html](https://gradcollege.okstate.edu/prospective-students/assistantships.html). However, applications may also be considered from current students who should write a brief letter of application to the Graduate Director. The letter should indicate preferences (if any) for Writing Center, First-Year Composition, Technical Writing, or TESL Composition. The letter should also identify any prior teaching experience. Assistantships begin in the fall semester, and most are awarded during the January admission process.

SUMMER TEACHING

Summer appointments are separate from those awarded during the regular academic year. Appointment during the regular academic year does not carry the presumption of a summer appointment. Summer appointments do not count toward the total time allowed for financial support. Summer appointments will not be awarded to students who have outstanding ‘I’ grades for the preceding Fall or Spring semesters or to those who have not completed the required six hours of graduate credit for each semester in the preceding academic year.

Other Criteria for Summer Appointment Include:

1) Applicants for summer appointments should understand that the first criterion for selection is department staffing needs. Thus, many decisions about appointments must be based on the courses that applicants are qualified to teach (i.e. TAs must have completed the methods course relevant to the course they will teach, or the appropriate program director must determine that they are otherwise qualified).

2) When there are more qualified applicants than positions available, program directors and the department head will use the following criteria (in order of relative importance as listed below) to select those to receive an appointment.
   a) Intention to return during the following fall semester
   b) Progress toward degree
   c) Seniority
   d) GPA adequate to qualify for comprehensive exams

3) Before making summer appointments the Department Head will solicit the recommendation of the appropriate program director.

REAPPOINTMENT FOR CURRENT TAs

All appointments are for one year, and may be renewed annually up to the maximum time allowed for financial support (three years for MA/MFA candidates, five years for PhD candidates, and eight years for those pursuing both degrees at OSU).

Current TAs will be notified of reappointment for the following year during the Spring semester of each academic year.

Decisions about reappointment will be based on the following criteria:

1) Adequate performance of assigned responsibilities including teaching, research, tutoring, meeting attendance.

2) Adequate progress toward a degree (defined as completing six hours each semester you are enrolled).

3) Grade point average sufficient to qualify to take comprehensive examinations (3.0 MA/MFA; 3.5 PhD; both based on transcript grades). Insufficient GPAs may lead to a one-year probationary appointment. If GPA has not reached an accepted level after a year, the teaching assistantship or associateship will be terminated.

4) Recommendation from the appropriate program director (solicited by the department head prior to making reappointments).
EXTENSIONS FOR CURRENT TAs
Extension of a teaching assistantship or associateship beyond the maximum time permitted may be granted at the discretion of the department to meet the current staffing needs, subject to the limits of available funding. Extensions will not exceed one academic year. Pay during the extension will be the same as that for the last appointment the applicant held within the department.

Time Limits: A teaching assistant not on academic probation is eligible for financial support under the following conditions. MA and MFA students receive three years of funding (with a possible forth year). PhD students receive five years of funding (with a possible sixth year). Under no circumstances will a MA/MFA GTA receive a fifth year of support nor a PhD GTA a seventh year of support.

Applicants for extension:
- must have completed all coursework toward degree.
- must have passed all comprehensive examinations for degree.
- show evidence of satisfactory progress on the thesis, dissertation, or creative component required for the degree.
- submit to department head recommendations from your advisor and program director(s) you are teaching under along with a letter summarizing your academic progress.
- submit to JuDean Howerton the completed staffing memo/questionnaire.