

Stockbridge School of Agriculture Bylaws

1.0 Department Name and General Provisions. In accordance with Article 12 of the UMass-MSP Collective Bargaining Agreement (CBA), these bylaws have been adopted by a majority vote of the faculty of The Stockbridge School of Agriculture (The School) in the College of Natural Sciences (The College) at the University of Massachusetts Amherst (The University). A majority vote of The Faculty is half of the total faculty plus one vote. Federal and state laws, University Trustee policies (including but not limited to T76-081, the Academic Personnel Policy, known as the *Red Book*), The Collective Bargaining Agreement (CBA), and other established university documents or written policies will prevail in instances of conflict of these bylaws with those documents or policies. The head of The School is The Director of The School. The dean of The College is The Dean.

2.0 Faculty Membership, Rights, Privileges, and Responsibilities. The faculty of the School (The Faculty) includes all full-time faculty in The School without regard to rank or tenure. All members of The Faculty have the right to participate in governance of The School, including voting on matters brought before The Faculty, except as specified otherwise below or elsewhere in these bylaws. Part-time faculty will not have voting rights or participate in governance of The School unless granted these rights or privileges by an approval of a majority vote of The Faculty and an approval by The Director.

2.1 Access and Voting Rights on Departmental and Personnel Matters. The Departmental Personnel Committee of The School represents The Faculty on matters of personnel actions, such as award of merit and tenure, promotion, and hiring of faculty. All bargaining-unit faculty, except for adjunct faculty, visiting faculty, and special hires, may serve on the Departmental Personnel Committee and have access to relevant information and may deliberate on tenure, promotion, and hiring of faculty.

2.2 Adjunct Faculty, Visiting Faculty, and Special Hires. Adjunct faculty promote cooperation in teaching, research, and outreach among faculty of The School and faculty in other departments and off-campus professional people with similar interests. The appointments of faculty from departments on campus may be known as Joint Appointments. Visiting faculty are individuals who are working on campus, who are from outside agencies or institutions, and who are working with a faculty member of The School, or who are hired to teach a specific course or perform a specific duty. Special hires are individuals who are employed by The School to teach or perform other duties for short-appointments, typically of a semester in length. Adjunct Faculty, Visiting Faculty, and Special Hires do not have voting rights in The School.

2.3 Nonunit Faculty. Nonunit faculty (Director of The School, deans, and other non-unit administrators) may not participate as voting members in personnel actions. Non-unit faculty may participate in other aspects of academic governance (such as development of curricula and faculty searches), provided those faculty do not have administrative purview over the same matters.

2.4 Duty to Participate in Governance. Except where the assigned workload of an individual would prohibit such an obligation, all members of The Faculty have a responsibility to participate in governance of The School or of other units of The University.

2.5 Rights and Duties of Faculty on Leave. Faculty on full-time paid leave maintain their rights during the leave to participate in the governance of The School.

3.0 The Departmental Personnel Committee (DPC). This committee is required by *The Redbook* and by the collective bargaining agreement (CBA).

3.1 Functions. The Faculty of the School annually will elect a DPC consisting of five faculty to perform functions including the following activities:

3.1.1. The DPC will review and make recommendations on all appointments or reappointments of The Faculty within The School.

3.1.2. The DPC will review and make recommendations on all promotion or tenure cases of The Faculty.

3.1.3 The DPC will review the Annual Faculty Report (AFR) of every member of The Faculty that is required to submit an AFR.

3.1.4 Based on the AFR of The Faculty, the DPC will determine Pool A allocations of merit pay among eligible faculty of The School as provided by the CBA. At its discretion, the DPC will recommend the distribution of Pool B merit raises to The Director.

3.1.5 The DPC will participate in the Periodic Multi-Year Review (PMYR) of The Faculty.

3.1.6 The DPC will review and recommend anomaly adjustments to salaries of The Faculty as provided for by the CBA.

3.1.7 The DPC will review candidates who are recommended for The Director of The School and will make a recommendation to the Dean of The College. The DPC will lead the review for reappointment of The Director and will make a recommendation to the Dean as noted elsewhere in these bylaws.

3.1.8 The DPC will maintain records of its transactions for the Academic Year and will present these proceedings to The Director for departmental files. The DPC does not need to maintain minutes of meetings.

3.1.9. The DPC will consider other duties that are presented to it by The Faculty or Director in communications with the Chair of the DPC.

3.2 Membership. Full-time members of The Faculty without regard to rank or status of tenure are eligible to be members of the DPC with exceptions that follow. Nonunit faculty, adjunct faculty, visiting faculty, and special hires for teaching, research, or service are not eligible for membership. Faculty members on leave for any part of an Academic Year are not eligible. Other qualifications for membership may be determined in each year by majority vote of The Faculty at a Department Meeting.

3.3 Election. The election will occur no later than during the first two weeks of an Academic Year. Election in April of the preceding year is advisable; however, a DPC elected in April will not begin service until the next Academic Year starts. For each annual election, The Faculty will review the qualifications for membership under paragraph 3.2. Voters for election of the DPC will include all eligible full-time faculty without regard to rank or tenure track. Nonunit faculty, adjunct faculty, visiting faculty, and special hires are not eligible faculty to vote. Faculty on any leave may vote. The DPC of the previous year will conduct the election. Votes will be by secret paper ballot and counted by the current Chair of the DPC and one additional DPC member selected by the Chair of the DPC. At the discretion of the DPC,

votes may be submitted electronically to and counted by a Confidential Secretary who has been designated officially by The Director.

3.4 Leadership. Members of the DPC will select the committee chair as soon as possible following election and at the first meeting of the DPC. This meeting will be called by the Chair of the DPC for the previous year. This meeting must occur within the first two weeks of a new Academic Year. Additional meetings will be called by the Chair of the new DPC. Communications among members may be at meetings called by the Chair or by written or electronic means that involve all members of the DPC. The Chair of the DPC must ensure that all actions necessary to meet University deadlines are met.

3.5 Independence of the DPC. On personnel actions, such as reviews of Annual Faculty Reports, reviews of PMYRs, appointments, reappointments, promotions, tenure decisions, merit-pay allocations, or anomaly recommendations, the DPC will operate independently of the administration of The School, The College, or The University. The Director or other administrator must not convene or deliberate with the DPC or attempt to influence the deliberations or judgment of the members of the DPC. Meetings of the DPC are open only to members and are not open to any other personnel within or outside the University.

4.0 Election of a Departmental Representative to the College Personnel

Committee. The Faculty will elect a representative to the College Personnel Committee. The election will be conducted by the DPC in the Academic Year in which the representative is to be elected or in April prior to the beginning of the representative's term. Voting rights and procedures for this election will be the same as those for the DPC. The Representative will have the rank of Professor and will not be a member of the DPC. Other qualifications will be those for membership on the DPC, and additional qualifications as determined by the College Personnel Committee or by the CBA will apply to eligibility to serve.

5.0 Annual Faculty Review and Merit Pay Evaluation. Reviews of Annual Faculty Reports will be evaluated by the DPC for the year in which the reports are submitted and for the year or years for which merit pay is to be awarded. The DPC performing the reviews and evaluations will determine procedures for review and evaluation of Annual Faculty Reports. A suggested procedure for reviews and merit pay evaluations is in Appendix I.

6.0 Personnel Actions. Personnel actions for reappointment, promotion, or tenure will take the following procedures.

6.1 Personnel actions will be initiated through discussions between the faculty member and The Director and the DPC.

6.2 The Director will be responsible for soliciting external reviews, for which some persons outside The University will be suggested by the faculty member and some by The Director. The qualifications for persons to submit external reviews will be determined by The Director. The number of external reviews will be at least ten for promotion or tenure. Failure to obtain ten letters during a review will not disqualify a candidate from promotion or award of tenure. All letters should not be from individuals who are close acquaintances of the candidate. Reappointments or pretenure decisions will not require external reviews.

6.3 The DPC will review all personnel actions of The Faculty. The action under review will consider the Cultural Standards of The School (Appendix II).

6.4 The DPC will vote on all recommendations, and the vote will be reported as required.

6.5 Responses to the Queries from The Dean and Others. Under the CBA and the Red Book, The Dean of The College must consult with the DPC if The Dean is considering a recommendation that differs from the recommendation of the DPC in reappointment, promotion, or tenure cases. The DPC must respond to the Dean in writing. Other inquiries to the DPC from persons who are not members of The Faculty must be forwarded through The Director to the Chair of the DPC. Except as required by University governance in the CBA or Redbook, the DPC has no responsibility to respond to inquiries.

7.0 Departmental Searches for Faculty. Searches for tenure-track or nontenure-track faculty will be based on long-range planning documents of The School. These documents will be maintained by The Director and made available to The Faculty. The Director may request a vote of The Faculty before proceeding with a search that has been authorized by the Dean of The College. These procedures will be followed in searches:

7.1 The Director will appoint or recommend a search committee for the position.

7.2 The Director and the Search Committee will write a position description and advertisement.

7.3 All searches must be coordinated with The Dean and Office of Equal Opportunity and Diversity following training by the Office. The search committee identifies candidates for consideration and determines recommends candidates to be invited for on-campus interviews subject to approval by The Dean. A vote of the DPC is not required for these actions. The search committee will coordinate on-campus interview processes. Interviews will include an announced presentation by the candidates and will be open to faculty, students, and, as appropriate, other people. The presentation will include research, teaching, and service components that are appropriate for the position. The Faculty will be provided with opportunities to meet personally or in groups with candidates. Opportunities for students and staff to meet as groups with the candidates will be made available. The search committee may modify the format of interviews as necessary and will conduct exit interviews with the candidates.

7.4 After the interviews are completed, The Faculty will convene at a Department Meeting to discuss the qualifications of the interviewed candidates and will hold a formal vote prior to the passing of the recommendations to The Director and to The Dean of The College. This meeting will be called by The Director. Recommendations of candidates for appointment must be approved by a majority vote of The Faculty in an election conducted by the search committee with a secret paper ballot or by electronic means to a Confidential Secretary.

7.5 The DPC must vote on appointment of a recommended final candidate, and the vote will bereported as required by governance of The University.

7.6 Upon filling of the position, the search committee will be dissolved.

8.0 Appointment of Adjunct Faculty, Visiting Faculty, and Special Hires. As a rule, searches will not be conducted for these faculty unless required by the Office of Equal Opportunity & Diversity of The University. Action by the DPC depends on the position and will follow procedures of governance at The University.

8.1 Adjunct Faculty. Qualifications for appointment to these positions will be the same as required for appointment as faculty in The School. Appointments from other departments on campus will be at the rank that the individual holds in the primary department. Appointments from outside The University will be at the appropriate academic rank depending on the highest academic degree held by and the professional standing of the individual. Candidates for adjunct faculty will present a seminar to The School. The DPC will vote on these appointments. The term of appointment will be for three years and will be subject to renewal according to principles of governance at The University. Adjunct Faculty may be members of the Graduate Faculty if they meet the requirements for membership in a specific graduate program in which The School participates.

8.2 Visiting Faculty. Qualifications for this appointment will depend on the duties of the position and association of the individual with The School. Rank will be at the rank appropriate for the duties and association with The School and the academic degrees of the individual. A vote of the DPC is required only if the individual is teaching a resident course in The School or if the Director requests a vote. These appointments will be for one year with renewal if needed to fulfill the assignment in The School.

8.3 Special Hires. These appointments will be for faculty or other professional employees in The School. These individuals will not have academic rank but may have the appropriate title that fits the duties of the position. These appointments generally will not exceed the semester in which the duties of the individual are required. Approval of the DPC is not required for these appointments.

8.4 Special Considerations. Individuals with appointments as adjunct faculty, visiting faculty, or special hires have no privileges for future employment at The University other than the right to apply for positions for which searches are being conducted.

9.0 Search for Director. With the occurrence of a vacancy of The Director of The School, The Dean of The College will appoint a search committee to identify a new Director to lead The School. The membership of the search committee should have a dominance or majority of persons from The School. Members of The Faculty should be encouraged to be candidates for The Director of The School. Candidates from outside The School should be in an academic discipline of The School and should be qualified for the rank of Professor. The Faculty should have ample opportunities to meet with or to interview candidates. Any candidates for appointment as Director should have majority approval of The Faculty in a vote conducted by the search committee.

10.0 Review of The Director. The term of appointment of The Director will be three years. If The Director wishes to be reappointed to another term, The Faculty, led by the DPC, will conduct a review of The Director during the Fall Semester beginning no later than October 15 of the final year of the term of the appointment of The Director. The review will follow these procedures.

10.1 Self-Evaluation. As an initial step, the Director will prepare a written self-evaluation of administrative achievements during the current appointment and will provide that document to The Faculty no later than October 30.

10.2 Survey. The DPC will prepare and distribute a confidential survey no later than November 1 to The Faculty. Each survey will include specific questions regarding overall administrative and interpersonal performances. These surveys will be reviewed by the DPC, will be presented to the Director, will be redacted to protect the identities of all respondents, and will be included with the DPC report to The Dean but will not be available to other people.

10.3 Meetings with Constituencies. The DPC will offer to meet with employee and student groups or other constituencies to receive confidential assessments of The Director's performance. Summaries of information gathered in such meetings will be included with the DPC's report to The Dean but will not be available to other people.

10.4 Meeting with The Director. After the review is almost complete, the DPC will invite The Director to meet to discuss the initial findings of the review. The Director may decline to meet.

10.5 Draft Report. No later than December 1, the DPC will complete and distribute to The Faculty a confidential draft report including a summary of findings, an assessment of areas of success and of needed improvement, and a non-binding recommendation regarding whether The Director should be reappointed.

10.6 Concluding Meeting of the Faculty. Before the end of Fall Semester, the DPC will convene The Faculty to discuss the draft report and to receive recommendations for revision of the document.

10.7 Final Report. The DPC will finalize its report and submit it to The Dean, simultaneously providing a copy to The Director. The Dean may ask to meet with the DPC to discuss the report, but neither the DPC nor The Dean is obliged to meet.

10.8 Director's Response. The Director may submit to The Dean a written response to the final report.

11.0 Committees Appointed by the Director. The Director will determine the creation of committees that will assist The Director in the administration of The School and may include the following committees. These committees are not mandated by these bylaws.

11.1 Graduate Program Committee (GPC). The chair and membership of this committee will be appointed by the Director from membership of the Graduate Faculty of The School. The committee will coordinate the Plant and Soil Sciences Graduate Program and will communicate with other graduate programs that administer the education of graduate students in The School. The Chair of the GPC will be the Graduate Program Director of the Plant and Soil Sciences Graduate Program unless another member is chosen as Chair by The Director. Other membership will be appointed by The Director.

11.2 Undergraduate Program Committee (UPC). The UPC will be chaired by a member appointed by The Director from The Faculty. The committee will include as members the advisers of baccalaureate and associate degree majors in The School, the Honors Program Director, and other faculty to be appointed by The Director. The Director appoints the Chair of the UPC and appoints the advisers for

each major. The committee will be responsible for all policy for undergraduate students. Any policy changes to undergraduate curricula will be by a vote first by the UPC following recommendations by the advisers and then by a majority vote by The Faculty at a department meeting called by The Director. The UPC approves submission of new courses, changes in class names or identification numbers of courses, or any minor changes in courses that can be administered at the department level.

11.3 Undergraduate Recruiting Committee (URC). The URC will consist of faculty assigned by The Director and is responsible for efforts to increase and maintain undergraduate student enrollment in The School. Responsibilities of the URC include, but are not limited to development of promotional materials, sponsoring or attending majors' fairs and open houses, and meeting with prospective undergraduate students on or off campus.

11.4 Awards Committee. The Awards Committee will be appointed by The Director annually. The Awards Committee may nominate students, staff, and faculty for recognitions that are sponsored by individuals, outside groups, The School, The College, or The University.

11.5 Other Committees. Any additional standing or ad hoc committees that The Director needs for administration of The School can be appointed by The Director.

12.0 Administrative and Coordinating Positions. The following are school administrative roles assigned by the Director. Term limits do not apply to the officers in these roles.

12.1 Graduate Program Director. This person will be a member of the Graduate Faculty, will be responsible for the Plant and Soil Sciences Graduate Program, and will be recommended by The Director.

12.2 Chief Undergraduate Adviser. The Director will determine the need and duties for this position. This person may be The Director or a designee from The Faculty.

12.3 Honors Program Director. This faculty member will be appointed by the Director in coordination with the Commonwealth Honors College. The Program Director will be responsible for the Honors Program within The School. Responsibilities may include maintaining the Stockbridge School Honors Program, approving honors applications, approving honors courses and enrollment in these courses, approving honors project or thesis proposals and honors thesis, facilitating honors thesis assignments, attending Honors College meetings, and advising and supporting Honors Students within The School.

12.4 Scheduling Officer. This person is responsible for communicating with the Registrar's office, registering students for courses as needed, scheduling final and evening examinations, reserving rooms, and scheduling of Stockbridge School courses. This person may be The Director or a designee.

12.5 Building Coordinator. The Director may appoint members of the faculty or staff to communicate with the Physical Plant on all matters concerning building maintenance and renovation.

12.6 Laboratory Safety Coordinator. The Director may appoint members of the faculty or staff to be responsible for laboratory safety within The School. Responsibilities may include attending meetings with Environmental Health and Safety, communicating policies, and maintaining laboratory safety.

13.0 Department Faculty Meetings. Faculty meetings will be called at the discretion of The Director. The Faculty are expected to participate. The only other attendees must be invited guests of The Director. An agenda for meetings will be sent to The Faculty at least one week before a meeting. If votes that require approval of The Faculty are held at a meeting, the fact of a vote occurring must be in the agenda. If a majority of The Faculty does not vote in favor of an item at the meeting, a paper ballot must be issued to The Faculty, or the vote must be to a Confidential Secretary by electronic means. A majority of The Faculty is required on the paper ballot or electronic vote for an item to pass. This vote will be conducted by The Director.

13.1 Frequency. The Director will schedule and convene general meetings of The Faculty. By the petition of at least two members of The Faculty, The Director will convene additional special meetings to address matters raised by the petitioners. Department meetings other than ones to distribute information or to meet a deadline should not be held at times when the University is not in session, including breaks, recesses, holidays, and the summer.

13.2 Faculty Participation. The Faculty are expected to attend all Department Meetings and to attend all special meetings unless university-related duties or other events conflict with the meetings.

13.3 Meeting Agendas. The Director will publish the agenda for each Department Meeting at least one week before the meeting.

13.4 Conduct of Meeting. The School will follow Roberts' Rules of Order in conducting meetings of The Faculty. The Faculty will elect a Parliamentarian to oversee the procedures of meetings.

13.5 Quorum. The quorum to conduct a meeting will be those present.

13.6 Voting. For a vote requiring approval of The Faculty of an item on the agenda to pass, the vote must receive a majority of The Faculty. If this majority is not achieved by hand count or paper ballot at a Department Meeting, the item must go to a vote of The Faculty with a majority vote required for passage. This vote will be conducted by The Director in an election with a secret paper ballot or by electronic means to a Confidential Secretary.

13.7 Minutes and Recordkeeping. Unless The Faculty requests otherwise, a member of The Faculty volunteers for this duty, or The Director records the minutes. No other personnel can take the minutes. The School will maintain records of all meetings, including minutes and votes, for at least five years.

14.0 Issues Not Covered in These Bylaws. If a matter that is not covered by these bylaws arises, the matter can be addressed at a Department Meeting called by The Director. If a vote is required to resolve the matter, approval must be by a majority of The Faculty. If a majority vote is not obtained at the Department Meeting, the vote conducted by The Director must be by paper ballot or electronic means to a Confidential Secretary.

15.0 Implementation of Bylaws. These bylaws were voted on May 3, 2017, by a majority of The Faculty at a Department Meeting called by the Director and will be applicable on this date.

15.0. Amendment of Bylaws. The Director may appoint a bylaws committee to study and to recommend changes to this document. Changes will occur by a majority vote of The Faculty in an election conducted by The Director or the bylaws committee and will be by paper ballot or electronic means to a Confidential Secretary. Amended documents will be noted with the date of approval.

Appendix I Stockbridge School Guidelines for Departmental Personnel Committees

A. MERIT REVIEW GUIDELINES

The annual faculty reports will be ranked by the Departmental Personnel Committee (DPC) on a 5-point scale with 1 being low merit and 5 being exceptional merit. The ranking will be based on the entire Annual Faculty Report and not on individual components of research, teaching, and service. The following ranking scale or score is provided as a guide to rank accomplishments outlined in the annual reports.

Merit	Accomplishments
1.	Poor: The faculty members have reports of research, teaching, and service contributions that are far below expectations for someone at their professional levels and responsibilities at The University or in their fields.
2.	Fair: The faculty members have reports of research, teaching, and service contributions that are typical of expectations for someone at their professional levels and responsibilities at The University or in their fields.
3.	Good: The faculty members have reports of research, teaching, and service contributions that just exceed expectations for someone at their professional levels and responsibilities at The University or in their fields.
4.	Very Good: The faculty members have reports of research, teaching, and service contributions that greatly exceed expectations and show strength for someone at their professional levels and responsibilities at The University or in their fields.
5	Excellent: The faculty members have reports of research, teaching, and service contributions that show excellence for someone their professional levels and responsibilities at The University or in their fields

Assessment of faculty members will be based on their contributions and accomplishments relative to other faculty members in The Stockbridge School at the similar professional level and within a similar or closely related field of expertise. The DPC members will take into account that there are important differences in expected accomplishments in different fields of expertise and that faculty may have responsibilities based on different assignments from The Director. Individual Annual Faculty Reports will be evaluated by each member of the DPC and given a numerical rating from 1 to 5 in 0.1 increments or at the choosing of the member of the DPC. The DPC will review cases in which there is a wide range of individual judgments. Merit recommendations will be based on the average numerical rating of the DPC members. The average of these ratings of members of the DPC will be the recommended rating of the Committee. Recommendations for percentage share distribution of merit funds available will then be made in direct proportion to average Committee ratings for each Faculty member.

As a hypothetical example, 10 Faculty members of a department might be evaluated as follows:

Faculty Member	Merit Score	% Share Based on Merit Score
A	3.0	12.0
B	2.8	11.2
C	2.2	8.8
D	3.4	13.6
E	3.0	12.0
F	3.6	14.4
G	4.0	16.0
H	1.0	4.0
I	0.5	2.0
J	1.5	6.0
Totals	25.0	100.0

ISSUE BY PETITION FROM THE COLLEGE WOMEN’S CAUCUS

The following statement was presented to The Dean and may be considered by the DPC.

“In addition to the procedures and considerations outlined in the Red Book, the CNS Women’s Caucus proposes the following statement on affirmative action and equal opportunity for inclusion in the Bylaws of the departments in College of Natural Sciences.

“ Equity and Inclusion Statement for Departmental Bylaws

“ The Department strives to increase the percentage of women and underrepresented groups in (department X) among students, post-doctoral researchers, and faculty. We aim to make the study of (relevant discipline), and the opportunity to contribute to (relevant discipline), an equal opportunity endeavor independent of disabilities, ethnicity, gender, religion, and sexual orientation. Participation by the full spectrum of our society enhances scientific discovery.

“ Both recruiting and retention are important features of establishing equal opportunity and diversity. Equal opportunity for faculty includes, but is not limited to, careful attention to equity in: merit raises, anomaly raises, teaching assignments, committee assignments, and allocation of resources including office space, lab space, and support staff. In these considerations, we recognize that both explicit and implicit bias pose barriers, and ‘Best Practices’ should include mechanisms to lessen the effects. For example, it is important that faculty participating in personnel decisions learn about implicit bias, and that assessments of teaching proficiency include more than the Student Response to Instruction (SRTI) forms.”

Appendix II. Cultural Standards of The Stockbridge School
(Adopted in March 2011)

**Cultural Documents Standards
Stockbridge School**

College of Natural Sciences

Introduction

03/09/2011

Faculty in the Stockbridge School teach, conduct research, and provide service in a wide range of fields in basic and applied sciences. Expected accomplishments for promotion and tenure vary with the field of concentration and with the accompanying assignments and responsibilities. Therefore, the “Cultural Document Standards” as described in this summary document should be looked upon as general guides and not as rigid rules.

Teaching

Teaching is an assigned responsibility delegated by the Head of the Department with consideration given to the research and service loads of the faculty. All tenure track faculty are expected to teach a minimum of three 3-credit courses over a 2-year period. These courses may be at the associate’s, bachelor’s, or graduate level of instruction. Teaching of any of these courses generally is considered as meritorious on an equal basis. The number of students in classes may vary from a few students, especially in graduate-level classes, to over 100 in core courses required for the major or in General Education. Teaching of large courses is considered to carry more responsibilities and more merit than teaching of small classes; however, the format and level of the courses may be considered in this evaluation. Faculty with a large teaching load especially in core courses develop excellence in teaching and may have smaller research and service responsibilities than some other faculty. The Department has a general policy to exempt untenured faculty from teaching duties during one of the semesters immediately prior to the tenure decision year. Graduate advising is an important and necessary part of teaching. All faculty members are encouraged to supervise and train graduate students. Similarly, all faculty members are expected to advise and direct undergraduate students in scholarly activities. Faculty participation in team-taught courses should be evaluated based on the person’s contribution to the total offering of the course. Teaching faculty may engage in research and service related to pedagogy, and these efforts may be recognized as research or service as appropriate.

Research

All faculty members should participate actively seek external support to achieve excellence in their research efforts. Given the wide variety in topics covered by our faculty, the potential and sources for funding vary wildly. Research accomplishments are measured by productivity in research publications including peer-reviewed papers, reviews of literature, book chapters, and invitational or editor-reviewed articles or proceedings. Peer-reviewed papers based on original research are valued highly. Authorship of books and chapters in books are indications of the

person's recognition in the field and may carry weight equal to writing of a refereed journal article. The number of publications may vary on an annual basis but should, on average, be the equivalent of one peer-reviewed paper per annum.

Faculty with significant extension assignments are expected to publish in appropriate venues to disseminate information to various interest groups. All faculty publish in a variety of journals reflecting their fields of interest and clientele groups, including academic personnel, regulatory agencies, consumers, and plant production specialists. Faculty are encouraged to publish in the majors journals of their professional societies or in other journals with close associations with faculty disciplines.

Authorship

The sequence of authorship of a journal article may reflect the contributions of the faculty to the underlying research and the presentation of the paper. Often the first person listed is the principal researcher, generally the faculty member or a graduate student or post-doctoral candidate, who has made major contributions to the research. Regardless of the sequence of authorship, the faculty adviser is considered to have had a major role in the research and writing of the paper. The activities of the faculty cannot be judged solely on the order of the authorship. Authorship often notes the cooperation of faculty with colleagues in collaborative research and the participation of the person in the preparation of the manuscript for publication. Sole authorship indicates that the faculty did the research and wrote the paper.

Awards

Awards, including fellow, honorary membership, and awards for excellence in a professional society are indicative of recognition by peers. These recognitions are significant accomplishment and add to the merit for tenure and promotions; however, they are not required specifically for promotion and tenure decisions, as faculty need to develop recognition for these presentations over a long term of service.

Service Contributions

Each faculty member is expected to contribute to departmental or university service through membership in committees and other university related activities. Faculty are expected to serve the equivalent of at least one campus-based committee per semester. Duties and committee membership are assigned by the Head of the Department, Dean of the College, or another authoritative individual; so, committee service will vary with members of the faculty. Participation in scientific organizations is recognized and includes chairing a session at a professional meeting, organizing conferences or symposia, and serving on editorial boards and professional committees during the period preceding decisions on tenure or promotion. It is understood that junior faculty may have limited opportunities for major participation in these activities and that they should not receive an overload of campus-based, service assignments. Recognition at regional and national levels is important. This recognition is developed by invited and volunteered presentations at conferences, participation in the organizational structure of professional societies, collaborative work with peers, among other activities that are

associated with excellence in research and service. Some of our faculty have extension appointments in nontenure-track positions or appointments as lecturers. These faculty will be considered for promotion. The Department expects that in evaluations of performance of faculty with nontenure-track appointments, accomplishments are evaluated on a similar basis as those of tenure-track faculty. However, these faculty may have larger service-related or teaching commitments that are accompanied by lesser assignments or commitments in teaching and research than tenure-track faculty