



COLLEGE OF AGRICULTURE AND NATURAL RESOURCES

DEPARTMENT OF ANIMAL
AND FOOD SCIENCES

Townsend Hall
University of Delaware
Newark, Delaware 19717-1303
Ph: 302/831-2524

April 12, 2000

MEMORANDUM

To: Judy Kennedy

From: Betsy McMullen 

RE: ANIMAL AND FOOD SCIENCES PROMOTION AND TENURE DOCUMENT

Please find attached the Department of Animal and Food Sciences promotion and tenure document with a memorandum including approval signatures.

Please contact me if you have any questions or concerns.

/b

Attachment

c: Robin Morgan



COLLEGE OF AGRICULTURE AND NATURAL RESOURCES

DEPARTMENT OF ANIMAL AND FOOD SCIENCES

Townsend Hall
University of Delaware
Newark, Delaware 19717-1303
Ph: 302/831-2524

April 11, 2000

MEMORANDUM

To: Dr. Douglas W. Tallamy, Chair, College of Agriculture and Natural Resources
Promotion and Tenure Committee

Dr. John C. Nye, Dean, College of Agriculture and Natural Resources

Dr. Judy A. Kennedy, Chair, University of Delaware Faculty Senate Promotion and Tenure Committee

Dr. Melvyn D. Shiavelli, University Provost

From: Dr. John K. Rosenberger [Signature]
Professor and Chair

RE: APPROVAL OF PROMOTION AND TENURE DOCUMENT FOR THE DEPARTMENT OF ANIMAL AND FOOD SCIENCES

Please signify your approval of the attached promotion and tenure document for the Department of Animal and Food Sciences by signing this memorandum. Thank you for your consideration.

Document approved: Robin W. Morgan [Signature] Apr. 11, 2000
Robin W. Morgan, Chair
Department of Animal and Food Sciences Promotion and Tenure Committee

Document approved: John K. Rosenberger [Signature] April 11, 2000
John K. Rosenberger, Chair
Department of Animal and Food Sciences

Document approved: Douglas W. Tallamy [Signature] April 11, 2000
Douglas W. Tallamy, Chair
College of Agriculture and Natural Resources Promotion and Tenure Committee

Document approved: John C. Nye [Signature] April 12, 2000
John C. Nye, Dean
College of Agriculture and Natural Resources

Document approved: Judy A. Kennedy [Signature] April 13, 2000
Judy A. Kennedy, Chair
Faculty Senate Promotion and Tenure Committee

Document approved: Melvyn D. Schiavelli [Signature] 4/24/00
Melvyn D. Schiavelli, Provost

c: Faculty Senate Office

**PROMOTION AND TENURE DOCUMENT
DEPARTMENT OF ANIMAL AND FOOD SCIENCES
COLLEGE OF AGRICULTURE AND NATURAL RESOURCES
UNIVERSITY OF DELAWARE**

Revised 11/99

FACULTY PROMOTION AND TENURE POLICIES AND PROCEDURES

Department of Animal and Food Sciences
College of Agriculture and Natural Resources
University of Delaware

CONTENTS	PAGE
I. Departmental Responsibilities	3
A. Chairperson.....	3
B. Promotion and Tenure Committee.....	4
C. Candidate	5
II. Evaluation Procedures	6
A. Evaluation Categories.....	6
B. Rating System	11
C. Appeal Process.....	12
III. Minimum Requirements for Promotion to Assistant Professor.....	12
IV. Minimum Requirements for Promotion to Associate Professor	12
with Tenure	
V. Minimum Requirements for Promotion to Professor.....	12
VI. Organization of Dossier	13
A. Preliminary Matter	13
B. Evidential Materials.....	13
Appendix. Suggestion for Supporting Materials	18

Revised 11/99

FACULTY PROMOTION AND TENURE POLICIES AND PROCEDURES

Department of Animal and Food Sciences
College of Agriculture and Natural Resources
University of Delaware

The function of the Department of Animal and Food Sciences is to provide instructional, research and service activities that are related to the efficient production and management of agriculturally important animal species and the proper and safe utilization of animal products including the processing and packaging of foods. Although programs in the department are designed to serve the needs of Delaware and surrounding areas, they may have significance at national and international levels.

Most faculty members in the Department of Animal and Food Sciences have assigned responsibilities in two areas -- teaching and research or teaching and extension -- and the proportion of time assigned to each of these areas varies among faculty members. Consequently, a degree of flexibility is required in evaluating performance in each area. The candidate for promotion is expected to show the greatest strength in the area of his/her major responsibility. The educational requirement for eligibility for promotion shall be the attainment of the Ph.D., D.V.M., V.M.D., M.D. or D.Sc. degrees.

I. Departmental Responsibilities

A. The Department Chairperson shall

1. indicate that the deadline for declaration of intention to submit a dossier is March 15.
2. notify department faculty of all candidates submitting dossiers for review and conduct the election of committee members by May 31.
3. make dossier forms available to the faculty member.
4. inform the faculty member of his/her rights and privileges regarding tenure and promotion.
5. transmit to the Department Committee the list of peers submitted by the candidate for comments.
6. submit to the Department Promotion and Tenure Committee the completed dossiers and a statement indicating the percentage of the candidate's time assigned to each area of responsibility.

Revised 11/99

7. solicit peer evaluations of the candidate as recommended by the Department Committee. The letters should request that the reviewer utilize the categories and ratings of the University of Delaware Animal and Food Sciences Department. The letters should also request a current curriculum vitae.
8. solicit student evaluations of the candidate as recommended by the Department Committee.
9. submit the recommendation of the Department Committee to the Dean and the College Promotion and Tenure Committee.
10. make an evaluation of the candidate independently of the Department Committee.

B. The Department Promotion and Tenure Committee shall

1. consist of five members elected annually from the eligible tenure-track faculty and shall be constituted and operate in such a fashion that due respect is given to the opinions and advice of all faculty who are at or above the rank to which the candidate seeks promotion. All members of the faculty shall be eligible to serve on the Committee with the exception of the Department Chairperson and any faculty member who plans to submit his/her dossier for promotion. The majority of the members of the Committee shall be at or above the rank to which the candidate seeks promotion. The term of service of Committee members shall be one year or until a new Committee is elected, whichever is shorter. The Committee Chairperson shall be elected by majority vote of Committee members. The Chairperson shall not succeed him/herself as chairperson.
2. suggest names of outside reviewers in the candidate's field to be added to the list of potential reviewers submitted by the candidate. The number suggested shall be sufficient to permit the selection of five reviewers from the final list of potential reviewers. The candidate shall be informed of all potential reviewers and have the opportunity to comment on them.
3. select at least five names from the final list of potential peer reviewers (at least two of these being from the candidate's list, if provided) and submit these to the Department Chairperson for mailing mini dossiers and review request letters to them.
4. suggest names of former undergraduate and graduate students,

Revised 11/99

postdoctoral, and research associates and advisees to be added to the list of potential evaluators submitted by the candidate. The candidate shall be informed of all potential reviewers and have the opportunity to comment on them.

5. select an appropriate and representative sample of names from the final list of potential student evaluators and submit them to the Department Chairperson for mailing request letters to them. (The number and distribution of these requests will vary depending on the candidate's teaching and research responsibilities.)
6. include a statement of how peer reviewers and student reviewers were chosen and include sample request letters.
7. review dossiers and make final recommendations.
8. immediately after submission of recommendations to the Department Chairperson, transmit to the candidate the written recommendation of the Committee concerning his/her petition for promotion and tenure. This statement shall be signed by all members of the reviewing group and shall include the reason(s) and the numerical vote for the action taken.

C. The Candidate shall

1. determine his/her eligibility for promotion under one of the following paragraphs, and Section III, IV or V.
 - a. Assistant Professor: Apart from earning the Ph.D., D.M.V., D.Sc., V.M.D. or M.D. degree, the primary requirement is the demonstrated ability and desire to achieve excellence in scholarship and teaching and to make positive contributions in teaching, scholarship and service. At this rank past achievements are not so important as evidence of future growth and accomplishment.
 - b. Associate Professor: In as much as promotions within the University to this rank carry tenure -- a binding commitment on the part of the University -- the qualifications must be especially rigorous. The candidate shall demonstrate (a) excellence in his/her major area of responsibility (At this rank excellence should be demonstrated in either scholarship or teaching.) and a very good and good in the remaining two categories. Furthermore, there should be unmistakable evidence that the individual has progressed and will continue to do so. A merely satisfactory or adequate

Revised 11/99

record as an Assistant Professor is not sufficient; there must be very clear indications based on hard evidence and outside peer evaluations that the candidate has in fact attained high levels of accomplishment.

- c. Professor: This rank is reserved for individuals who have established reputations in their discipline and whose contributions to the University's mission are unquestioned. The candidate shall demonstrate (a) excellence in his/her major area of assigned responsibility (i.e. teaching, scholarship, or service), and (b) that he/she is very good in one of the remaining two categories and good in the other. There should be unmistakable evidence of significant development and achievement since the last promotion. Once again, the candidate's claim to have met these requirements must be thoroughly documented by external peer evaluations and other material.
2. submit to the Department Chairperson by March 15 a written notice of intention to seek promotion.
 3. submit to the Department Chairperson by June 30 a list of at least five peers who may be asked to evaluate the candidate's scholarly achievement. The candidate should submit a brief summary and/or CV for each potential reviewer relating their credentials and expertise relative to the candidate's research, teaching, or service. In addition the candidate should indicate any prior or current relationships with the proposed reviewers.
 4. submit to the Department Chairperson by June 30 a list of former undergraduate and graduate students, postdoctoral, and research associates, and advisees who can evaluate the candidate's effectiveness in teaching and/or advising.
 5. prepare and submit to the Department Chairperson by July 31 materials to be sent to external peer reviewers.
 6. prepare a dossier according to Section VI.
 7. submit a dossier to the Department Chairperson by September 1.

II. Evaluation Procedures

A. Evaluation Categories

Revised 11/99

1. Teaching and Advisement

a. Classroom Teaching

- effectiveness in formal classroom situations - ability to communicate ideas and concepts, manner and style of lecture presentation, use of audio visual aids, etc.
- effectiveness in informal situations - ability to motivate and stimulate students and to develop creative learning experiences outside of the formal classroom atmosphere.
- resourcefulness - ability to convey subject matter in an interesting and informative manner; ability to formulate concise teaching objectives and to translate course material into language that is relevant to the ambitions, goals and objectives of the students enrolled.
- influence on students - ability to prepare students for educational advancement in higher level courses, professional or graduate school or in post-graduate employment.
- improvement of teaching and communication skills - ability to show progress and improvement in course content, as well as teaching and communication skills.
- evaluations by students.

b. Student-Faculty Interactions

- advisement of students
- assistance in career development of students
- furtherance of accomplishments of undergraduates outside of the formal classroom setting
- advisement of student organizations
- student-faculty rapport
- evaluations by students

Revised 11/99

c. Outreach and Extension Teaching Responsibilities When Part of Job Description

- effectiveness in classroom and workshop situations--ability to communicate ideas and concepts.
- resourcefulness in conveying subject matter in a concise manner relevant to the goals and objectives of the clientele.
- improvement of teaching and communication skills, ability to stimulate and develop creative learning experiences, ability to formulate concise teaching objectives.
- influence on clientele and constituency.
- evaluations by students and appropriate clientele.
- effectiveness in classroom and workshop situations, evaluations by students and clientele.
- has competence in his/her subject matter area, exhibits knowledge of current state of thought, practice, methods, alternatives.
- ability to translate research-based information into language that is relevant to the ambitions, goals, and objectives of the audience, integrates research into materials and programs.
- ability to determine applicability of knowledge to solve problems in diverse educational settings.
- ability to deal with people from diverse educational, social and cultural backgrounds.

2. Scholarship

- a. Research -- criteria within this section may be used to evaluate scholarly activity generated by teaching as well as by scientific research efforts.
- publications (published and accepted manuscripts)
 - scientific journals
 - status of journal in its field, impact factor

Revised 11/99

- ability to obtain financial support
 - extramural funding including industry
- impact on "constituency"
- evaluation by peers at national level
- quality of materials and programs, showing judicious adaptation of materials in the National Cooperative Extension System or development of original materials when appropriate
- appropriateness of materials for intended audience, creativeness of materials and programs
- relevance to the needs of Extension
- contributions to County and State plan of work
- documentation of impacts as related to issues identified in plan of work

c. Professional Status and Continuing Professional Development

- professional status - evidence for the status of the candidate within his/her professional field as indicated by membership and offices in professional societies, professional honors, etc.
- continuing professional development - evidence that candidate is continuing to improve his/her status in his/her professional field

3. Service

a. Contractual

- effectiveness within the local and national educational programs
- effectiveness in performing other contractually assigned

Revised 11/99

professional service

b. Non-contractual

- contributions to Department, College and University in addition to the regular teaching, research and extension assignments. These may include administrative, committee, senate assignments or contributions further removed from the structured activities of the University.
- contributions to the agricultural and other industry sectors
- contributions to community programs
- contributions to national and international programs
- contributions to state and local governments

B. Rating System

The candidate's performance will be evaluated in the following terms:

Excellent: Achieves at a level that is recognized as well above the requirements* for his/her assigned duties and makes significant contributions to the Departmental goals.

Very Good: Achieves at a level that is above the average requirements for his/her assigned duties, makes significant contributions to the Departmental goals.

Good: Achieves at a level above the minimum requirements for his/her assigned duties.

Satisfactory: Meets the minimum requirements of his/her assigned duties.

Unsatisfactory: Fails to meet the minimum requirements of his/her assignments.

*Requirements. The specific condition of employment to teach, conduct research or other assigned duties. All faculty, irrespective of assigned duties, must demonstrate or have potential for high achievement in scholarship.

Revised 11/99

C. Appeal Process

A candidate who receives a negative decision from the Department Committee and/or Department Chairperson may withdraw his/her dossier, submit the dossier to the next level for consideration, or request a meeting with the Department Committee and/or Department Chairperson to consider additional evidence which the candidate may add to the dossier to clarify or enhance it. The meeting must be requested within 5 working days from the time the candidate is informed of a negative recommendation. The Committee and/or Department Chairperson shall meet with the candidate within 5 working days of the request and must render its final recommendation within two working days thereafter. The final recommendation must be in writing including the vote, and will be transmitted to the candidate and added to the dossier following the initial recommendation.

III. Minimum Requirements for Promotion to Assistant Professor

The candidate must have earned the Ph.D., D.V.M., V.M.D., M.D., or D.Sc. degree. The primary requirement is the demonstrated ability and desire to achieve excellence in scholarship and teaching and to make positive contributions in these areas as well as in service. At this rank, past achievements are not as important as evidence of future growth and accomplishment.

IV. Minimum Requirements for Promotion to Associate Professor with Tenure

- A. The candidate must have attained the following minimum ratings for the criteria indicated. Major area of responsibility is defined on the basis of contractual time allocation.

CATEGORIES

MINIMUM RATINGS

1. Teaching
2. Scholarship
3. Service

Excellent in area of major responsibility and a Very Good and Good in the remaining two categories.

V. Minimum Requirements for Promotion to Professor

- A. The candidate must have attained the following minimum ratings for the categories indicated.

Revised 11/99

CATEGORIES

1. Teaching
2. Scholarship
3. Service

MINIMUM RATINGS

Excellent in area of major responsibility, Very Good in secondary area and Good in the remaining category.

VI. Organization of Dossier

All dossiers should be organized under the following headings in this order:

A. Preliminary Matter

1. A table of contents
2. Application for promotion form
3. A copy of the Department's promotion and tenure criteria
4. A curriculum vitae
5. The Department Committee's recommendation
6. The Chairperson's recommendation
7. College Committee's recommendation or endorsement
8. Dean or Director's recommendation or endorsement
9. University Committee's recommendation
10. Copies of letters of evaluation from peer reviewers together with supporting material (see below)
11. Candidate's statement (optional)

B. Evidential Materials

1. Teaching

Teaching is an extremely important factor in promotion decisions and one must incorporate into the dossier several kinds of evidence. The possibilities include:

- a. Peer evaluations that attest to the candidate's pedagogical competence, knowledge of the subject matter, organization and preparation, ability to stimulate intellectual curiosity and willingness to work, innovative capacity and the like. Faculty with extension appointments may provide a list of clientele (including extension agents, volunteers, and program participants) from whom to solicit evaluation information.
- b. Self evaluation of teaching performance.

Revised 11/99

- c. Student evaluations, properly tabulated and summarized, with means, standard deviations, and the rate of return for each question. The procedures used in administering the evaluations should also be described. Where available, comparable departmental evaluations and past measures of the candidate's performance should be provided.¹
- d. Verbatim copies of student/client comments from student evaluations
- e. Testimonials from a random selection of former and current undergraduate and graduate students/clients. The procedures for drawing the sample should be clearly described.
- f. Other types of evidential material may include student/client performance in later courses and other long-term follow up of students.

3. Scholarship

The main types of evidence of scholarly attainment include:

a. Solicited Peer Evaluations

Solicited peer evaluations are always required for promotion. The candidate's dossier should include outside peer reviews, written by individuals with established reputations in the candidate's field. These statements should analyze and evaluate critically the candidate's work and accomplishments and compare them to others in the field who are at a comparable level. They should also comment on the candidate's potential for future development.

Since peer and student evaluations are such an important indicator of a person's achievements, they should be included in the preliminary matter of the dossier where they are easily accessible. Furthermore, the solicitation of these evaluations must follow certain guidelines.

¹*NOTE: Student evaluations should be used only in conjunction with other indicators and only to measure teaching competence, not popularity. Also, the type and size of courses should be taken into account.

- (1) A candidate may submit a list of potential reviewers, but the department committee should suggest additional names. Although the candidate must be informed of all potential reviewers and have an opportunity to comment on them, she/he does not make the selection; the Department Promotion and Tenure Committee does.
- (2) If a person jointly authors an article, it must be known what the individual contributions of each contributor are to the finished work. Where authors are listed alphabetically or an individual is the junior author on a number of joint publications, it is important that the individual's contributions to each scholarly publication be assessed. Reviewers must be able to determine whether an individual can execute research in his or her own right.

b. Unsolicited Peer Evaluations

There are other kinds of information that can be interpreted as peer evaluations, although not of the same kind as derived through solicitation. This material, which should also be included in the dossier since it too describes the candidate's accomplishments, includes among others: 1) articles citing the individual's work and the reasons for its importance; 2) reviews of books, particularly when the reviews are in depth; 3) reprinting of articles or parts of books in collections of distinguished contributions to a subject, and so forth; 4) use or adoption of work by other Extension systems including counties and states; 5) reprinting or use of Extension publications or articles by other states.

c. Other Measures of Scholarly Activity

Consistent with the land grant philosophy some members of the faculty of the Department of Animal and Food Sciences have noncontractual research and service responsibilities to the agricultural community represented by the area of their professional expertise. The Promotion and Tenure Committee should recognize this performance as additional evidence of scholarly activity.

d. Professional Activity Prior to University Employment

Scholarly productivity for promotion to the rank of associate

Revised 11/99

professor generally cannot be based on work completed prior to arrival at the University of Delaware. Prior research was one of the reasons for initial employment; promotion, on the other hand, must consider evidence of scholarship accomplished after employment at the University of Delaware.

This requirement does not mean that publications based on prior work should be totally ignored. Rather, the candidate must offer clear evidence of substantial scholarly achievement made after employment.

Like research, any prior teaching or service plays its role in the hiring contract, the level of monies involved, and the responsibilities attached to it. Prior activity plays little or no role in the promotion except to form a meaningful context against which later development and accomplishments can be judged. The point is simply that there must be evidence of continuing productivity.

e. Prestigious Grants

The acquisition of prestigious research, program development or other grants is obviously a testimony to a person's competence and reputation and should be described in the dossiers.

f. Unpublished Material

Unpublished material may in some circumstances be an important indicator of a candidate's competence and achievements. Its evaluation, however, must be especially thoughtful. In particular, if it is to be a formal part of the dossier, it should be sent to outside reviewers for a critical assessment of its merits. The comments are meant to apply to unpublished manuscripts as well as so-called "in house" publications such as research reports that are not subject to an external review process.

3. Service

Apart from contractually assigned service responsibilities, service includes innumerable types of activities rendered for the benefit of the department, college, university, community, profession or nation. Willingness to undertake such work and competence in performing it are taken into account in the promotion process.

Revised 11/99

Evaluating service, however, is difficult. The Promotion and Tenure Committee needs to know when there has been an outstanding level of service that has taken appreciable effort, service that has been done in some way that can be noted as excellent. Other than that, the main concern is that a person has fulfilled his or her service commitment under the criteria of the Department and that the Department is satisfied. Administrative responsibilities can be considered as part of the service component, but they may not be used as a substitute for accomplishment in a scholarly discipline.

Some members of the faculty of the Department of Animal and Food Sciences have Cooperative Extension or similar contractual assignments as part of their responsibilities, assignments which involve a direct commitment to serving the community within the area of their professional expertise. Under these conditions the Promotion and Tenure Committee should give more weight to the service aspect of the candidate's performance than it would in the case of a candidate without a contractual service assignment.

APPENDIX

Suggestions for Supporting Materials

In order to assist the candidate in the preparation of his dossier, examples of the kind of evidence suitable for submission for performance evaluation are given below. This list is by no means exhaustive and may be less applicable to one candidate than to another, so that the individual may wish to supplement or modify it to suit his/her circumstance.

1. Teaching and Advisement
 - a. Formal Classroom Situations
 - - student evaluations
 - peer evaluations
 - trend in class size
 - number (%) of non-majors taking course

 - resourcefulness
 - formalization of teaching objectives
 - new course development
 - course syllabus
 - indications that current developments in the field are included in course revisions
 - lecture outline
 - utilization of available audio-visual aids
 - development of audio-visual aids to meet specific course objectives
 - evaluation by students and peers

 - influence on students
 - performance of students in higher level courses
 - performance of graduates in professional or graduate school
 - performance of graduates in jobs and professional employment
 - non-majors taking introductory courses stimulated to further study in the subject matter area
 - evaluations and feedback from:
 - instructors in higher level courses
 - junior and senior students
 - graduates in professional and graduate school

Revised 11/99

- advisors and supervisors of graduates
- recent and past graduates
- improvement of teaching and communication skills
 - attendance at workshops and scientific meetings
 - submission and acceptance of teaching improvement proposals
 - participation in Instructional Resources services/CTE workshops
 - utilization of teaching materials
 - preparation of supplemental material for student use in courses
 - up-grading and up-dating of course syllabi
- informal situations
 - contribution to Departmental Senior and Graduate Seminar
 - guidance of special problems
 - involvement in laboratory portions of courses
 - arrangement of field trips
 - availability for study-help sessions
- b. Student-Faculty Interaction
 - advisement of students
 - meets regularly with assigned advisees
 - willingly accepts new advisees
 - provides encouragement and council to advisees throughout their academic career
 - shows interest and concern for personal as well as academic interests of advisees
 - assistance in the career development of students
 - writes letters of recommendation for students when requested
 - actively seeks out information on job opportunities for students and makes information available
 - furtherance of accomplishments of undergraduates outside of the formal classroom setting
 - sponsorship of undergraduate research projects
 - sponsorship of Degree with Distinction students
 - cooperation in various high school student participation programs

Revised 11/99

- advisement in student organizations
- c. Cooperative Extension/Outreach or similar contractual professional responsibilities when part of job description
- conduct educational programs for staff and clientele
- write newsletter articles
- mass media educational efforts
- facilitating educational client - interaction -- telephone inquiries, one-on-one interaction, demonstrations, tours, etc.
- supervising intern/extern and field experiences for students
- training volunteers
- writing program handouts

2. Scholarship

a. Research

- publications
 - a list of published work including patents and manuscripts which are accepted but not yet published
 - copies of publications
- preliminary or unpublished research
 - a list of papers presented at meetings
 - abstracts of papers presented
 - description of work in progress
 - direction of future research
- ability to obtain financial support
 - a list of outside grants
 - projects supported by Experiment Station funds
 - University of Delaware support

Revised 11/99

- quality of research effort
 - description of research by candidate
 - names of workers in the field to whom the Committee may write for evaluation of the candidate's work
- justification of research. Supporting evidence indicating that the candidate's work:
 - constitutes an identifiable area of research
 - has the potential for identifying the Department with a unique expertise
 - is related to Departmental, College, and University goals
 - has promise of useful findings
 - possesses teaching value
- b. Cooperative Extension/Outreach or similar contractual professional responsibilities when part of job description
- publications
 - a list of publications
 - copies of publications
- ability to obtain financial support
- professional growth and improvement
 - communication with students and research workers
 - attendance at seminars
 - attendance at national and regional technical meetings
- participation of leadership and contribution to the improvement of these programs
- development or adaptation of education materials (lesson plans, videos, computer programs, etc.)
- creation of Extension publications
- development of innovative programs
- evaluation of program impacts

Revised 11/99

- completion of applied, demonstration, methodological, and evaluation research
 - scholarly presentations at regional and national professional society meetings or industry and business conferences.
- c. Professional Status and Continuing Professional Development
- professional status
 - active membership in professional and learned societies related to area of specialization
 - professional honors and awards
 - consultations on problems in areas of specialization
 - elected offices in department, college, university, state and national organizations
 - membership on boards or commissions
 - editorial responsibilities
 - continuing professional development
 - attendance and participation at professional meetings and seminars
 - work toward advanced degree or post-doctoral training
 - special training and continuing education courses
3. Service
- a. Contractual
- effectiveness within state and county programs - evidence that the candidate:
 - has developed leadership in groups with which he/she works
 - has competence in his/her subject matter area
 - delivers information effectively
 - uses available media
 - integrates extension and research work
 - establishes liaisons between researchers and the public
 - implements mandated USDA programs
 - establishes liaison between research staff and public
 - implements mandated USDA programs
 - uses out-of-state material when appropriate

Revised 11/99

b. Non-contractual

- service on Departmental, College and University committees
- service on Faculty Senate
- effective supervision of Departmental or College animals and facilities
- participation in Department-, College-, and University-sponsored functions (e.g. seminar, Career Day)
- participation in recruitment of students
- evidence of participation in development and implementation of new and innovative programs
- participation in community activities
- teaching, research, or service activities in international programs
- contributions to state and local governments
- contributions to agricultural and other industry sectors