

# **GUIDELINES FOR OPERATION**

*Department of Agricultural Leadership,  
Education and Communication*

**Institute of Agriculture and Natural Resources  
University of Nebraska–Lincoln**

*Adopted by AgLEC Faculty on April 26, 1996*

*Updated April 28, 2000*

*Updated April 19, 2002*

*Updated November 17, 2006*

*Updated December 14, 2007*

# CONTENTS

FOREWORD.....	1
VISION AND MISSION STATEMENT. ....	1
MEMBERSHIP. ....	1
ROLES and RESPONSIBILITIES IN DEPARTMENTAL GOVERNANCE. ....	1
FACULTY POLICIES.....	2
Faculty Appointments. ....	2
Reappointments or Renewals.....	2
ACADEMIC AND STUDENT POLICIES.....	2
FISCAL MATTERS. ....	2
Budgets. ....	2
Reimbursement/Release Time for Professional Growth. ....	2
Salary Increases/Merit Raises. ....	2
Administration of Grants and Contracts. ....	2
EVALUATION OF PERFORMANCE.....	2
COMMITTEE GUIDELINES AND RESPONSIBILITIES. ....	3
UNDERGRADUATE CURRICULUM COMMITTEE. ....	3
Teacher Certification. ....	4
Intern Review.....	4
GRADUATE EDUCATION AND FACULTY RESEARCH COMMITTEE. ....	4
PROMOTION AND TENURE COMMITTEE.....	5
OTHER COMMITTEES, TASK FORCES, CLUBS. ....	5
OUTREACH COMMITTEE.....	5
OTHER POLICIES AND PROCEDURES.....	5
RESEARCH AND SCHOLARLY ACTIVITY. ....	5
OFFICE ASSIGNMENTS.....	6
APPENDICES	
A. Research and Scholarly Activity in the Department of Agricultural Leadership, Education and Communication. ....	7
B. Performance Expectations. ....	9

## **FOREWORD\***

Numerous changes have occurred in the years since the Department of Agricultural Leadership, Education and Communication (AgLEC) was formed by merging the Department of Agricultural Education and the Department of Agricultural Communication in 1992. The interdisciplinary nature of the department continues to reach across leadership, education and communication, while distance education has become part of the curriculum as well as a mode of delivery.

The intent of these guidelines is to facilitate the complex tasks of serving our students and other clients in offering undergraduate and graduate curricula, conducting research and scholarly activity, and engaging in outreach projects and activities. These guidelines, based on departmental actions, give direction for effective decision-making and functioning.

They are written to be consistent with the policies of the Agricultural Research Division (ARD), College of Agricultural Sciences and Natural Resources (CASNR), the Cooperative Extension Division (CED), the Institute of Agriculture and Natural Resources (IANR), and the *Bylaws* of the Board of Regents of the University of Nebraska.

*\*Original version 1996; updated April 19, 2002 and April 28, 2000; revision based on faculty actions 1997, 1998, 1999, 2002, 2006, 2007.*

## **VISION AND MISSION STATEMENT**

The AgLEC Department serves clients of IANR, especially those involved in agriculture, natural resources, the environment, and youth and community development. Our particular vision and mission are as follows:

Our vision –  
*Excellence in serving the needs of agriculture and natural resources in leadership, education and communication*

Adopted October 15, 1999

Our mission –  
*We foster human capacity in leadership, education and communication through innovative teaching,*

*research, and outreach. We prepare effective teachers and leaders and create new knowledge to meet the needs of individuals and communities.*

Adopted October 15, 1999

## **MEMBERSHIP**

The membership of AgLEC shall consist of (a) all persons holding the rank of instructor, assistant professor, associate professor, professor, assistant professor of practice, associate professor of practice or professor of practice and occupying funded positions in AgLEC; (b) all faculty holding tenure homes in AgLEC and who are budgeted in other units; (c) all persons holding courtesy, adjunct, or visiting faculty appointments in AgLEC; (d) all AgLEC project associates and graduate assistants; and (e) all AgLEC office/service personnel.

The *voting* membership of the AgLEC faculty shall consist of every person with the rank of assistant professor, associate professor, professor, assistant professor of practice, associate professor of practice, professor of practice, occupying a full-time funded position in IANR, and holding a minimum 25 percent budgeted appointment in the AgLEC Department. Other categories of faculty and staff shall have full discussion privileges, except in making and seconding motions.

Meetings of the faculty are held on a regular basis. These are normally scheduled once a month during the academic year, with a time, place, and date determined each semester. Special meetings may be called by the department head or by 33 percent of the voting faculty. In addition, special meetings, seminars, and retreats may be scheduled as needs arise. Non-voting faculty and graduate students are invited to participate in faculty meetings and activities as appropriate and as time allows.

## **ROLES & RESPONSIBILITIES IN DEPARTMENTAL GOVERNANCE**

The department head will provide leadership for all departmental faculty and programs. The head also has administrative responsibility for the management of department personnel, budgets, facilities, and equipment to meet program objectives. It is also the head's responsibility to ensure that all programs of AgLEC are administered according to the

University's Affirmative Action/Equal Opportunity/Diversity Programs.

The head is the presiding officer of the department. He/she reports to the Dean of Cooperative Extension, the Dean of Agricultural Research, the Dean of CASNR, and the Vice Chancellor of IANR. Based upon due consultation with departmental faculty, the head will make recommendations to the dean and the faculty of the college concerning the welfare of the department or its relationship to other departments.

The department head and faculty will work together as described to make decisions concerning issues of departmental governance and operation in the following areas:

### **FACULTY POLICIES**

*Faculty Appointments.* The department head will facilitate the creation of job descriptions and will consult with appropriate staff in identifying candidates for part-time or full-time positions. The faculty will participate in interviews of candidates and will make recommendations to the head; however, the ultimate decision to offer a position to a candidate will be made by the department head.

*Reappointments or Renewals.* The department head may consult the Promotion and Tenure Committee when reappointing faculty.

### **ACADEMIC AND STUDENT POLICIES**

The department head and faculty representatives will collaborate on student matters. Changes in academic programs will be put to a faculty vote.

### **FISCAL MATTERS**

*Budgets.* The department head will consult with faculty when formulating personnel and equipment needs and additional operating expense requests. The head will provide periodic budget updates throughout the fiscal year.

*Reimbursement/Release Time for Professional Growth.* In determining reimbursement and release time for professional growth activities, the department head will consult with faculty about the amount of support the department should provide the faculty. The head will consult and reach joint

agreement with individual faculty members as they plan individual professional growth plans.

*Salary Increases/Merit Raises.* The head will recommend salary increases and merit raises based, in part, on input from the department's Promotion and Tenure Committee.

*Administration of Grants and Contracts.* The project director(s) is responsible for administration of the project budget. The department head will consult with the faculty as appropriate regarding expenditure of faculty salary savings and indirect costs that arise from grants and contracts.

### **EVALUATION OF PERFORMANCE**

*ARFAs.* The AgLEC Department follows the annual evaluation process outlined in the current IANR guidelines for evaluation of faculty. After faculty submit an ARFA, the department head reviews the material and prepares a draft evaluation using the standard IANR form. Each faculty member has the opportunity to meet with the department head to discuss and sign the evaluation and add comments if desired. Following the discussion, the evaluation may be revised and then submitted with accompanying materials to the IANR administration. After the IANR discussion, the department head and individual faculty member meet for a full performance evaluation. The individual faculty member again signs the evaluation form and may add comments.

*Untenured, tenure-line faculty.* AgLEC's P&T Committee will peer review ARFAs annually through the sixth year for the untenured, tenure-line faculty to assess their progress toward obtaining tenure. This process will be concurrent with the department head's review of the ARFA for the annual performance evaluation. The committee will give the faculty member feedback about progress toward tenure and, if appropriate, suggestions for improvement. This feedback will be shared with the department head after the annual performance evaluation occurs.

*Tenured but not fully promoted faculty.* AgLEC's P&T Committee will peer review ARFAs for the tenured but not fully promoted faculty to assess progress on continual growth in their position. This will be done at least once every three years. This process will be concurrent with the department

head's review of the ARFA for the yearly evaluation. The committee will give the faculty member feedback about progress toward promotion. This feedback will be shared with the department head after annual performance evaluation occurs.

*Post-Tenure Review.* AgLEC will follow the policy as set forth by the University of Nebraska and IANR for Post-Tenure Review. The need for post-tenure review is mandated, according to university policy, whenever a faculty member who has held tenure for three or more years has a "substantial and chronic deficiency." In AgLEC "substantial and chronic deficiency" is defined as three years of any combination of "B" or "U" on the "overall evaluation" scale (as found on the current IANR annual Academic Performance Evaluation). After two years of B and/or U ratings, the unit administrator (AgLEC department head) notifies the faculty member in a written evaluation that "if the faculty member does not make substantial, acceptable progress toward remedying the deficiency by the next annual evaluation, a post-tenure review will be initiated" (UNL Post-Tenure Review Policy).

*Managerial/professional staff and office/service personnel.* Established IANR procedures are also followed for the performance evaluations of office/service personnel and managerial/professional staff. The same process of dialogue between the staff member and supervisor is followed in preparing the evaluations for submission to IANR administration.

*Department Head.* The department head is evaluated by faculty and by office/service personnel following standard IANR procedures under direction of the Chair of the Promotion and Tenure Committee. After faculty and office/service personnel evaluations of the department head are separately compiled, the department head meets with the Promotion and Tenure Committee to discuss the evaluation from faculty and office/service personnel, and any advice concerning improvement.

## **COMMITTEE GUIDELINES AND RESPONSIBILITIES**

Committees are established by department head and faculty action. Standing committees are established to carry out the mission and the long and short term

goals of the department. Task Forces are appointed and/or elected to address specific issues or provide leadership for new directions, empowered for a year or more, with renewal possible. Ad hoc committees are most limited in scope and complete work in a short or specified term.

All voting AgLEC faculty are expected to have one or more committee assignments during the academic year, with memberships being distributed among all departmental faculty and staff as appropriate. Faculty who have their tenure home in AgLEC, contract, courtesy, adjunct faculty, and others, as faculty deem appropriate, may be invited to serve on committees. All committee members will have voting privileges within the committee on which they serve.

Membership on *standing* committees is determined annually by a vote of the faculty at the fall faculty meeting or retreat. To ensure a fair and equitable distribution of assignments, an ad hoc nominating committee, appointed by the department head, will solicit the faculty for preferences and prepare a slate prior to the fall meeting. Committee size may vary, but there should be no fewer than three members on each committee. A committee rotation system to allow for both continuity and new perspectives is recommended. After standing committees have been elected, they will meet regularly and report their activities at the monthly faculty meetings as appropriate. The standing committees are described below.

### **STANDING COMMITTEES**

#### **UNDERGRADUATE CURRICULUM COMMITTEE**

*Description.* The Undergraduate Curriculum Committee promotes integration of study and excellence in the undergraduate curriculum of AgLEC, including programs of study in teacher education, leadership, communication, and agricultural journalism.

*Responsibilities.*

- Oversees the undergraduate curriculum of AgLEC
- Evaluates, designs, and redesigns individual undergraduate course offerings and programs of study in cooperation with the faculty

- Refers approved courses to CASNR and University Curriculum and Academic Planning committees, as appropriate
- Recommends deletion of courses and programs no longer viable
- Leads AgLEC in exploration of new disciplinary and interdisciplinary programs of study, including cooperation with the College of Journalism and Mass Communication, Communication Studies, Natural Resources, and Communication and Information Technology
- Oversees Teacher Certification Subcommittee\*
- Oversees Intern Review\*\*

*Membership/Selection.* The Undergraduate Curriculum Committee consists of five members elected through the departmental nominating and election process. Membership should represent areas of leadership, teacher education, and communication. No more than three members should rotate off each year.

#### **\*Teacher Certification Subcommittee**

*Description.* The Teacher Certification Subcommittee, which functions under the Undergraduate Curriculum Committee, coordinates all phases of the undergraduate teacher education and certification program.

*Responsibilities.* Design the teacher preparation course of study so that students will meet certification requirements of the Nebraska Department of Education

- Select centers for student teaching
- Supervise placement of student teachers
- Make recommendations for certification

*Membership/Selection.* Membership includes any AgLEC faculty members involved in teaching undergraduate teacher preparation courses.

#### **\*\*Intern Review Subcommittee**

*Description.* The Intern Review Committee reviews the applications of potential interns.

*Responsibilities*

- Approve the intern sites

- When appropriate, review intern policies as outlined in the *Intern Handbook* or the planned training program

*Membership/Selection.* Membership includes any AgLEC faculty members involved in teaching undergraduate leadership courses.

### **GRADUATE EDUCATION AND FACULTY RESEARCH COMMITTEE**

*Description.* The Graduate Education and Faculty Research Committee (1) oversees all matters related to admission, advising, evaluation, and recommendation for degree for all graduate students in AgLEC and affiliated programs of study; (2) oversees graduate departmental and affiliated programs, including areas of emphasis and specializations, and the doctoral area of emphasis; (3) fosters and encourages faculty scholarship and research.

*Responsibilities.*

- Reviews credentials of candidates for graduate study; makes recommendation for admission (full standing, provisional basis, or no admittance) to Graduate College; and assigns advisors and graduate assistantships.
- Maintains, updates, develops, and evaluates graduate curricula and programs of study. Approves proposals for new courses; recommends frequency for teaching courses; expands and monitors graduate offerings via distance.
- Facilitates research seminars, team research, and internal peer review process for research proposals and other scholarly projects (See Appendix A).

*Membership/Selection.* Qualifications of members are consistent with NU Graduate College policies; membership is limited to faculty designated as fellows or members of the graduate faculty; the committee must have at least three faculty of fellow status. This Committee has determined that membership should consist of no more than four fellows and two other members of the graduate faculty who are elected by the graduate committee to two-year renewable terms, in the spring, with terms beginning July 1.

## **PROMOTION AND TENURE COMMITTEE**

*Description.* The Promotion and Tenure Committee follows University and IANR guidelines on evaluation of faculty seeking tenure or promotion, and makes recommendations to the department head. The P&T Committee may also be called upon to conduct other tasks relating to faculty work, such as nominating untenured, tenure-line and tenured but not fully promoted faculty for recognition and rewards.

### *Responsibilities.*

- Coordinates the promotion and tenure process in AgLEC in accordance with University of Nebraska and IANR policies (see *IANR Guidelines for the Evaluation of Faculty: Annual Evaluation, Promotion, Tenure, and Reappointment*, September 1996, Sections III, IV, & V).
- Reviews Annual Reports of Faculty Activities (ARFA) for untenured, tenure-line faculty annually through their sixth year and provides feedback to the faculty member and the department head.
- Reviews Annual Reports of Faculty Activities (ARFA) for tenured but not fully promoted faculty at least once every three years and provides feedback to the faculty member and the department head.
- Review portfolios of faculty requesting promotion or tenure and make written recommendations to the department head.
- Coordinates annual evaluation of department head.
- Review vita of persons requesting courtesy appointments and make recommendations to the department head.
- In consultation with department head and faculty, nominates appropriate untenured, tenure-line and tenured but not fully promoted AgLEC faculty for awards.

*Membership/Selection.* Three or more committee members are elected annually from the eligible voting faculty, except in the event where committee members of qualifying rank cannot be attained from the voting membership, members of qualifying rank can be selected by the chair of the committee and department head from faculty that have their tenure home in the department. Qualifications of membership are consistent with University of

Nebraska policies and procedures for granting promotion and tenure.

## **OTHER COMMITTEES, TASK FORCES, CLUBS**

The faculty or department head may appoint other temporary or ad hoc committees as the need arises. Social functions are also planned by ad hoc action by faculty, staff, and graduate students invited by department head or faculty action to serve as the need arises. The department also encourages and supports student groups such as the Ag Ed Club, Ag Communicators of Tomorrow, and the Graduate Student Association.

## **OUTREACH COMMITTEE**

*Description.* The Outreach Committee provides leadership in expanding and strengthening outreach programs and service to external clients. The agenda is set according to current AgLEC Action Plans. Chair and members, elected by the faculty, will consist of those in the department with extension appointments or otherwise engaged in departmental outreach.

## **OTHER POLICIES AND PROCEDURES**

### **RESEARCH AND SCHOLARLY ACTIVITY**

Regardless of appointment, each tenure-line faculty member should have at least one research or scholarly project or investigation and one peer reviewed presentation or publication annually. Quality is judged by undergoing peer review including internal evaluation of a research or scholarly proposal or article, and/or undergoing an external peer review process for presentation and publication. The Graduate Education and Faculty Research Committee has general oversight of the departmental directions and procedures regarding scholarly work. (See further description in Appendix A.)

**OFFICE ASSIGNMENTS**

As new office space becomes available or administrative adjustments are required, new office selection will be based on a rank and tenure-based system. First priority will go to full-time faculty holding the rank of professor, with order of preference being based upon years in that rank. Second priority will go to those holding the rank of

associate professor, with order of preference going to those tenured, based upon years since tenure was granted; followed by non-tenured associate professors based upon years in that rank. Third priority will go to those holding the rank of assistant professor, with order of preference being based upon years in that rank. Fourth priority will go to instructors based upon years of service in that rank.

## **APPENDIX A**

# **RESEARCH AND SCHOLARLY ACTIVITY IN THE DEPARTMENT OF AGRICULTURAL LEADERSHIP, EDUCATION AND COMMUNICATION**

## **Research and Scholarly Activity in the Department of Agricultural Leadership, Education and Communication**

In AgLEC we seek excellence in both the dissemination and creation of knowledge. We recognize that research and scholarly activity can take many forms and we encourage innovation and exploration of new forms. We particularly encourage collaborative efforts and offer recognition to each named author/creator in every project. Although we recognize that there may be considerable overlap between teaching and R & SA, in general, research and scholarly activity:

1. creates or affirms knowledge.
2. is peer reviewed by fellow scholars.
3. is knowledge disseminated beyond the classroom or similar forum in a way that will have an impact on our field.
4. is permanently archived so as to be accessible by other scholars and practitioners. Journals or other publications maintained in libraries, the ERIC or other archived/accessible electronic data bases, and published conference proceedings are among the many ways in which this can be accomplished.

Guided by the Board of Regents Policy statement on the Relationship of Teaching, Research and Service at the University of Nebraska, and inspired by the work of Ernest Boyer, R & SA in AgLEC may take several forms.

- ◆ **DISCOVERY** or basic research reported in peer reviewed forums. An example would be an experiment on the nature of learning reported in a traditional peer reviewed academic journal.
- ◆ **INTEGRATION** or the bringing together of disparate facts or findings from many sources or disciplines, and bringing them together with a new perspective. An example would be the application of group dynamic theory to your use of learning groups in the classroom, presented at a peer reviewed conference of teachers and entered into the Educational Resources Information Center (ERIC).
- ◆ **APPLICATION** or the linking of expertise to practical problems. An example would be a report on a workshop on communication skills you gave to the members of a Commodity Board. You prepare a manuscript reporting on the results, submit it to a group of external peers for comments – their suggestions considered in your final revision, and then published in a commodity trade magazine.
- ◆ **TEACHING** or the process of actively seeking and imparting of knowledge, and making that meaningful and of consequence to other persons. An example would be a report on the use of the Internet or multi-media in the classroom, sent to a group of external experts in the field – their comments considered in revisions, and then reported in the popular press. Another example would be the joint publication of the research from a Master’s Thesis or Doctoral Dissertation.

The examples are for purposes of illustration only; R & SA can take the form of creation or affirmation of new knowledge for its own sake, or it can be highly applied and interrelated with a faculty member’s teaching or outreach. The key is that it be disseminated to have an impact! The traditional “gold standard” for academic researchers has been the peer reviewed journal article. We encourage the use of, but absolutely do not limit, the recognition of AgLEC R & SA to those forums. If you feel that the greatest impact for your work is not in a peer reviewed forum, but in trade magazines or the popular press, that is fine. We encourage you to choose the forum of output in terms of potential impact, but that, following in the traditions of scholarship, you submit your work to the scrutiny of appropriate colleagues and consider their suggestions. One of the key roles of the Graduate Education and Faculty Research Committee is to assist faculty in that process.

**APPENDIX B**

**STATEMENT OF  
PERFORMANCE EXPECTATIONS**

## Statement of Performance Expectations\*

### Department of Agricultural Leadership, Education and Communication

#### *Introduction*

In order to achieve excellence in performance, the Department of Agricultural Leadership, Education and Communication (AgLEC) recognizes that its faculty members need time and support for professional development – to grow, change, pursue new interests, and be renewed – throughout the academic career. Tenure-track and tenured faculty members are urged to make regular use of resources provided by the university and IANR, such as funds from various on-campus sources (e.g., research funds, special grants); programs and consultation offered by the Teaching and Learning Center and OPOD; the NUPROF program; faculty development leaves, and the like.

Performance expectations for each faculty member are established within his or her negotiated position description for teaching, research, outreach, or other assignment. Expectations are further defined by stated university, Institute, and departmental mission, goals, and action plans. AgLEC faculty should put forth effort consistent with individual position descriptions, load expectations, IANR/AgLEC goals and action plans. Performance is evaluated annually at the departmental level by the review of an individual's Annual Report of Faculty Accomplishments (ARFA). Individual goals should be stated and reported on each year's ARFA. This policy should not be construed to stifle faculty members' initiative, and individual creativity and risk-taking should be encouraged.

#### *Performance Expectations*

AgLEC will follow the policy as set forth by the University of Nebraska for Post-Tenure Review [to be made consistent with IANR policy]. The need for post-tenure review is mandated, according to university policy, whenever a faculty member who has held tenure for three or more years has a "substantial and chronic deficiency." In AgLEC "substantial and chronic deficiency" is defined as three years of any combination of "B" or "U" on the "overall evaluation" scale (as found on the current IANR annual Academic Performance Evaluation). After two years of B and/or U ratings, the unit administrator (AgLEC department head) notifies the faculty member in a written evaluation that "if the faculty member does not make substantial, acceptable progress toward remedying the deficiency by the next annual evaluation, a post-tenure review will be initiated" (UNL Post-Tenure Review Policy). The following criteria have been set forth as minimal performance standards for satisfactory performance for all tenure-track faculty members regardless of appointment.

1. **Teaching.** Participate in Teaching Portfolio submission, as scheduled (every year for non-tenured; every other year for tenured, frequency based on satisfactory performance), per percentage in teaching, meeting criteria set forth in the Teaching Portfolio Evaluation guidelines and judged satisfactory in peer review. Categories for satisfactory performance include: student evaluations and faculty response; teaching goals and objectives; creative activities in teaching; participation in professional development; course materials; and classroom observations.
2. **Research and Scholarly Activity.** Regardless of appointment, have at least one research/scholarly project or investigation and one peer reviewed presentation or publication annually. Quality is judged by undergoing peer review including internal evaluation of a research or scholarly proposal or article, and/or undergoing an external peer review process for presentation and publication. Scholarly work may occur in any of those forms set forth in the Boyer Model (discovery, integration, application, or teaching) as adopted by the University of Nebraska Board of Regents and as consistent with the individual's appointment.
3. **Outreach.** Participate in at least one significant outreach activity per semester. Significance is determined by: is consistent with departmental goals; involves external clients; requires depth or duration of involvement; and demonstrates satisfactory quality of interaction as judged by client or participant evaluation.
4. Additional or more specific criteria, if any, are set according to percentages of appointment by appropriate peer groups in recognized divisions or assigned units of IANR: CASNR, ARD, CED, or other program.

---

\*Adopted by AgLEC faculty on October 9, 1998.