

# Policies and Procedures of the Department of Agricultural and Applied Economics

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### A. Mission

The mission of the Department of Agricultural and Applied Economics at Virginia Tech is to (a) provide students, public officials, and the broader public with agricultural/applied economic education and knowledge to help them improve resource allocation decisions and design improved institutional arrangements related to agriculture, natural resources, and rural and community economic development, and (b) supply academic peers/scientific community with increased knowledge of economic theories, methods, and results. To achieve this mission, the Department will deliver teaching, research, and extension programs that are recognized for their excellence at local, state, national, and international levels.

## **B. Organization**

### **1. Department Faculty**

The Faculty consists of all members of the Department who hold the rank of instructor, assistant professor or higher. Only tenured or tenure-track faculty hold full voting rights in the Department, although in specific situations, voting rights may be granted by the tenured/tenure-track faculty to other faculty. The Faculty advise the Head and the Governance Committee on all matters of Department policy. The tenured/tenure-track faculty can also adopt policies that bind the Department Head (DH), Governance Committee (GC), and other Department committees. The tenured/tenure-track faculty elects, and can remove, the members of the GC, must approve any change in degree requirements or any other change in course offerings that requires a change in catalog listings, and must approve any amendments to this document.

### **2. Department Head**

The Department Head is responsible for the overall administration of the Department. The DH is responsible to the faculty for enhancing the professional stature of the Department, facilitating the professional development of the faculty, and creating and maintaining physical conditions, services, and patterns of communication that will foster a high level of productivity and morale within the Department. The DH is responsible to the Dean of the College of Agriculture and Life Sciences for appropriately implementing policies or resource allocations made by the Dean, or by University administrators or the Board of Visitors.

In carrying out those responsibilities, the DH will discuss major issues with the faculty, the GC, and/or other Department Committees. The membership of these committees is described below. A proposal affecting the work of the Department will be discussed by the DH, the GC, and interested members of the faculty. After discussion, the DH may make a decision about resource use within the limits of existing authorizations. If there is substantial disagreement within the Department on the subject of a recommendation, the DH will indicate to the College administrators the nature of the disagreement.

Any faculty member or student may communicate directly with the DH. The DH shall meet annually with each faculty member to review his or her annual report. The DH recommends annual faculty salary adjustments to the Deans.

Where this document does not specify procedures or authority, authority rests by default with the DH. Examples of specific areas of DH authority include Department budgets, personnel matters, space, capital expenditures, teaching loads and assignments, and information technology. The DH may delegate certain administrative and coordinating responsibilities or other authority to Department committees or other personnel. The tenured/tenure-track faculty retain latent powers to limit the discretion of the Head.

### **3. Governance Committee**

The Governance Committee comprises the DH (who serves as *ex officio* chair of the committee) and four elected faculty from the Department. All faculty with voting rights in the Department are eligible to serve on the GC except those in their first two years in the Department. Elected members serve staggered 2-year terms. A GC member who is not in residence for a Fall or Spring term must resign from the GC. If the GC has a vacancy, within a month a new election for the position will be held for a person to serve the remainder of the term.

The responsibilities of the GC are to (1) consider matters of concern to the faculty between meetings of the faculty and (2) advise the DH on matters of policy, budgets, and administrative matters not warranting discussion by the full faculty. The GC is an advisory body without administrative authority within the Department, and major policy recommendations of the GC are brought before the faculty before being acted upon by the DH.

### **4. Department Standing Committees**

The DH delegates authority over various administrative, instructional, research, extension, and service activities to faculty advisory committees to facilitate efficient fulfillment of Department objectives. The Department has five standing advisory committees that are appointed by the DH with advice from the GC: undergraduate, graduate, research, extension, and qualifying exam committees. In addition, the DH may delegate authority to individuals (or small ad hoc committees of faculty and/or staff when appropriate) to assist him/her with specific administrative support tasks such as planning allocation of space, conducting or serving as tellers for elections, coordinating functions in the information technology area, and providing leadership for social activities. The composition, selection, and functions of promotion and tenure committees are discussed in the “Performance Evaluation” Section below. There will also be a regular need for *ad hoc* committees for tasks such as faculty searches (See section on “Faculty Recruitment Procedures” below) and specific development activities.

#### ***Undergraduate Program Committee (UPC)***

The UPC takes primary responsibility for the Department’s undergraduate teaching and advising programs. Its mission is to foster in excellence in the undergraduate program and support faculty who are engaged in UG teaching and advising. The committee oversees the curriculum in all undergraduate degree programs and recommends appropriate changes to the faculty and the DH. The committee recruits undergraduate students, assigns and trains undergraduate student advisors, nominates students for and administers undergraduate scholarships, coordinates departmental efforts in internship programs, facilitates undergraduate placement with employers and graduate or professional schools, tracks undergraduate alumni, and coordinates regularly with the undergraduate committee in the Economics Department. It makes recommendations to

the DH concerning instructor assignments and class schedules for undergraduate courses, faculty to be appointed as Ag Econ/NAMA club advisors, and for faculty undergraduate teaching and advising awards. Committee members are appointed by the DH, with the advice of Governance Committee. The UPC will have a chair who also serves as the Department's Undergraduate Coordinator. Normally the chair will serve for a 3-year term that may be renewed for one or two additional terms. The UPC will normally have a total of 6 faculty members. In addition the Graduate Program Committee Chair and the Secretary for the Undergraduate Program serve as *ex officio* members.

### ***Graduate Program Committee (GPC)***

The GPC takes primary responsibility for the Department's graduate teaching and advising program. Its mission is to foster excellence in the graduate program and support faculty who are engaged in graduate teaching and advising. It oversees the curriculum in all graduate degree programs and recommends appropriate changes to the faculty and DH. The committee recruits graduate students, makes graduate student admissions recommendations, prepares and submits nominations for thesis awards, coordinates with the graduate program committee in the Economics Department on the joint Ag Econ/Econ PhD program, and recommends one co-chair and one additional member for the joint Ag Econ/Econ qualifying exam committee (QEC). The GPC administers Departmental graduate fellowships and coordinates with the DH in the offer of assistantships. It makes recommendations to the DH concerning instructor assignments and class schedules for graduate courses and faculty graduate teaching and advising awards. The DH appoints the chair of the GPC (Graduate Coordinator), and four additional committee members, with the advice of the GC. Normally the chair will serve for a 3-year term that may be renewed for one or two additional terms. The Undergraduate Program Committee chair, the President of the Graduate Student Association, and the Secretary for the Graduate Program serve as *ex officio* members.

### ***Research Program Committee (RPC)***

The RPC has primary responsibility for facilitating communication among faculty regarding individual research interests and programs. The committee acts in an advisory role to the DH in coordinating and planning the Department's basic and applied research program. It runs the Department research seminar series, serves as an information clearing house on research grants and contracts for the faculty, coordinates the production of an annual list of Departmental publications, and makes recommendations to the DH regarding faculty research award nominations and cross-cutting award nominations (such as fellow nominations for professional associations). One member of the RPC, selected by the Committee, serves as a co-advisor to the Rural Economic Analysis Program (REAP). The committee and its chair are appointed by the DH, with the advice of the GC. The RPC normally has 4 faculty members plus one staff person appointed as an *ex officio* member.

### ***Extension Program Committee (EPC)***

The EPC is responsible for coordinating Department extension, outreach, and service activities. The committee and its chair are appointed by the DH with the advice of the GC. The EPC chair serves as the Extension Program Leader (EPL) for the Department, attending appropriate Extension meetings in CALS, and is responsible for seeing that Extension reporting requirements are met. One member of the EPC, selected by the committee, serves as a co-advisor to the REAP program and oversees the REAP publication series. The EPC makes nominations for Extension awards. It is recommended that the EPC have 3-4 faculty members plus one staff person appointed as an *ex officio* member.

### ***Qualifying Exam Committee (QEC)***

The QEC is responsible for coordinating and administering the Ph.D. qualifying exam for the Department. The GPC recommends to the DH three individuals to serve on the qualifying exam committee on a rotational basis, one as a co-Chair. The Economics Department recommends the other co-Chair and members for this six member committee. The DHs in the two Departments appoint the members.

## **C. Governance**

### **1. Meetings**

The GC meets at least monthly throughout the year, following a schedule agreed upon within the first month after the annual election. The faculty will meet monthly during the academic year, following a schedule established and distributed by the DH prior to the start of each academic year. The DH calls additional meetings of either group as needed. The DH chairs both the GC and the faculty meetings and designates another faculty member to chair such meetings in his or her absence.

Minutes are kept of all GC and faculty meetings. One faculty member, designated by the DH, serves as a recording secretary for each body. The secretary notes who is in attendance, summarizes substantive discussions and actions, including all votes taken. Minutes are approved by a majority of those present at the next meeting.

Faculty meetings are primarily for deliberations, and to a lesser extent for information dissemination. Any faculty member can have an item placed on the agenda, and non-faculty staff members may ask the DH for an opportunity to present recommendations to the faculty or the GC. The DH will distribute a preliminary agenda to all eligible voters at least one day prior to the meeting. Staff are invited to attend faculty meetings when appropriate and normally at least once per semester.

The DH meets with the staff on a monthly basis during the academic year.

## **2. Voting**

A majority of eligible voters comprises a quorum. No votes can be taken without a quorum present for major decisions. With the exception of amendments to this document (see amendment section below), a simple majority of all eligible votes will suffice to establish the recommendation of the faculty or a Department committee. However the nature of substantial disagreements will be recorded in the minutes of a meeting. Faculty members not physically present for a vote are encouraged to call into the meeting and will have full voting rights. Faculty not present in the meeting (physically or by calling in), can not normally delegate their authority to another faculty member by proxy, although proxy votes may be allowed in certain circumstances if agreed upon in advance by the TF.

For elected committees, two tellers appointed by the DH will prepare ballots to fill vacancies and will count the votes. The tellers will take steps to assure security of ballots and to encourage maximum participation of faculty.

## **3. Faculty Recruitment Procedures**

For all tenure-track faculty positions that arise (with the exception of the DH), the DH will discuss potential search committee members with the GC and then appoint a four-person search committee, including its chair. Each search committee should be constituted to reflect the subject matter and the mission(s) of the position, and to the extent feasible, include one or more junior faculty members. A job description prepared by the search committee will be presented to the tenured/tenure-track faculty for approval.

The search committee will advertise the vacant position in the appropriate outlets to ensure wide distribution. It will work with the Department Head's executive secretary to ensure that the search adheres to State and Federal hiring rules. A file consisting of the application letter, vita, and other evidence of professional merit will be compiled and maintained in the Department Office for each candidate. Candidate files will be available to the Search committee and all faculty members who wish to review them.

The committee will select candidates from among the applicants and present them to the faculty. The faculty will vote on whom to bring to campus for interviews. Upon visiting the Department, each candidate will give a seminar, and meet with interested faculty, administrators, and students. A summary vita for the candidate will be distributed prior to the interview.

Following the interview, a summary form will be filled out by each person who interviewed the candidate. The Chair of the Search committee will summarize the results of the forms and present them to the faculty in a meeting where the candidate(s) is (are) discussed. Faculty then vote by secret ballot for their preferred candidate, or for an additional option to search further. Once a preferred candidate is identified by the faculty,

the DH discusses the results with the Deans and, with their approval, negotiates with the candidate selected.

#### **4. Procedure for Selecting the Department Head**

The DH is appointed by the Dean in the Colleges of Agriculture and Life Sciences (CALs), in consultation with the faculty, for a term of three to five years. Candidates for DH must have credentials sufficient for tenure and the rank of Full Professor in the Department. Appointments are renewable. Several steps are followed in the search process to solicit faculty input for both internal and external searches.

First, the GC holds an election for five faculty representatives to a DH recruitment committee. The ballot will contain slots for three Department faculty members from Agricultural and Applied Economics, one from Economics, and one department head from another department in CALs.

Second, the search includes procedures to ensure that faculty members have the opportunity to evaluate the candidates' academic credentials and philosophy about directing the department. Each candidate will present a seminar on campus concerning her or his approach or philosophy about responsibilities and leadership of a DH, and spend time on campus to meet with Department faculty.

Third, after the interviews, there is a faculty meeting to discuss the candidates. At the conclusion of, or subsequent to, this meeting, a vote is taken by secret ballot. The ballot asks faculty to rank all the candidates and an additional option to search further. If no candidate or option gets at least 50% of the first place votes cast, there is a second vote to rank the top two as determined by the first place votes.

Candidates for DH cannot serve on the recruitment committee.

#### **5. Budget Administration**

The Department Head is responsible for budget administration. While salary lines are specified by specific colleges, Department faculty may belong to more than one college and therefore reallocations of 208 or 229 appointments may occur such that a faculty member say from the College of Science (COS) may hold a partial appointment in CALs or vice versa to meet the needs of the Department and Colleges. Such joint appointments are only made with the concurrence of the faculty member, TF in each affected Department, and the Deans of both Colleges.

#### **6. College Reporting Process**

The Department, through its Head, reports to the Dean of CALs. The DH is responsible for making sure that all College and University reporting requirements are met.

## **7. Annual Review of Objectives and Organization**

During the Spring semester each year, the DH, with the assistance of the GC, will prepare a statement of Department objectives for the coming year and for the next three years for review and approval by the faculty. The statement will also include a budget summary, including both state funds and grants/contracts. The statement will highlight synergies across teaching, research, and extension functions and identify subject matter emphases within the Department. It will identify anticipated personnel changes such as faculty retirements and needs and opportunities for faculty hires.

### **D. Performance Evaluation**

#### **1. Annual Faculty Review**

Each faculty member prepares an annual activity report following University Guidelines, which is submitted to the Department Head by June 1. Each year in the late spring or early summer, the DH meets individually with faculty members to review the individual's activities and progress during the past year, and to discuss plans for the coming year. Individual evaluation will be based on performance (quantity and quality) measured against the individual's position responsibilities in research, teaching, extension, and service. The evaluation will also consider the individual's plans for the year just completed, recognizing that a need may have arisen to adjust those plans during the year. The DH makes a salary recommendation for each faculty member based on the evaluation and meets with the College Deans to discuss the recommendation before the salary adjustment is finalized.

#### **2. Promotion and Tenure Review**

The *Promotion and Tenure (P&T) committee* also meets each Spring to review the annual reports of all untenured faculty members and to discuss areas of strength and weakness. The committee then meets with each untenured faculty member individually to provide guidance on his or her program and on progress toward P&T. If it appears to the P&T committee that the chances of successfully obtaining tenure are slim, the committee provides this assessment to the individual involved so as to avoid surprises in the future and to give the individual a chance to self-assess his or her situation. Associate professors are encouraged to seek the advice of the P&T committee as well if they so desire.

Evaluation of a faculty member for P&T is based primarily on evidence of scholarship in the faculty member's teaching, research, and extension/outreach. Each faculty member's performance is evaluated against their position responsibilities in these three mission areas. Institutional/professional service is also considered. A majority vote is required for a candidate to be recommended for promotion or tenure.

## *Process*

Before the end of the spring semester, the faculty elects members to the Department P&T committee. Tenured full and associate professors are eligible for membership, but there shall be no fewer than 3 full professors elected. The elected committee shall consist of five members. Members are elected for five-year terms with one newly elected member rotating on each year. During the first year of the transition period from two committees to one, existing members will constitute the committee except for the two members currently scheduled to rotate off. In subsequent years until the normal rotation schedule is in place, the committee member with the longest tenure will rotate off. In the event that two members have the same length of tenure, a coin toss will determine which member rotates off unless there is agreement among the remaining members of the P&T committee that one of the two should remain to help maintain mission balance.

In the event the elected committee has insufficient representation of a specific mission or subject matter area in a year that it is needed for a specific evaluation, the Executive Committee in the Department will appoint an additional person(s) to the P&T committee who has the required expertise.

When the P&T committee is discussing and voting on candidates for promotion to full, members of the P&T committee who are associate professors are excused.

The primary responsibilities of the P&T Committee are to: (1) meet each Spring with each untenured faculty member to review his or her progress and provide advice (See discussion above), (2) meet each Spring with each associate professor to review progress and provide advice if such a review is requested, (3) meet each fall to evaluate faculty who are candidates that academic year for either contract renewal or promotion and/or tenure, (4) to make written and verbal recommendations to the DH for action on two- and four-year contract renewals, and on P&T cases, and (5) to work with candidates for P&T to improve their dossiers and to select external reviewers for the dossiers.

The P&T committee shall elect a chair annually, and usual practice is to invite the DH to participate in its deliberations to ensure all relevant information is considered.

For candidates who are mandatory for tenure or who are going up for promotion, the P&T committee conducts its evaluation of the dossiers and makes its recommendations to the DH by September. The DH then makes his/her recommendations and meets with the Committee to discuss a recommendation before notifying the candidate if it differs from that of the P& T Committee. The DH is responsible for notifying the candidate(s) in person and in writing of both the Committee's and the DH's recommendations. The DH then prepares a letter(s) which includes her or his personal recommendation(s) to the appropriate College Committee for candidates he or she recommends go forward. If the DH recommendation is not favorable to the candidate, the package goes forward to the College only if the candidate requests it on appeal, following University guidelines.

### *Evaluation criteria*

In the promotion and tenure process, emphasis is placed on the critical evaluation of the scholarly nature of the candidate's achievements by peers, including peers external to the University. Evidence should be presented as to the impacts of the scholarship in terms of its depth, breadth, and/or duration of influence or usefulness (e.g., adaptations or use by others, citations), as well as public and critical appreciation. Scholarship can be manifested in all three areas: research, teaching, and extension/outreach. But because scholarship implies a solid foundation and current knowledge of the field, it always requires active engagement in research. Institutional and professional service is also important to ensure effective governance at all levels of the University and the strength of professional societies. The following paragraphs provide examples of activities that may be documented in each area of responsibility:

**Teaching.** Most faculty have significant teaching responsibilities, and the quality of their teaching is a major factor in evaluating their accomplishments and performances. Teaching includes a broad range of activities including: (a) presenting resident courses, seminars and workshops, including distance learning, (b) advising and mentoring undergraduate students, graduate students, and post-doctoral associates, (c) directing undergraduate and graduate projects, internships, theses, and dissertations, and (d) serving on masters and doctoral committees.

When teaching is part of the faculty assignment, effectiveness is an essential criterion for advancement. Faculty must demonstrate command of their subject matter, continuous growth in the subject field, and an ability to create and maintain instructional environments that promote student learning. Teaching scholarship is documented through student evaluations and peer review including in-class observation, review of teaching materials, publication of textbooks, videos, software, workbooks, invited lectures, articles on teaching, awards, and other means outlined in the University guidelines.

**Research.** Faculty members are expected to make original contributions that are appropriate to their chosen area of specialization within agricultural economics and that are respected by peers within and outside the University. Examples include: (a) formulation and theoretical analysis of new economic models, (b) identification and analysis of real-world economic problems, (c) empirical analysis of economic issues, and (d) synthesis, criticism, and clarification of existing economic knowledge and research.

Scholarship resulting from research is documented through means such as articles published in peer-reviewed journals, invited seminars, research-oriented books or chapters in books or edited volumes, competitively-awarded research grants, conference presentations, and professional awards for research. Evaluation of scholarship in research considers the work's quality as judged by its originality and importance; and its impact as judged by its influence on or adoption by peers and other clientele. Evaluation of scholarship in research also recognizes that the means of documentation can be a valuable gauge of quality. For example, publications in leading journals in economics,

agricultural economics, and related fields normally represent more significant contributions than publications in lower-ranked journals.

**Extension/outreach.** Faculty members engage in extension/outreach activities by utilizing their professional expertise to disseminate information outside of the traditional classroom to help improve the knowledge and skills of their clientele. Examples of these activities include: (a) organizing/leading workshops or training sessions, (b) developing, acquiring, organizing, interpreting, and disseminating information in written, electronic, or oral forms in response to client needs, and (c) serving on agencies or boards because of individual economic expertise.

Faculty members who engage in extension/outreach are knowledgeable about current research and new developments in their discipline and demonstrate an ability to interpret and apply this knowledge to meet their clients' requirements. When appropriate, they develop and maintain professional relationships with their clientele in order to identify and serve their needs. They display leadership and initiative, are creative in the practical application of knowledge, and demonstrate a high level of disciplinary expertise as well as the ability to assist clients. Extension scholarship is judged by its influence on clientele behavior, quantity and quality of written and electronic publications, invited presentations, seminars and workshops organized and led, peer evaluations or rating of extension programs and events, and client assessments.

**Institutional/professional service.** Faculty members are expected to play a vital role in the functioning of the University at all levels by participating effectively in faculty governance and in the formulation of department, college, and/or university policies; or by carrying out administrative responsibilities. Therefore, to be promoted/tenured, faculty members are expected to have been involved in institutional service, with the level of service higher for those seeking rank of professor. In addition, a faculty member's professional reputation may be reflected by leadership in professional societies and organizations or by significant editorial-related activities. However, institutional, administrative, and professional service can not serve as a central basis for promotion/tenure.

### **3. Review of Probationary faculty**

Probationary faculty members are reviewed by the elected P&T committee each Spring as described above in the Annual Faculty Review section above. The P&T Committee also meets in the fall prior to a mandatory 2-year and 4-year contract renewal to make a recommendation to the DH about that renewal. A majority vote is required for a candidate to be recommended for reappointment. If the DH makes a decision contrary to the recommendation of the P&T Committee, the DH will discuss, in a joint meeting of the Department P&T Committee and the Dean of CALS, the rationale for his or her decision before notifying the candidate. The DH is responsible for notifying the candidate(s) in person and in writing of both the Committee's recommendation(s) and the DH's decisions(s).

#### **4. Peer evaluation of teaching**

Peer evaluation of teaching is designed to provide constructive suggestions to improve teaching and to meet P&T evaluation needs. Untenured faculty members will be reviewed in their second year of teaching for the sole purpose of mentoring. The report of the evaluation is provided to the person being evaluated but not to the DH or the P&T committee unless provided by that individual. A second review is completed before the end of the fifth year with a dual purpose of mentoring and to provide a peer evaluation report required in the P&T process. Following tenure, faculty members are reviewed again before going up for promotion to full professor.

The peer evaluation committee will consist of two members appointed by the DH and should consist of members most familiar with the subject matter being taught by the person being evaluated. This two-person committee can ask a third person to join their committee if they desire.

The peer evaluation will consist of a review of course materials (syllabi, exams, teaching materials), in addition to in-class visitation, following existing guidelines of CALS.

#### **5. Post tenure review**

The Department Head will determine when a faculty member with tenure or continued appointment fails to meet minimal expectations based on annual faculty reports, and will assign an unsatisfactory rating. The faculty member will be notified in writing of specific actions that may be taken to avoid a further DH unsatisfactory rating. Indeed, in all cases where a faculty member's performance is considered deficient to the point that an unsatisfactory rating is viewed as a realistic possibility, whether that rating is assigned or not, the faculty member shall be notified in writing of the perceived deficiencies and their seriousness, and of remedial actions, which, if implemented, will lead to their correction. If two consecutive DH unsatisfactory ratings are received, a post-tenure review is mandatory. The review shall be conducted by the P&T committee (See above for the make-up of that committee).

When a post-tenure review is conducted, all members of the P&T committee will conduct the review in accordance with the guidelines in the Faculty Handbook of the University and the standards listed below. In case the faculty member being reviewed is a member of the P&T committee, he or she must step down from that committee. All votes within the P&T committee shall be by secret ballot and by majority vote.

#### ***Criteria used to establish minimal standards***

Tenured faculty members are expected to contribute effectively to the teaching, research, and/or extension missions of the Department. They are expected to participate in a professional manner in support of the Department's goals and programs, and to adhere to

standards of conduct and ethical behavior as stated in the Faculty Handbook and/or promulgated through other official channels.

Minimal expectations for a tenured faculty member in each area are listed below. These expectations will vary according to the faculty member's appointment and assignment. The Department Head and the faculty member will meet annually to determine mutually agreed upon expectations of the assignment. Faculty will not be expected to meet all standards each year, but to achieve minimum conformance with these standards over time.

Nothing in this section should be interpreted as abridging the University's right to proceed directly to dismissal for cause, as defined in Section 2.11.1 of the *Faculty Handbook*, or the right of individual faculty members to pursue existing mechanisms of reconciliation and redress. None of these standards should be viewed as violating the basic principles of academic freedom, tolerance of minority opinion, dissent from professional orthodoxy, and honest and civil disagreement with administrative actions.

**Minimum Standards for Instructional Activities.** Tenured faculty members in the Department are expected to:

- a) Accept teaching assignments in regularly scheduled classes and other instructional duties as assigned by the Department Head;
- b) Specify in writing in the course syllabus the standards that they will use to evaluate the students, and assign grades accordingly;
- c) Prepare appropriately for each course and conduct classroom teaching in a professional and effective manner;
- d) Convey the most relevant ideas and information related to the course topic, making courses they teach a significant and challenging educational experience;
- e) Be accessible to students through office hours and/or by message at other times during the normal work week;
- f) Make a thorough and constructive criticism of student work and return exams and written work on a timely basis;
- g) Keep abreast of advancements in their disciplinary field and sub-disciplinary field and incorporate them into their courses;
- h) Strive to accommodate the diversity of their student audience in their pedagogical approaches;
- i) Administer the standard university student evaluation of their courses; and
- j) Be available to advise undergraduate and/or graduate students as appropriate.

**Minimum Standards for Research Activities.** Tenured faculty members in the Department are expected to:

- a) Conduct an active research program that addresses significant problems, emphasizes quality, and that results in dissemination of findings in one or more of the following: peer evaluated papers, books, research reports, professional presentations, etc. to reach the appropriate audiences;
- b) Make a conscious effort to remain vital and grow intellectually in their chosen area of scholarship;

- c) Engage students in scholarly research and be available to direct graduate student theses and dissertations and to be available to serve on thesis and dissertation committees;
- d) Seek intramural and extramural funding to support their research and graduate students; and
- e) Have an active experiment station (Hatch) project for those faculty members with at least a 20 percent research appointment.

**Minimum Standards for Extension Activities.** Tenured faculty members in the Department are expected to:

- a) Accept and fulfill extension assignments as assigned by the Department Head;
- b) Develop and deliver a focused extension program consistent with department, college, and university objectives that emphasizes quality and has documented impacts on targeted clientele;
- c) Conduct appropriate applied or adaptive research/analysis in support of the extension program;
- d) Prepare and distribute high-quality written publications and other instructional materials, presentations to clientele groups, and other educational materials;
- e) Seek intramural and extramural funding to support their extension program;
- f) Seek to improve program effectiveness through personal and program evaluation;
- g) Complete planning and reporting requirements of the extension system; and
- h) Maintain working collaboration/cooperation with other extension personnel in the department and the extension system.

**Minimum Standards for Faculty Service in the University:** Tenured Faculty members within the Department are expected to, within reason:

- a) Serve on departmental, college, and university committees, commissions, task forces, etc.
- b) Serve in a conscientious, well-intentioned, and beneficial manner on assigned committees and tasks.