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Bylaws for Academic Governance
Department of Plant, Soil and Microbial Sciences
Michigan State University

Department Mission

To generate new knowledge and understanding about the biology of plants and plant pathogens, and to understand the role(s) soils, water, and the environment play in the promotion of a sustainable and economically sound agricultural system and ecosystem. To complete our mission, we utilize an integrated approach of research, teaching, extension, and outreach. Diversity, Equity, and Inclusion are important, interdependent components of everyday life and are critical to our pursuit of academic excellence.

Our aim is to foster a culture where every member of PSM feels valued, supported, and inspired to achieve individual and common goals. This includes providing opportunity and access for all people across differences of race, age, color, ethnicity, gender, sexual orientation, gender identity, gender expression, religion, national origin, migratory status, disability/abilities, political affiliation, veteran status, and socioeconomic background.

Department Vision

To use science to promote an equitable, economically, and environmentally sound, sustainable agricultural system and ecosystem in Michigan, the nation, and the world.

Guiding Principles

PSM will maintain an environment where faculty, staff, and students can effectively collaborate to address the goals and mission of the Department and College, through:

- Addressing food, fiber, and land use needs in the face of climate change and rapidly changing technologies.
- Conducting research to address issues of fundamental and applied areas of importance related to 1) the evolution of resistance, 2) invasive species, 3) water availability and quality, and 4) the growing importance of ecosystem services.
- Fostering the development of the next generation of educators, researchers, practitioners, and leaders in plant, soil, and microbial sciences, in the areas of crop science; plant breeding and genetics/genomics/biotechnology; plant pathology; stewardship of soils; and weed science; and broadly, international outreach and education.
- Committing to excellence in extension and outreach through continuous communication and engagement with stakeholders and the community.
- Continuing to grow local, national, and international linkages in research, education, and outreach.
- Valuing, encouraging and prioritizing diversity, equity and inclusion as important goals among faculty, staff, and students.
- Promoting leadership and scholarship across the broader areas of the Departmental mission.

Statement of Purpose

The purpose of these bylaws is to provide structure and procedures for faculty, staff, and student participation in Department matters consistent with purposes and requirements specified in the following documents as appropriately and currently amended and approved by the Academic Council, the Academic Senate and/or the Board of Trustees: (1) Bylaws for Academic Governance, College of Agriculture and Natural Resources; (2) Bylaws for Academic Governance, Michigan State University; (3) Bylaws of the Board of Trustees of Michigan State University; (4) Academic Freedom for Students at Michigan State University; (5) Graduate Student Rights and Responsibilities, Michigan State University; and (6) Faculty Handbook, Michigan State University.

A representative mode of governance has been deemed essential and, to encourage meaningful faculty, staff, and student participation, committees and/or councils frequently have the delegated authority from the Chairperson and/or the responsibility to advise the Department Chairperson.

If, in any matter, specifications or omissions place these Bylaws in conflict with University or College policies, as promulgated in their Bylaws, these latter shall take precedence.

1. Faculty of the Department
 - 1.1 Composition of the Faculty
 - 1.1.1 The tenure-system Faculty shall consist of all persons appointed under the rules of tenure by the Board of Trustees and who hold the rank of University Distinguished Professor, Professor, Associate Professor, Assistant Professor or Instructor in the Department of Plant, Soil and Microbial Sciences.
 - 1.1.2 The Total Faculty shall consist of persons appointed as tenure-system Faculty and persons appointed in Plant, Soil and Microbial Sciences by the Board of Trustees holding the rank of Professor, Associate Professor, Assistant Professor, Instructor, Senior Academic Specialist, or Academic Specialist, but not subject to the rules of tenure and persons having adjunct status.
 - 1.1.3 Visiting, working retirement and Emeritus Faculty shall be Honorary Faculty without voting rights.
 - 1.1.4 Unless specially stated otherwise, the term “Faculty” shall be used to identify Total Faculty.
 - 1.2 Additions to the Faculty
 - 1.2.1 Hiring of new Faculty after approved position description has been posted: a) the Chairperson, in consultation with the Department Advisory Committee, will appoint a search and selection committee, b) applicants will be evaluated by the

search and selection committee, c) the Faculty will have an opportunity to meet with the applicants considered to be most qualified, and d) the Faculty will consider the recommendation of the search and selection committee and vote to make a recommendation for action to the Chairperson.

- 1.2.2 Joint appointments and adjunct appointments to the Faculty of Plant, Soil and Microbial Sciences will be considered for an individual after: a) written support has been received from at least three Faculty members, b) the Faculty have had an opportunity to meet with the individual being recommended, c) the Faculty have voted to make a recommendation to the Chairperson, and d) such appointment(s) has approval from the academic units affected.

1.3 Faculty Voting Rights

- 1.3.1 The recommendation for termination of tenured or tenure-system Faculty, shall be limited to the vote of the tenure-system Faculty (as defined in Section 1.1.1)
- 1.3.2 Recommendations for original appointments to the faculty, whether under the tenure system or not, shall be made to the dean(s) by the Chairperson upon the advice of the Search Committee and the voting faculty.
- 1.3.3 In the event the Chairperson's recommendation to the Dean conflicts with that of the majority of the faculty as indicated by the faculty vote, the Chairperson shall inform the faculty of the conflict at least one week prior to submitting the recommendation. The Search Committee and/or faculty shall then have the option of submitting a separate letter to the Dean explaining why they disagree with the recommendation of the Chairperson. Subject to the limitations outlined in 1.3.1, voting on Departmental matters is a privilege extended to the Faculty and by specific invitation to Honorary Faculty.
- 1.3.4 Voting can be conducted by the use of mail, email, paper, or web-based ballot.

1.4 Rights and Responsibilities of the Faculty

- 1.4.1 The Faculty shall possess and exercise rights and responsibilities as cited in Sections 1.3.1 and 1.3.2 of these Bylaws and in Section 1.1.2 of Bylaws for Academic Governance, Michigan State University.
- 1.4.2 Faculty, except as limited in Section 1.3.1, shall act on decisions of major importance to the Department which come within Faculty responsibility relating to unit government, teaching, research, extension, public service, international programs, and program planning.

1.4.3 In accordance with the MSU Faculty Handbook pertaining to Faculty Rights and Responsibilities, PSM Faculty will exercise their rights responsibly and meet their obligations fully as professionals. Faculty acceptance of their responsibilities to students, colleagues, the scholarly community, and the public explains in great part why society historically has accepted the concept of academic freedom and has afforded its protection through the institution of academic tenure. Thus, it is the responsibility of PSM faculty to conduct assigned teaching, research, and public service duties in a professional manner, keeping with University policy.

1.5 Department Faculty Meetings

- 1.5.1 Meeting of personnel as defined in Sections 1.1.1 and 1.1.2 shall be designated as Faculty meetings. By invitation transmitted through the Department Chairperson or a designee, other persons may attend.
- 1.5.2 Faculty meetings may be called by the Chairperson, the Department Advisory Committee, or by petition presented to the Chairperson by any three members of the Faculty. Faculty meetings shall be held at least once during each of the fall and spring semesters.
- 1.5.3 The Chairperson or the Chairperson's designated representative shall preside at all Faculty meetings.
- 1.5.4 The secretary of the Department Advisory Committee shall serve as secretary of meetings of the Faculty and shall distribute the minutes of each meeting to the Faculty and, when deemed appropriate, to other members of the Department, in particular, students and other special reports of actions taken which affect their interests.
- 1.5.5 A Faculty meeting held during the spring semester of each year shall be designated the Annual Faculty Meeting of the Department. At this meeting reports from committees and other special reports will be received.
- 1.5.6 At least six weeks before each annual meeting, the Department Advisory Committee and the Chairperson shall review activities of the Department for the previous year and determine what reports shall be prepared for the annual meeting. Chairpersons of committees exempt from this responsibility and others may be requested to submit a written report to the Chairperson for possible inclusion in special reports.
- 1.5.7 A proposal which is construed as instituting a change in Departmental policy shall be specified in an agenda distributed.

to the Faculty at least five days in advance of the meeting at which action on the proposal is called for.

- 1.5.8 When action affecting student interests is under consideration, an appropriate committee of students shall be notified in specific detail and be given opportunity to attend or delegate student representatives to Faculty meetings early in the progress of such deliberations.
- 1.5.9 Items may be placed on the agenda of the Department Faculty Meeting by the Chairperson, the Department Advisory Committee, or by petition, transmitted through the Department Chairperson, by three members of the Faculty or by an appropriate committee of students.
- 1.5.10 For the purpose of establishing a quorum the full-time equivalent (FTE) portions of each Faculty member appointed in the Department shall be summed, and a quorum shall consist of a majority of the total FTEs. Action on Department business will be decided by a simple majority vote of eligible voters, present and voting. Each Faculty member, regardless of percent appointment in the department, shall have one vote.
- 1.5.11 Conduct of business at Faculty meeting shall follow Robert's Rules of Order Newly Revised, except as modified by vote of the Faculty.

2. Student Membership and Participation

2.1 Student Constituencies

- 2.1.1 Registered students with a declared major in the Department of Plant, Soil and Microbial Sciences are recognized as student members of the Department and are encouraged to participate actively in its affairs and to serve on the appropriate committees.
- 2.1.2 Patterns of participation shall recognize differences in objectives and needs of student members at each of the following academic program levels: Agricultural Technology, undergraduate, and graduate.
- 2.1.3 A registered student in the University who has not declared a major may be recognized as a student member at the appropriate program level upon written request and approval by the student membership and the Faculty, subject to restrictions of Section 2.2.3 of the University Bylaws for Academic Governance.

2.2 Rights and Responsibilities of Student Members.

- 2.2.1 Student members of the Department shall have rights and responsibilities as defined in "Academic Freedom for Students at Michigan State University."

- 2.2.2 Student members shall be responsible for selecting from their own numbers and according to patterns of their own choice, their representatives on committees for which student members are specified in these bylaws or for which such membership may be specified in the future by action of the Faculty.
- 2.2.3 Membership on a committee shall, for student members, carry the right to vote on all matters before the committee, within the context and specific restrictions of Section 2.2.3 of the University Bylaws for Academic Governance.

3. Organization of the Department
 - 3.1 Department Chairperson
 - 3.1.1 In the selection of the Department Chairperson, consultation procedures specific in Appendix A shall be followed in the context of Section 2.1.3.1 of the University Bylaws for Academic Governance.
 - 3.1.2 At intervals not to exceed five years the Dean shall review the desirability of continuing the appointment of the Chairperson. At the same time, the Chairperson should be consulted by the Dean concerning the Chairperson's interest and willingness to continue.
 - 3.1.3 The Chairperson shall be the chief executive officer of the Department. The Chairperson shall be responsible for the educational, research, international, and service programs, budgetary matters, physical facilities, and personnel matters in the Chairperson's jurisdiction, taking into account advisory and communicative procedures determined by the Department and described in these bylaws.
 - 3.1.4 The Chairperson shall make timely reports to the Faculty on: (1) such procedures as the Chairperson's established with reference to Department matters which are of concern to the Faculty and (2) the names of the personnel of such committees as the Chairperson may appoint. Such procedures and committee appointments shall become a matter of record by the secretary and appear in the minutes of the Faculty meetings when such reports are made.
 - 3.1.5 The Chairperson may delegate such executive responsibilities to major policy committees as are necessary to the fulfillment of the charges made to those committees.
 - 3.2 Administrative Appointees
 - 3.2.1 Administrative Appointees include Associate Chairperson(s), Teaching Coordinator, Extension Project Leader, and Graduate Programs Directors. One individual may hold multiple administrative appointments.
 - 3.2.1.1 Associate Chairperson(s)
 - 3.2.1.1.1 The Department shall have at least one Associate Chairperson.
 - 3.2.1.1.2 The Associate Chairperson(s) shall be a tenure-system Faculty member nominated by the Chairperson or Acting/Interim Chairperson with approval of the Faculty for approval by the Dean of the College.
 - 3.2.1.1.3 The Associate Chairperson(s) shall perform such duties as may be delegated.

by the Chairperson or Acting/Interim Chairperson.

3.2.1.1.4 The Associate Chairperson(s) serve at the pleasure of and concurrently with the term of the Chairperson or Acting/Interim Chairperson and may be terminated by resignation, by action of the Board of Trustees, or upon recommendation of the President, the Dean, and the Chairperson or Acting/Interim Chairperson. At intervals not to exceed five years, the Chairperson shall review with the Department Advisory Committee the desirability of continuing the appointment of the Associate Chairperson(s); each Associate Chairperson shall also be consulted regarding the person's willingness to continue in the role.

3.2.1.1.5 Duties of the Associate Chairperson(s) are specified in Appendix C.

3.2.1.2 Teaching Coordinator

3.2.1.2.1 The Teaching Coordinator shall be a Faculty member appointed by the Chairperson or Acting/Interim Chairperson.

3.2.1.2.2 The Teaching Coordinator shall perform such duties as may be delegated by the Chairperson or Acting/Interim Chairperson. These duties may include monitoring student progress, assessment and learning outcomes.

3.2.1.2.3 The Teaching Coordinator shall serve at the pleasure of and concurrently with the term of the Chairperson or Acting/Interim Chairperson.

3.2.1.2.4 The Teaching Coordinator will be a non-voting, ex-officio member of the Curriculum Committee.

3.2.1.3 Extension Project Leader

3.2.1.3.1 The Extension Project Leader shall be a tenure-system Faculty member with an assignment in MSU Extension appointed by the Chairperson or Acting/Interim Chairperson.

3.2.1.3.2 The Extension Project Leader shall perform such duties as may be delegated by the Chairperson or Acting/Interim Chairperson.

3.2.1.3.3 The Extension Project Leader shall serve at the pleasure of and concurrently with the term of the Chairperson or Acting/Interim Chairperson.

3.2.1.4 Graduate Programs Directors

3.2.1.4.1 Two Graduate Programs Directors, one for Crop and Soil Sciences and one for Plant Pathology Graduate Programs, shall be appointed from the tenure-system Faculty by the Chairperson or Acting/Interim Chairperson.

3.2.1.4.2 The Graduate Programs Directors shall serve at the pleasure of and concurrently with the term of the Chairperson.

3.2.1.4.3 The Graduate Programs Directors will work with the Graduate Programs Committees in student recruitment and in monitoring the progress of graduate students currently enrolled.

3.2.1.4.4 Graduate Programs Directors will be non-voting, ex-officio members of the Graduate Programs Committees.

3.3 Department Advisory Committee

3.3.1 Composition, Selection, and Terms of Office

3.3.1.1 The Department Advisory Committee shall consist of eight members selected from and elected by the Faculty (1.1.2).

3.3.1.2 Four new members shall be elected by the Faculty during April each year by ballot from a slate of eight nominated. The nominations shall be initiated by the DAC and completed at the March Faculty meeting.

3.3.1.3 Each member shall serve for a two-year term. No member shall serve consecutive terms.

3.3.1.4 Should a vacancy occur, two replacements for each vacancy will be nominated by the DAC at the next regularly scheduled DAC meeting and the replacement elected by the Faculty by means of a ballot.

3.3.2 Functions

- 3.3.2.1 To serve as an avenue by which Faculty and student members of the Department are encouraged to initiate action deemed desirable for developing policy and advisory procedures within the Department.
 - 3.3.2.2 To study general policies of the University as they might affect the Department.
 - 3.3.2.3 To serve in an advisory capacity to the Chairperson on Department policies and to bring to The Chairperson's attention such practices and procedures as may be considered in the best interests of Faculty, students, and other Departmental personnel.
 - 3.3.2.4 To initiate proposals for the establishment of additional elected or appointed committees to provide advice more adequately to the Chairperson or to represent the Department Faculty in other matters.
 - 3.3.2.5 To serve as liaison with the College Advisory Council in matters pertaining to committees of the Department.
 - 3.3.2.6 To serve as nominating committee in elections of Faculty members to standing committees of the Department and to administer such elections.
- 3.3.3 Procedures
- 3.3.3.1 The committee shall determine its own operating procedures. These shall include the election, annually, of a Chairperson and a secretary from its membership.
 - 3.3.3.2 The committee shall meet on request of its chairperson, any two of its members, or the Chairperson.
 - 3.3.3.3 The committee shall keep a record of its activities and transfer its records and files to the new committee annually.
 - 3.3.3.4 The committee shall distribute a written summary of each meeting to the Faculty and, when deemed appropriate, to students and other members of the Department.
 - 3.3.3.5 Joint meetings of the Department Advisory Committee and the appropriate student committees may be called by the Chairperson or at the request of either committee. The Chairperson shall preside over such meetings.

- 3.4 Student Committees
 - 3.4.1 Advisory Committee of Students
 - 3.4.1.1 Composition and Selection
 - 3.4.1.1.1 The Committee shall consist of two student members from each of three programs: graduate, undergraduate and Agricultural Technology. Members shall be elected by and from the appropriate student group. Elections shall be held prior to the end of the Spring Semester.
 - 3.4.1.2 Functions
 - 3.4.1.2.1 To provide mechanisms for polling and formalizing student views regarding policies and practices in the Department, College, or University, and for communicating student concerns to the Faculty directly or through the Chairperson or through Department committees.
 - 3.4.1.2.2 When actions or recommendation affecting student interests are being considered by the Faculty, the Advisory Committee of Students may be invited to participate or may request participation in Faculty meetings or Faculty committees by transmitting the request through the Chairperson to the Faculty or to the proper committee.
 - 3.4.1.2.3 To promote significant and responsible participation of students in Departmental affairs.
 - 3.4.1.2.4 To collaborate with the Chairperson on appointing students to appropriate ad hoc committees.
 - 3.4.2 Special Student Committees
 - 3.4.2.1 A special student committee may be requested by the Chairperson, the DAC, the Advisory Committee of Students, or students identified with a Departmental Academic Program for the purpose of interacting with Faculty on areas of mutual interest and concern.
 - 3.4.2.2 Composition and Selection
 - 3.4.2.2.1 Special committees shall consist of no fewer than 3 nor greater than 5 members chosen from the group they represent.

- 3.4.2.3 Rules for special committee operation shall be identified at the time of formation. Normally reporting from special committees shall be to the Student Advisory Committee and/or the DAC and the Chairperson.
 - 3.4.2.4 Functions
 - 3.4.2.4.1 To provide in-depth analyses to the Chairperson, DAC, and/or Faculty of issues pertinent to student affairs.
 - 3.4.2.4.2 To provide representation from the student constituencies relative to specific interest areas within the academic programs of the Department.
- 3.5 General Rules Governing Department Committees
- 3.5.1 Committee Structure of the Department
 - 3.5.1.1 The broad activities of the Department shall be recognized by designating major policy committees as standing committees. Standing committees with responsibilities that relate to essential programs and internal functions of the Department are specified in Sections 3.6 through 3.9.
 - 3.5.1.2 Additional committees needed to conduct the functions of the Department may be established as on-going or semi-permanent chosen by the Faculty, as ad hoc committees appointed by the Department Chairperson or the Department Advisory Committee, or as sub-committees named by the chairperson of a standing committee. Such committee structure is not specified in these Bylaws.
 - 3.5.2 Faculty Members: Selection and Terms of Office
 - 3.5.2.1 Faculty members of each standing committee, the secretary of the Promotion and Tenure Committee, and the Departmental Representative to the College Promotion and Tenure committee shall be nominated by the Department Advisory Committee or nominated from the floor at a duly constituted meeting of the Faculty and elected by the Faculty for two-year terms beginning August 1. At least twice the number to be elected shall be nominated. Terms of office shall be staggered so that new members are elected each year. A Faculty member may be elected for no more than two terms in succession.

- 3.5.3 Student Members: Selection and Terms of Office
 - 3.5.3.1 Student members on a standing committee are to be elected by their respective student group for one-year terms beginning September 1. A student may be elected for a second term.
- 3.5.4 General Function of Standing Committees
 - 3.5.4.1 All major policy committees will serve in an advisory capacity to the Chairperson for Departmental policies in their respective areas and will bring to the Chairperson's attention such practices and procedures as may be considered in the best interests of Faculty, students, other Departmental personnel, and off-campus clientele.
- 3.5.5 General Rules and Procedures
 - 3.5.5.1 Each committee shall elect a chairperson, determine its own rules and procedures, and report on an annual basis or more frequently to the Faculty. In exception to these general procedures, the chairperson and secretary of the Promotion and Tenure Committee shall be elected by the Faculty to successional terms as provided in Section 3.7.1.2.
 - 3.5.5.2 When recommendations affecting student interests are being considered, the Advisory Committee of Students shall be notified in specific detail and be given opportunity to attend or delegate student representative to meetings of the committee in which such deliberations are in progress.
 - 3.5.5.3 Each voting member of a standing committee shall have one vote on each action item. Committee members should be attentive to power differentials among members, and action items shall be decided by an anonymous ballot.

3.6 Graduate Programs Committees

- 3.6.1 Composition and Selection
 - 3.6.1.1 There shall be two Graduate Programs Committees: one for the Crop and Soil Sciences major and one for the Plant Pathology major. The Crop and Soil Sciences committee shall consist of five members elected by and from the Faculty. The Plant Pathology committee shall consist of three members elected by and from the Faculty.

- 3.6.1.2 The chairperson of each Graduate Programs Committee shall be selected from among the elected Faculty on the committee.
- 3.6.1.3 Each member shall serve for a two-year term.
- 3.6.2 Functions
 - 3.6.2.1 To advise the Chairperson, Faculty, and graduate students on matters relating to graduate student programs.
 - 3.6.2.2 To draft policy guidelines and make recommendations to the Faculty for changes in graduate student programs.
 - 3.6.2.3 To be actively involved in the recruiting and admission of graduate students.
 - 3.6.2.4 To evaluate graduate program requirements.
- 3.7 Promotion and Tenure Committee
 - 3.7.1 Composition and Selection
 - 3.7.1.1 The committee shall consist of all Faculty.
 - 3.7.1.2 The Chairperson and the secretary of the committee shall be full professors but shall be elected by the Faculty. A new secretary shall be elected each year by the procedures and terms of Section 3.4.2.1. The secretary shall succeed to the chairpersonship in the second year of the elected term.
 - 3.7.1.3 In advisory matters affecting appointment or reappointment, only those members of the committee holding a rank equal to or above the position under consideration and subject to the limitation established in Section 1.2.1 shall participate in the final decision of the committee.
 - 3.7.1.4 A representative from the Advisory Committee of Students or a delegated student representative may serve on sub-committees.
 - 3.7.2 Functions
 - 3.7.2.1 To advise the Department Chairperson and assist the Chairperson in documenting judgments of the professional competence, academic potential, and compatibility of candidates for reappointment or promotion.
 - 3.7.2.2 To, in like manner, advise and assist the Chairperson and Faculty in circumstances leading to recommendation for dismissal of a tenured or non-tenured Faculty member.

3.7.3 Procedures

- 3.7.3.1 In matters affecting appointment, reappointment, tenure or dismissal of a tenure-system Faculty member, the governing authority shall be the provisions and operating principles of the Michigan State University tenure system as specified in policy statements of the Board of Trustees.
- 3.7.3.2 Final interpretation of tenure rules is the jurisdiction of the University Faculty Tenure Committee (Section 4.8.4 of the University Bylaws for Academic Governance).
- 3.7.3.3 Criteria and procedure by which junior tenure-system Faculty members shall be evaluated for granting of tenure and/or promotion are specified in Sections 3.7.4-3.7.6.
- 3.7.3.4 The Promotion and Tenure Committee shall have no authority in tenure matters beyond advising and assisting the Department Chairperson, and shall make no rules or conduct affairs that subvert the academic rights or privileges of any tenure-system Faculty member, as provided by the Bylaws of the Board of Trustees, and affirmed in Chapter IV of the Faculty Handbook, Michigan State University.
- 3.7.3.5 Working *ad hoc* sub-committees may be appointed by the chairperson of the committee after consultation with the committee, the Department Chairperson, and if appropriate, the Advisory Committee of Students. The general rules and procedures as outlined in Section 3.5.5 shall apply.
- 3.7.3.6 Sub-committee assignments shall clearly state the nature of the assignment and the nature and frequency of reporting to the committee. The committee chairperson shall take appropriate measures to assure that such schedules are met and that the appropriate recommendations or reports are transmitted to the committee, the Department Chairperson or the tenure-system Faculty.
- 3.7.3.7 Student participation in the work of sub-committees or in meetings of the committee shall be by invitation or request transmitted through the Department Chairperson and shall be governed by rules laid down in Sections 1.2.3 of the University Bylaws for Academic Governance.
- 3.7.3.8 The committee shall meet upon a call of its own or the Department Chairperson or on request for audience by any tenure-system Faculty member.

3.7.4 Criteria by which tenure-system Faculty members will be evaluated for appointment, tenure, and/or promotion.

3.7.4.1 Service

To be promoted and/or tenured, faculty members are expected to have been involved in service for the institution, the state, the nation, and in cases where applicable, internationally. In addition to service, it is expected that as the faculty is promoted through the ranks (i.e., Assistant Professor to Professor), the faculty will assume, when available and applicable, a level of leadership in various service and outreach capacities. Service/Leadership to the University is an indication that the faculty member is actively engaged in University affairs. Service/Leadership to the state or nation helps to establish that an individual's scholarship is recognized by stakeholders and peers as an important part of the discipline and therefore represents an additional form of peer validation. However, service will not be the central basis for promotion and/or tenure.

3.7.4.2 Credentials File

In order to ensure an objective and complete annual review each tenure-system Assistant Professor and each tenure-system Associate Professor shall maintain, in the Department chairperson's offices, a credentials file. This file should contain any and all information on which decisions regarding granting of tenure and/or promotion may be based such as:

- 3.7.4.2.1 Activities in research, teaching, extension, and international agriculture.
- 3.7.4.2.2 Reprints of publications
- 3.7.4.2.3 Student evaluation of teaching abilities (SIRS forms).
- 3.7.4.2.4 Records of participation in professional organizations, meetings, papers presented, offices held, etc.
- 3.7.4.2.5 Activities within the Department (i.e., responsibilities, committees, professionalism etc.)
- 3.7.4.2.6 Activities within the University (i.e., College, University, and/or ad hoc committees, be an officer of any of the above)
- 3.7.4.2.7 Activities of service on a state, regional, national, or international level (i.e., serve

on a panel, board or committee as a reviewer due to expertise; serve as a referee or editor for journals, books, grants, exhibitions, etc.; serve as an elected officer or in a leadership role on a committee for societies, associations and organizations; serve as an organizer of a state, national or international meeting)

3.7.4.2.8 Letters of commendation, awards, etc.

3.7.4.3 Testimony of other tenure-system Faculty members. If appropriate, opinions from persons at other institutions will be solicited.

3.7.5 Evaluation procedures for reappointment, tenure, and/or promotion

3.7.5.1 To assist the candidate for reappointment, tenure, or promotion and to maintain continuity, the Chairperson and the candidate will determine the composition of a peer mentoring committee of at least three persons to advise, to assist, and to counsel each candidate.

3.7.5.2 Upon request of the Chairperson of the peer mentoring committee, the credentials file will be made available for consideration by the peer advisory committee.

3.7.5.3 The peer mentoring committee will supplement the criteria in the credentials file with information acquired independently by the peer advisory committee and as appropriate testimony solicited from tenure-system Faculty in other departments and persons at other institutions.

3.7.5.4 At the individual's request or that of the peer mentoring committee, the person will be interviewed by the peer advisory committee.

3.7.5.5 The Advisory Committee of Students and/or other appropriate students shall be consulted formally for student opinion about a Regular Faculty member's performance before the final recommendation to reappoint or not to reappoint.

3.7.5.6 After consideration of the information obtained above, the peer mentoring committee will make its recommendation to the Department Chairperson for or against the granting of reappointment, tenure, and/or promotion.

- 3.7.6 Annual evaluation of non-tenured and junior tenure-system Faculty
- 3.7.6.1 In the fall semester of each academic year, and at other times as appropriate, the Committee on Promotion and Tenure will meet for review of non-tenured and junior tenure-system Faculty members. The credentials file of tenure-system Faculty under review should be up to date by October 1 and available for such meetings.
- 3.7.6.2 The Department Chairperson shall be provided with a brief statement of each tenure-system Faculty member's progress, citing specific items of testimony and record, together with the committee's recommendation regarding promotion, granting of tenure or consultative advisement of the faculty member.
- 3.7.6.3 The Department Chairperson shall interview each non-tenured or junior tenure-system Faculty member annually or more frequently as appropriate. At such times, the Chairperson shall transmit evaluations of the Committee on Promotion and Tenure and shall advise the faculty member regarding personal, administrative, or other considerations which might influence the faculty candidate's progress and prospects for promotion or the granting of tenure.
- 3.7.7 The review process for Faculty is described in Appendix E, and scholarship within the Department is described in Appendix F.

3.8 Curriculum Committee

3.8.1 Composition and Selection

- 3.8.1.1 The Committee shall consist of four members elected by and from the Faculty. The Teaching Coordinator and the Undergraduate Advisor will be non-voting ex-officio members of the Committee. Elections shall be held prior to the end of the Spring Semester.
- 3.8.1.2 The Chairperson of the Curriculum Committee shall be selected from among the elected Faculty on the committee.
- 3.8.1.3 Each member shall serve for a two-year term.

3.8.2 Functions

- 3.8.2.1 To advise the Chairperson, Faculty and students on matters relating to curricula.
 - 3.8.2.2 To serve as the clearing house for all curriculum matters.
 - 3.8.2.3 To review and evaluate all changes in courses, curricula, and degree requirement.
 - 3.8.2.4 To take leadership in considering the establishment and deletion of courses and curricula.
 - 3.8.2.5 To present to the Faculty those curriculum matters which it deems appropriate for discussion and/or action.
- 3.9 Diversity, Equity, and Inclusion Committee
- 3.9.1 Composition and Selection
 - 3.9.1.1 The Diversity, Equity, and Inclusion (DEI) Committee shall consist of four members from the PSM Faculty, the PSM Chair (who will be a non-voting ex-officio member of the Committee), two members from the PSM Staff, two graduate students, and two undergraduate students.
 - 3.9.1.2 Four members will be elected by and from the Faculty for two-year terms. Elections shall be held prior to the end of the Spring Semester, with two faculty elected per year to ensure continuity within the committee.
 - 3.9.1.3 Two members will be elected by and from the PSM Staff for two-year terms, with one Staff member elected per year to ensure continuity within the committee. Ideally, one of these would be from the administrative support staff and the other from the lab/field research staff. Staff should check with their supervisor before agreeing to serve, and supervisors are encouraged to approve this important Departmental service.
 - 3.9.1.4 The four student members on the DEI committee shall be PSM students elected for one-year terms beginning September 1 and may be elected for a second term. Student representatives are to be elected by the four major student groups of PSM as listed below:
 - 3.9.1.4.1 One graduate student shall be elected by the Association for Crop and Soil (ACRS).
 - 3.9.1.4.2 One graduate student shall be elected by the Student.

Phytopathological Organization
for Research and Education
(SPORE).

3.9.1.4.3 One undergraduate student shall
be elected by the Agronomy
Club.

3.9.1.4.4 One undergraduate student shall
be elected by the Turfgrass Club.

3.9.1.5 The DEI Committee shall elect co-Chairs or a
Chair from among the voting members. Co-
Chairs are desirable to spread the workload and
engage more perspectives. Staff and student
members are encouraged to serve as co-Chairs,
and at least one co-Chair should be a faculty
member. If no staff or student members desire
to be co-Chair, then the Chair or co-Chairs of
the DEI Committee shall be elected from among
the voting faculty members on the committee.

3.9.1.6 Each voting member of the DEI Committee
shall have one vote on each action item.
Committee members should be attentive to
power differentials among members, and action
items shall be decided by an anonymous ballot.

3.9.2 Functions

3.9.2.1 To advise the Chairperson, Faculty, Staff, and
Students on matters relating to diversity, equity,
and inclusion (DEI).

3.9.2.2 To promote DEI in PSM.

3.9.2.3 To serve as an advocate for and raise awareness
about DEI matters pertinent to PSM.

3.9.2.4 To take leadership in PSM strategic planning for
DEI.

3.9.2.5 To present to the PSM Faculty, Staff, and/or
Students those DEI matters that the Committee
deems appropriate for discussion and/or action.

3.9.2.6 At times, confidentiality pertaining to sensitive
DEI-related topics is necessary and will be
expected from DEI members. Meeting agendas
and topics discussed will be shared with PSM
Faculty, Staff, and Students so that trust is built
and PSM issues can be openly shared while
protecting sensitive information.

4. Terms and Conditions of Employment and Tenure

- 4.1 At the time of appointment, a Faculty member shall be informed by the Department Chairperson, in writing, of the time period covered by the Faculty member's appointment, the salary provision, position support, and the general professional responsibilities appertaining to the Faculty member's appointment.
- 4.2 The Chairperson shall ascertain that the Faculty member, at time of appointment, also receives copies of all documents in which the provisions and operating principles of the Michigan State University tenure system and current procedures for their implementation are described, e.g. the most recent edition of the Faculty Handbook, and the current Bylaws, respectively, of the Department, College, University and Board of Trustees. The Faculty member shall also have access to the online MSU student resource guide and handbook (Spartan Life).
- 4.3 Final judgments regarding the professional competence, academic potential and compatibility of non-tenured Faculty, and recommendations to the Dean for appointment, reappointment or granting of tenure shall be made by the Department Chairperson after consultation with and documentation by the Promotion and Tenure Committee, as provided in Section 3.7.
- 4.4 Procedures in the Event of Failure to Reappoint
 - 4.4.1 A non-tenured Faculty member shall be notified, in writing, by the Department Chairperson of a decision not to reappoint in a manner and time consistent with University Bylaws preceding the expiration of the Faculty member's appointment. Copies of this notice shall be sent to the Dean and the Provost.
 - 4.4.2 Within 10 days of receipt of such notice the Faculty member may, in writing, request reasons for the decision from the Department Chairperson.
 - 4.4.3 The Department Chairperson shall transmit such reasons, in writing, to the Faculty member within five working days after receiving the request.
 - 4.4.4 If the Faculty member believes that the decision not to reappoint has been made in a manner or on premises inconsistent with procedures or principles cited in Sections 3.7 and 4.1 through 4.4.3 of these Bylaws, the Faculty member may use grievance procedures outlined in Section 5.
 - 4.4.5 In the event that proper notification as specified in Section 4.4.1 is not given or that a recommendation by the Chairperson to reappoint is not approved at a higher administrative level, an automatic one-year extension of appointment is specified under the tenure system and shall be considered official notification of separation from the University at the end of the one-year extension.

- 4.5 Annual performance evaluations of faculty and recommendations to the Dean for salary adjustments shall be the responsibility of the Department Chairperson. The rationale for such recommendations shall be established in consultation with the Department Advisory Committee. This process shall be done in accordance with College and University Bylaws.
5. Fair & Equitable Faculty Workload Expectations
- 5.1 Public service and leadership activity are expected of all PSM faculty. Examples of the types of professional leadership and outreach activities vary based on the professional stature of the individual as well as the specific appointment and assignment of duties (i.e., Research, Teaching, Outreach, Extension). Examples of recognized leadership include, but are not limited to: 1) organizing or chairing sessions at professional meetings, 2) serving as an officer in professional organizations, 3) government and industry consultation, 4) participation in international activities, 5) participation in university governance committees, 6) professional presentations for lay audiences, and 7) service on the editorial board of scholarly journals.
- 5.2 To ensure fair and balanced workloads amongst Faculty in PSM, the Chairperson will consult with the Departmental Advisory Committee (DAC), annually, to evaluate current committee assignments, including in consideration with non-Departmental Committee obligations as well as service and outreach commitments, amongst all tenure-stream faculty to monitor workload distribution and time-commitments outside of teaching, research, Extension, and outreach assignments. Given that the regularly assigned duties of PSM faculty cover areas including teaching, scholarship, research, and extension, annually, and that the percentage of assignment and effort in each of these areas varies amongst all faculty, the Chairperson of PSM will work to ensure that the distribution of effort among these is balanced with additional assigned areas of committee service, including Departmental and College-level service. As changes to the specific commitment to committees may occur for a variety of reasons, PSM will work to ensure that the distribution of effort will always balance the scholarly and research/teaching/extension/outreach interests of the faculty.
- 5.3 This policy will be implemented and evaluated annually in accordance with University policy and in consultation with the Chairperson. Departmental-level policies will be uniformly applied to all Faculty, and each faculty members' fulfillment of the workload requirements will be linked to the annual faculty evaluation. These evaluations and workload distribution, and performance, will be used in the processes

of pre-tenure review (i.e., reappointment), consideration for promotion and tenure, and post-tenure review.

6. Department Grievance Procedures
 - 6.1 All faculty, undergraduate, and graduate students shall have the right to due process in settling grievances which may arise.
 - 6.2 Procedures for initiating grievances at the Department level are outlined in Appendix B.

7. Representatives to College and University Committees
 - 7.1 Whenever the Department is required to submit nominations to or to elect representatives for college or university committees, the same shall be done by ballot at the initiative of the Chairperson following initial nominations made at a Faculty meeting.

8. Department Employees
 - 8.1 Hiring, promotion, and termination of Department employees is a function of the Department Chairperson or the Chairperson's duly designated representative and shall be governed by University employment regulations.

9. Interpretation, Amendment and Review of Bylaws
 - 9.1 The Department Advisory Committee shall be the final authority with regard to the interpretation of these Bylaws.
 - 9.2 The Department Bylaws may be amended by a two-thirds vote of a quorum of the Faculty members present at a Faculty meeting.
 - 9.3 Amendments to be considered must be written and circulated to the Faculty not less than five days prior to the Faculty meeting at which they are to be voted upon.
 - 9.4 Amendments may be initiated by the Chairperson, by the Department Advisory Chairperson, or by petition transmitted through the Department Chairperson by any three members of the Faculty.
 - 9.5 At intervals not to exceed five years, these Bylaws shall be reviewed independently by the Department Chairperson, the Department Advisory Committee, the Advisory Committee of Students, and the Faculty. Indicated revisions or expansions shall be by the amendment procedures in Section 9.2-9.4.

Appendix A

PROCEDURE FOR THE SELECTION OF THE CHAIRPERSON

- A.1 Jurisdiction and Purpose
 - A.1.1 This set of rules shall be operative at the time at which the office of chairperson of the Department of Plant, Soil and Microbial Sciences falls vacant, or at the announced intention of the incumbent to retire or resign.
 - A.1.2 The purpose of this document is to implement the provision of Section 2.1.3 of the Bylaws for Academic Governance, Michigan State University.

- A.2 The Consultative Committee
 - A.2.1 The charge of the Committee: The Department Advisory Committee of the Department of Plant, Soil and Microbial Sciences shall coordinate the establishment of a Consultative Committee, charged on behalf of the Department:
 - A.2.1.1 to advise the Dean on the selection of a new chairperson,
 - A.2.1.2 to discover, solicit and assemble nominations,
 - A.2.1.3 to screen nominations in consultation with the faculty of the Department, and
 - A.2.1.4 to make recommendations to the Dean for the appointment of a Chairperson.
 - A.2.2 Composition of the Committee: The Consultative Committee shall consist of faculty, staff and student members who are representatives of various interests in the department and the college.
 - A.2.3 Selection of the Faculty members: The Faculty members of the Consultative Committee shall be elected by secret ballot of the department from a slate composed:
 - A.2.3.1 of eight Faculty members nominated by the Department Advisory Committee and
 - A2.3.2 of other nominations from the Faculty of the Department.
 - A.2.4 Selection of the student members shall be by the students in consultation with the Student Advisory Committee and Departmental Advisory Committee.

- A.3 Functions of the Consultative Committee
 - A.3.1 The chairperson of the Consultative Committee shall be selected by and from its membership.
 - A.3.2 The Consultative Committee shall, in consultation with the Dean, establish definitive procedures appropriate for the situation.

- A.3.3 The Consultative Committee shall present these procedures established in A.3.2 to the Department. Procedures to be adopted must be approved by a two-thirds vote of the tenure-system Faculty of the Department.
- A.3.4 It is the spirit of this document that:
 - A.3.4.1 both the Dean and the faculty have the right to make nominations, and that
 - A.3.4.2 neither the Dean nor the faculty will support a nominee who is strongly opposed by the other.

Appendix B

ACADEMIC HEARING PROCEDURES

The *Student Rights and Responsibilities (SRR)* and the *Graduate Student Rights and Responsibilities (GSRR)* documents establish the rights and responsibilities of MSU students and prescribe procedures for resolving allegations of violations of those rights through formal grievance hearings. In accordance with the AFR and the GSRR, the Department of Plant, Soil and Microbial Sciences at Michigan State University has established the following Hearing Board procedures for adjudicating academic grievances and complaints.

B.1 JURISDICTION OF THE DEPARTMENT OF PLANT, SOIL AND MICROBIAL SCIENCES HEARING BOARD:

B.1.1 The Department of Plant, Soil and Microbial Sciences Hearing Board serves as:

B.1.1.1 The initial Hearing Board for academic grievance hearings involving graduate and undergraduate students who allege violations of academic rights and graduate students seeking to contest an allegation of academic misconduct (academic dishonesty, violations of professional standards or falsifying admission and academic records).

B.1.2 Students may not request an academic grievance hearing based on an allegation of incompetent instruction.

B.2 COMPOSITION OF THE DEPARTMENT OF PLANT, SOIL AND MICROBIAL SCIENCES HEARING BOARD:

B.2.1 The Department of Plant, Soil and Microbial Sciences shall constitute a Hearing Board no later than the end of the tenth week of the spring semester.

B.2.2 For hearings involving graduate students, the Department of Plant, Soil and Microbial Sciences Hearing Board shall include two graduate students, two faculty, and the Chair of the Hearing Board. For hearings involving undergraduate students, the Hearing Board shall include two undergraduate students, two faculty members, and the Chair of the Hearing Board.

B.2.3 The Chairperson of the Department of Plant, Soil and Microbial Sciences shall appoint the Chair of the Plant, Soil and Microbial Sciences Hearing Boards. The Chair of the Department of Plant, Soil and Microbial Sciences will select two faculty and two students from the Department Adjudication Committee and will also select a chairperson's designee. All

members of the Department of Plant, Soil and Microbial Sciences Hearing Board shall have a vote.

- B.2.4 The Department of Plant, Soil and Microbial Sciences and/or the CANR will inform hearing board members about these procedures and the applicable sections of the AFR and GSRR.
- B.3 REFERRAL TO THE DEPARTMENT OF PLANT, SOIL AND MICROBIAL SCIENCES HEARING BOARD:
- B.3.1 After consulting with the instructor and appropriate unit administrator, undergraduate students who remain dissatisfied with their attempt to resolve an allegation of a violation of student academic rights may request an academic grievance hearing. When appropriate, the Department Chair, in consultation with the Dean, may waive jurisdiction and refer the request for a hearing to the College Hearing Board. At any time in the grievance process, students may consult with the University Ombudsperson.
- B.3.2 After consulting with the instructor and appropriate unit administrator, graduate students who remain dissatisfied with their attempt to resolve an allegation of a violation of academic misconduct (academic dishonesty, violations of professional standards or falsifying admission and academic records) may request an academic grievance hearing. When appropriate, the Department Chairperson, in consultation with the Dean, may waive jurisdiction and refer the request for a hearing to the College Hearing Board. At any time in the grievance process, students may consult with the University Ombudsperson.
- B.3.3 In cases of ambiguous jurisdiction, the Associate Provost for Undergraduate Education will select the appropriate Hearing Board for hearings involving undergraduate students, and the Dean of The Graduate School will select the appropriate Hearing Board for cases involving graduate students.
- B.3.4 The deadline for submitting the written request for a hearing is the middle of the semester following the alleged violation (excluding summer). If either the student (the complainant) or the respondent (usually, the instructor or an administrator) is absent from the university during that semester, or if other appropriate reasons emerge, the Department of Plant, Soil and Microbial Sciences Hearing Board may grant an extension of this deadline. If the university no longer employs the respondent before the grievance hearing commences, the hearing may still proceed.
- B.3.5 A written request for an academic grievance hearing must: (1) specify the alleged violation(s) of academic rights in sufficient detail to justify a

hearing; (2) identify the individual against whom the grievance is filed (the respondent); and, (3) state the desired redress. Anonymous grievances will not be accepted. (See especially AFR Footnote 35.)

B.4 PRE-HEARING PROCEDURES

- B.4.1 After receiving a student's written request for a hearing, the Chairperson of the Department of Plant, Soil and Microbial Sciences will promptly refer the grievance to the Chair of the Hearing Board.
- B.4.2 Within five class days, the Chair of the Hearing Board will:
 - B.4.2.1 Forward the request for a hearing to the respondent.
 - B.4.2.2 Send the names of the pool of Hearing Board members to both parties and, to avoid conflicts of interest between the two parties and the Hearing Board members, request written challenges, if any, within three class days of this notification.
 - B.4.2.3 Rule promptly on any challenges, impanel a Hearing Board and send each party the names of the Hearing Board members. If the Chair of the Hearing Board is the subject of a challenge, the challenge shall be filed with the Dean of the College, or designee; and
 - B.4.2.4 Send the Hearing Board members a copy of the request for a hearing and send all parties a copy of these procedures.
- B.4.3 Within five class days of being established, the Hearing Board shall review the request, and after considering all submitted information, the Hearing Board will:
 - B.4.3.1 Accept the request, in full or in part and promptly schedule a hearing.
 - B.4.3.2 Reject the request and provide a written explanation to appropriate parties, e.g., lack of jurisdiction. (The student may appeal this decision.)
 - B.4.3.3 Invite the two parties to meet with the College Hearing Board in an informal session to try to resolve the matter. (Such a meeting does not preclude a later hearing.)
- B.4.4 If the Department of Plant, Soil and Microbial Sciences Hearing Board calls for a hearing, the Chair of the Hearing Board shall promptly negotiate a hearing date and schedule an additional meeting only for the

Hearing Board should additional deliberations on the findings become necessary.

- B.4.5 At least 5 class days before the scheduled hearing, the Chair of the Department of Plant, Soil and Microbial Sciences Hearing Board shall notify the respondent and the complainant in writing of the (1) time, date, and place of the hearing; (2) the names of the parties to the grievance; (3) a copy of the hearing request and the respondent's reply; and (4) the names of the Department of Plant, Soil and Microbial Sciences Hearing Board members after any challenges.
- B.4.6 At least three class days before the scheduled hearing, the parties must notify the Chair of the Department of Plant, Soil and Microbial Sciences Hearing Board the names of their witnesses and advisor, if any, and request permission for the advisor to have voice at the hearing. The Chair will promptly forward the names given by the complainant to the respondent and vice versa.
- B.4.7 The Chair of the Hearing Board may accept written statements from either party's witnesses at least three class days before the hearing.
- B.4.8 In unusual circumstances and in lieu of a personal appearance, either party may request permission to submit a written statement to the Department of Plant, Soil and Microbial Sciences Hearing Board or request permission to participate in the hearing through an electronic communication channel. Written statements must be submitted to the Department of Plant, Soil and Microbial Sciences Hearing Board at least three class days before the scheduled hearing.
- B.4.9 Either party to the grievance hearing may request a postponement of the hearing. The Department of Plant, Soil and Microbial Sciences Hearing Board may either grant or deny the request.
- B.4.10 At its discretion, the Department of Plant, Soil and Microbial Sciences Hearing Board may set a reasonable time limit (around 20 minutes) for each party to present its case, and the Chair of the Department of Plant, Soil and Microbial Sciences Hearing Board must inform the parties of such a time limit in the written notification of the hearing.
- B.4.11 Hearings are closed unless the student requests an open hearing, which would be open to all members of the MSU community. The Department of Plant, Soil and Microbial Sciences Hearing Board may close an open hearing to protect the confidentiality of information or to maintain order.
- B.4.12 Members of the Department of Plant, Soil and Microbial Sciences Hearing Board are expected to respect the confidentiality of the hearing process.

B.5 HEARING PROCEDURES:

B.5.1 The Hearing will proceed as follows:

- B.5.1.1 Introductory remarks by the Chairperson of the Department of Plant, Soil and Microbial Sciences Hearing Board: The Chair of the Hearing Board introduces hearing panel members, the complainant, the respondent, and advisors, if any. The Chair reviews the hearing procedures, including announced time restraints for presentations by each party and the witnesses, and informs the parties if their advisors may have a voice in the hearings and if the proceedings are being recorded. Witnesses shall be excluded from the proceedings except when testifying. The Chair also explains:
 - B.5.1.1.1 In academic grievance hearings in which a student alleges a violation of academic rights, the student bears the burden of proof.
 - B.5.1.1.2 In hearings involving graduate students seeking to contest allegations of academic misconduct, the instructor bears the burden of proof.
 - B.5.1.1.3 All Hearing Board decisions must be reached by a majority of the Hearing Board, based on a "preponderance of the evidence."
- B.5.1.2 If the complainant fails to appear in person or via an electronic channel at a scheduled hearing, the Department of Plant, Soil and Microbial Sciences Hearing Board may either postpone the hearing or dismiss the case for demonstrated cause.
- B.5.1.3 If the respondent fails to appear in person or via an electronic channel at a scheduled hearing, the Department of Plant, Soil and Microbial Sciences Hearing Board may postpone the hearing, hear the case in the respondent's absence, or dismiss the case.
- B.5.1.4 If the respondent is absent from the University during the semester of the grievance hearing or no longer employed by the University before the grievance procedure concludes, the hearing process may still proceed.
- B.5.1.5 To ensure orderly questioning, the Chair of the Hearing Board will recognize individuals before they speak. All parties have a

right to speak without interruption. Each party has a right to question the other party and to rebut any oral or written statements submitted to the Hearing Board.

- B.5.1.6 Presentation by the Complainant: The Chair recognizes the complainant to present without interruption any statements relevant to the complainant's case, including the redress sought. The Chair then recognizes questions directed at the complainant by the Department of Plant, Soil and Microbial Sciences Hearing Board, the respondent and the respondent's advisor, if any.
- B.5.1.7 Presentation by the Complainant's Witnesses: The Chair recognizes the complainant's witnesses, if any, to present, without interruption, any statement relevant to the complainant's case. The Chair then recognizes questions directed at the witnesses by the Department of Plant, Soil and Microbial Sciences Hearing Board, the respondent, and the respondent's advisor, if any.
- B.5.1.8 Presentation by the Respondent: The Chair recognizes the respondent to present without interruption any statements relevant to the respondent's case. The Chair then recognizes questions directed at the respondent by the Department of Plant, Soil and Microbial Sciences Hearing Board, the complainant, and the complainant's advisor, if any.
- B.5.1.9 Presentation by the Respondent's Witnesses: The Chair recognizes the respondent's witnesses, if any, to present, without interruption, any statement relevant to the respondent's case. The Chair then recognizes questions directed at the witnesses by the Department of Plant, Soil and Microbial Sciences Hearing Board, the complainant, and the complainant's advisor, if any.
- B.5.1.10 Rebuttal and Closing Statement by Complainant: The complainant refutes statements by the respondent, the respondent's witnesses, and advisor, if any, and presents a final summary statement.
- B.5.1.11 Rebuttal and Closing Statement by Respondent: The respondent refutes statements by the complainant, the complainant's witnesses, and advisor, if any, and presents a final summary statement.

B.5.1.12 Final questions by the Hearing Board: The Department of Plant, Soil and Microbial Sciences Hearing Board may ask questions of any of the participants in the hearing.

B.6 POST-HEARING PROCEDURES

B.6.1 Deliberation:

After all evidence has been presented, with full opportunity for explanations, questions and rebuttal, the Chair of the Hearing Board shall excuse all parties to the grievance and convene the Hearing Board to determine its findings in executive session. When possible, deliberations should take place directly following the hearing and/or at the previously scheduled follow-up meeting.

B.6.2 Decision:

B.6.2.1 In grievance (non-disciplinary) hearings involving undergraduate and graduate students in which a majority of the Department of Plant, Soil and Microbial Sciences Hearing Board finds, based on a "preponderance of the evidence," that a violation of the student's academic rights has occurred and that redress is possible, it shall direct the Chairperson of the Department to implement an appropriate remedy, in consultation with the Hearing Board. If the Department of Plant, Soil and Microbial Sciences Hearing Board finds that no violation of academic rights has occurred, it shall inform the Chair.

B.6.2.2 In grievance (non-disciplinary) hearings involving graduate students in which the Department of Plant, Soil and Microbial Sciences Hearing Board serves as the initial hearing body to adjudicate an allegation of academic dishonesty, and, based on a "preponderance of the evidence," the Hearing Board finds for the student, the Hearing Board shall recommend to the Chair of the Department that the penalty grade be removed, the Academic Dishonesty Report be removed from the student's records and a "good faith judgment" of the student's academic performance in the course take place. If the Hearing Board finds for the instructor, the penalty grade shall stand and the Academic Dishonesty Report regarding the allegation will remain on file, pending an appeal, if any, within five class days of the Hearing Board's decision to the College Hearing Board. If an academic disciplinary hearing is pending, and the Hearing Board decides for the instructor, the graduate student's disciplinary hearing before either the College Hearing Board or

the Dean of The Graduate School would promptly follow, pending an appeal, if any, within five class days.

B.6.3 Written Report:

The Chairperson of the Department of Plant, Soil and Microbial Sciences Hearing Board shall prepare a written report of the Hearing Board's findings, including redress for the complainant, if applicable, or sanctions, if applicable, and forward a copy of the decision to the appropriate unit administrator within three class days of the hearing. The report shall indicate the rationale for the decision and the major elements of evidence, or lack thereof, that support the Hearing Board's decision. The report also should inform the parties of the right to appeal within five class days following notice of the decision. The Chairperson shall forward copies to the parties involved, the responsible administrators, the University Ombudsman and, in hearings involving graduate students, the Dean of The Graduate School. All recipients must respect the confidentiality of the report and of the Hearing Board's deliberations resulting in a decision.

B.7 APPEAL OF DEPARTMENT OF PLANT, SOIL AND MICROBIAL SCIENCES HEARING BOARD DECISION:

- B.7.1 In hearings involving undergraduate students, either party may appeal the decision of the Department of Plant, Soil and Microbial Sciences Hearing Board to the University Academic Appeal Board in cases involving academic grievances alleging violations of student rights.
- B.7.2 In hearings involving graduate students, either party may appeal a decision by the Department of Plant, Soil and Microbial Sciences Hearing Board to the College Hearing Board for cases involving (1) academic grievances alleging violations of student rights heard initially by the Department of Plant, Soil and Microbial Sciences Hearing Board and (2) alleged violations of regulations involving academic misconduct (academic dishonesty, professional standards or falsification of admission and academic records).
- B.7.3 All appeals must be in writing, signed and submitted to the Chair of either the University Academic Appeal Board or the College Hearing Board within five class days following notification of the Department of Plant, Soil and Microbial Sciences Hearing Board's decision. While under appeal, the original decision of the Department of Plant, Soil and Microbial Sciences Hearing Board will be held in abeyance.
- B.7.4 A request for an appeal of a Department of Plant, Soil and Microbial Sciences Hearing Board decision to either the University Academic Appeal Board or the College Hearing Board must allege, in sufficient

particularity to justify a hearing, that the Department of Plant, Soil and Microbial Sciences Hearing Board failed to follow applicable procedures for adjudicating the hearing or that findings of the Department of Plant, Soil and Microbial Sciences Hearing Board were not supported by the "preponderance of the evidence." The request also must include the redress sought. Presentation of new evidence normally will be inappropriate.

B.8 RECONSIDERATION:

B.8.1 If new evidence should arise, either party to a hearing may request the Department of Plant, Soil and Microbial Sciences Hearing Board to reconsider the case within 30 days upon receipt of the hearing outcome. The written request for reconsideration is to be sent to the Chair of the Hearing Board, who shall promptly convene the Department of Plant, Soil and Microbial Sciences Hearing Board to review the new material and render a decision on a new hearing.

B.9 FILE COPY:

B.9.1 The Chairperson of the Department of Plant, Soil and Microbial Sciences shall file a copy of these procedures with the Office of the Ombudsperson or The Graduate School.

Appendix C

THE ASSOCIATE CHAIRPERSON'S DUTIES

- C.1 Associate Chairperson's Duties
 - C.1.1 Act in the absence of the Chair, and when requested by the Chair, as Chief Officer of the Department.
 - C.1.2 Accept specific administrative responsibilities to enhance the effectiveness and efficiency of the Department.

Appendix D

EXTERNAL LETTERS OF REFERENCE: Additional Requirements Specific To The Department Of Plant, Soil And Microbial Sciences

- D.1 Number of Letters
 - D.1.1 A minimum of five and a maximum of six letters are required.
- D.2 Selection of Referees
 - D.2.1 The Chairperson of the Department of Plant, Soil and Microbial Sciences (hereinafter Chairperson) will form the list of external referees, with advice from the candidate's Mentoring Committee (hereinafter Mentoring Committee) and will solicit letters from these individuals and provide review materials to them. Details are provided below.
 - D.2.1.1 List of Potential External Referees
 - D.2.1.1.1 The candidate will provide a list of 3 to 5 names of eligible potential external referees.
 - D.2.1.1.2 The Mentoring Committee will provide a list of five names of eligible potential external referees.
 - D.2.1.1.3 The Chairperson will make an initial selection of referees, also providing for alternates, from the combined list plus names of eligible referees added to it by the Chairperson.
 - D.2.1.1.4 The following requirements must be met: a minimum of one letter will be obtained from referees on the list supplied by the candidate; and a minimum of two letters will be obtained from referees on the list supplied by the Mentoring Committee.
 - D.2.1.1.4.1 If a referee appears on the lists from both the candidate and the Mentoring Committee, the person may be counted in either category, but may not be used towards both requirements simultaneously.
 - D.2.1.1.4.2 The referees must meet the requirements outlined in the College and University guidelines.
 - D.2.1.1.5 The Chairperson will consult with the Mentoring Committee on the appropriateness of the selections.
 - D.2.1.1.6 The Chairperson will contact the people on the list to inquire about their willingness to serve in this role, proceeding to the alternates if any of the referees initially selected decline to participate.
 - D.2.1.1.7 In the event that the required number of letters, with the required distribution, cannot be obtained from the names supplied because of refusal of the

potential referees to participate, documented ineligibility, or serious conflicts of interest, the Chairperson will meet with the Mentoring Committee to explain, get advice, and if needed solicit additional names. If none of the individuals on the candidate's list agree to participate, after consultation with the Mentoring Committee, two additional names will be solicited from the candidate.

D.2.1.1.8 The Chairperson will notify the Mentoring Committee of the final list of external referees.

D.2.1.2 Obtaining Letters of Reference

D.2.1.2.1 The Chairperson will solicit letters from the individuals on the final list. If any of these individuals fail to or decline to submit a letter of evaluation, this information shall become part of the candidate's review materials. The following materials are to be sent to each referee:

D.2.1.2.1.1 A cover letter from the Chairperson, containing the required confidentiality statement; explaining the nature of the review; requesting disclosure of any potential conflicts of interest; indicating the expectation that the evaluation will be thorough; and explaining other requirements as specified by University policy such as being submitted on institutional letterhead, signed by the referee, etc.

D.2.1.2.1.2 CV of candidate

D.2.1.2.1.3 Copies of up to five of the candidate's scholarly works, published within the period of review, selected by the candidate. (All referees will receive the same publications.)

D.2.1.2.1.4 Candidate's reflective essay

D.2.1.3 Qualifications of External Referees

D.2.1.3.1 The final list of external referees must satisfy the following requirements:

D.2.1.3.1.1 External letters of reference should be from leading scholars in the relevant discipline at peer institutions. As a general rule, an external reviewer must at least hold

the academic rank for which the candidate is being considered, i.e. an associate professor cannot review one being considered for professor. While there can be no definitive list of peer institutions, research-intensive universities of international scope such as the Committee on Institutional Cooperation (CIC) institutions normally constitute our peers. It is incumbent on candidates and administrators to provide an explanation when external reviewers are selected from institutions that are not of the same stature as CIC institutions.

D.2.1.3.1.2 Each referee must have expertise in a field related to the candidate's field(s) of specialization.

D.2.1.3.1.3 External referees must predominantly represent persons other than collaborators. Faculty formerly serving on the equivalent of the candidate's guidance committee when the candidate was a graduate student, or as supervisor during a post-doctoral appointment, shall not serve as referees.

D.3 Use of Letters of Reference

D.3.1 The letters received from the external referees, along with copies of the cover letters from the Chairperson to the referees, become part of the candidate's promotion and tenure packet. In addition, by University Policy, the Chairperson shall provide, for each referee:

D.3.1.1 Name, rank/title, institutional affiliation.

D.3.1.2 Brief summary of the referee's qualifications or CV.

D.3.1.3 Nominating source for the evaluator, e.g., candidate, Chairperson, or Mentoring Committee.

D.3.1.4 An assessment of the evaluator's relationship to the candidate, including potential conflicts of interest.

D.3.2 The letters received from the external referees will be supplied to the Promotion and Tenure Committee for use in their deliberations.

D.3.3 Candidates must not discuss their case with prospective or actual external evaluators at any stage of the review process.

Appendix E

REVIEW, REAPPOINTMENT, AND PROMOTION OF FACULTY: Guidelines for Tenure System, Non-Tenure System (Fixed Term and Adjunct) Faculty and Academic Specialists (Fixed Term and Continuing Employment System)

- E.1 Review of Tenure System Faculty and Process for Evaluation for Reappointment and Promotion
 - E.1.1 The mentoring committee meets with all Assistant and Associate Professors each year and submits their report to the Department Chairperson.
 - E.1.2 The chair or designee of the faculty mentoring committee will present an update each fall at the annual P&T meeting.
 - E.1.2.1 It is recommended that the mentoring committee work with the faculty to update Form D annually.
 - E.1.3 Preparation for reappointment or promotion
 - E.1.3.1 The mentoring committee ensures that Form D is complete.
 - E.1.3.2 In the case of promotion, a list of potential external reviewers is selected based on Appendix D.
 - E.1.3.3 The candidate for reappointment or promotion presents a departmental seminar.
 - E.1.3.4 The case for reappointment or promotion is presented by the mentoring committee chair or designee at the annual P&T meeting.
 - E.1.4 Voting
 - E.1.4.1 Only tenure-system Faculty at the rank of Professor and Associate Professor vote on reappointment or promotion of tenure system Assistant Professors.
 - E.1.4.2 Only tenure-system Faculty at the rank of Professor vote on promotion of tenure system Associate Professors.
- E.2 Review of Fixed Term and Adjunct Professorial Ranked Faculty and Process for Evaluation for Promotion
 - E.2.1 The mentoring committee meets with all Assistant and Associate Professors each year and submits their report to the Department Chairperson.
 - E.2.2 The chair or designee of the faculty mentoring committee will present an update each spring or each fall at the annual P&T meetings.
 - E.2.2.1 It is recommended that the mentoring committee work with the faculty to update Form D annually.
 - E.2.3 Preparation for promotion
 - E.2.3.1 The mentoring committee ensures that Form D is complete.
 - E.2.3.2 In the case of promotion, a list of potential external reviewers is selected based on Appendix D.
 - E.2.3.3 The candidate for promotion presents a departmental seminar.

- E.2.3.4 The case for promotion is presented by the mentoring committee chair or designee at the annual P&T meeting.
- E.2.4 Voting
 - E.2.4.1 All tenure system, fixed term, and Adjunct Professors and Associate Professors plus Senior Academic Specialists and full-time Academic Specialists who have served at least three consecutive years vote on the promotion of fixed term and Adjunct Assistant Professors.
 - E.2.4.2 All tenure system, fixed term, and Adjunct Professors plus Senior Academic Specialists vote on promotion of fixed term and Adjunct Associate Professors.
- E.3 Review of Continuing Employment Academic Specialists and Process for Evaluation for Reappointment and Promotion to Senior Academic Specialist
 - E.3.1 The mentoring committee meets with Academic Specialists each year and submits their report to the Department Chairperson. The mentoring committee will include one Senior Academic Specialist and will also serve as the review committee for promotion of the Academic Specialist to Senior Academic Specialist.
 - E.3.2 The chair or designee of the Academic Specialist mentoring committee will present an update each fall at the annual P&T committee meeting.
 - E.3.2.1 It is recommended that the mentoring committee collaborate with the Academic Specialist to update Form C annually.
 - E.3.3 Preparation for reappointment or promotion
 - E.3.3.1 The mentoring committee ensures that Form C is complete.
 - E.3.3.2 A list of potential external reviewers is selected based on Appendix D.
 - E.3.3.3 The candidate for reappointment or promotion presents a departmental seminar.
 - E.3.3.4 The case for reappointment or promotion is presented by the mentoring committee chair or designee at the annual P&T meeting.
 - E.3.4 Voting
 - E.3.4.1 All tenure system, fixed term and Adjunct Professors, Associate Professors and Assistant Professors and all Senior Academic Specialists vote on the reappointment or promotion of Academic Specialists to Senior Academic Specialists in the continuing employment system.

- E.4 Review of Fixed Term Academic Specialists and Process of Evaluation for Promotion to Senior Academic Specialist
 - E.4.1 The mentoring committee meets with Academic Specialists each year and submits their report to the Department Chairperson. The mentoring committee will include one Senior Academic Specialist and will also serve as the review committee for promotion of the Academic Specialist to Senior Academic Specialist.
 - E.4.2 The chair or designee of the Academic Specialist mentoring committee will present an update each fall at the annual P&T committee meeting.
 - E.4.2.1 It is recommended that the mentoring committee collaborate with the Academic Specialist to update Form C annually.
 - E.4.3 Preparation for promotion
 - E.4.3.1 The mentoring committee ensures that Form C is complete.
 - E.4.3.2 A list of potential external reviewers is selected based on Appendix D.
 - E.4.3.3 The candidate for promotion presents a departmental seminar.
 - E.4.3.4 The case for promotion is presented by the mentoring committee chair or designee at the annual P&T meeting.
 - E.4.4 Voting
 - E.4.4.1 All tenure system, fixed term and Adjunct Professors Associate Professors and Assistant Professors and all Senior Academic Specialists vote on the promotion of fixed term Academic Specialists to Senior Academic Specialist.

- E.5 Conversion of Academic Specialists to the rank of fixed-term Assistant Professor*
 - E.5.1 The candidate must demonstrate that scholarly contributions are consistent with a person with the rank of Assistant Professor and should be based on several years of work.
 - E.5.2 It may be necessary to prepare a new job description.
 - E.5.3 The candidate for conversion presents a departmental seminar.
 - E.5.4 The candidate must prepare a dossier of accomplishments and a statement on why this change in title is requested.
 - E.5.5 The case for conversion is presented by the mentoring committee chair or designee at the annual P&T meeting.
 - E.5.6 All tenure system and fixed term Professors, Associate Professors, and Assistant Professors vote to approve the change in rank.

*Note: Academic Specialists with continuing employment must be aware that they will no longer be in the continuing employment system.

Appendix F

SCHOLARSHIP ACROSS THE MISSIONS

Introduction

The Department of Plant, Soil and Microbial Sciences (PSM) provides fundamental physical, chemical, and biological knowledge necessary for the application of science to food production, ecosystems and the environment, and health for the benefit of agriculture, natural resources, and the economy of Michigan, the US, and the world. These missions are achieved through scholarship in teaching, research, and extension/outreach. This document will describe how the Plant, Soil and Microbial Sciences Department evaluates scholarship in research, teaching, and extension/outreach.

Principles of Scholarships in PSM

- Professional activities of PSM Faculty include both scholarly activities and scholarship. Both scholarly activities and scholarship are needed, valued, and rewarded in PSM.
- All professional activities of PSM Faculty are expected to be grounded in scholarship.
- Scholarly activities and scholarship span the three missions of research, teaching, and extension.
- As described in the CANR initiative, scholarly activities become defined as scholarship when they meet the following criteria:
 1. creating something new and valuable
 2. having the work validated as such by peers.
 3. making the work publicly available in an academically legitimate location
- PSM Faculty are evaluated for scholarly activities and scholarship relative to their assignment in research, teaching, and extension.
- Scholarship is expected of each PSM Faculty member in at least one of the three missions of research, teaching, and extension.
- Within the three missions of research, teaching and extension, the goal of PSM Faculty is scholarly activities and scholarship with high impact.

PSM Promotion and Tenure Process

The Plant, Soil and Microbial Sciences Department has a highly effective process to mentor junior faculty and academic staff members through the promotion and tenure process. Each Assistant and Associate Professor and Academic Specialist has a mentoring committee comprised of three or more senior faculty. The Department Chair and junior faculty member determine the composition of the mentoring committee. The mentoring committee meets with the junior faculty or academic staff member at least once per year. The committee works with the junior faculty or academic staff member to outline a strategy to help insure that the individual will be successful in all missions of the individual's appointment. Each year at the PSM Promotion and Tenure Meeting(s), the accomplishments of the junior faculty or academic staff member are reviewed. Before reappointment or promotion, the junior faculty member must present a seminar to the

Department. Recommendations for reappointment, promotion, and tenure involve a comprehensive review, discussion, and vote by the PSM faculty with higher academic rank.

Definition of Peers

Peer validation is essential to document scholarship. Peers are defined as:

- individuals with similar responsibilities and knowledge within the same area of expertise at other universities or research institutions
- other MSU faculty or academic staff within PSM or related academic units
- respected scientists and/or leaders from private industry or non-profit foundations within the same area of expertise
- leaders and other prominent members of closely related professional scientific societies.
- field-based extension educators with similar responsibilities and knowledge within the same area of expertise.

Example of Peer Validation

- peer-reviewed publications on research, teaching, or extension.
- peer-reviewed papers in secondary literature, such as review papers.
- successfully funded competitive grants
- books
- patents and licenses
- invited presentations at state, regional, national, and international professional.
- conferences
- adoption of textbooks, manuals, computer-based teaching modules, or other novel teaching materials by peers
- articles published or linked on national websites.
- extension publications purchased by in state or out-of-state peers.
- extension educational materials such as PowerPoint presentations, computer programs, etc. adopted by peers.
- crop varieties approved for release by MSU.
- adoption of germplasm that is licensed or used by other plant breeding programs, The Chairperson will provide faculty with information about their scholarly productivity in relation to other members of the Department/Uni

Scholarship in Research

Background on Scholarship in Research: For Departments as diverse as Plant, Soil and Microbial Sciences, defining scholarship as we do below by listing research products and their values is challenging. The evaluation of research productivity for a specific individual should consequently be based primarily upon the overall judgment of knowledgeable peers and secondarily on numerically based metrics. However, by differentiating a) scholarship from the activities that comprise it, and b) scholarship from the impacts that flow from it, the Department hopes to guide its faculty in prioritizing research efforts toward promotion and tenure. The listings of scholarship products and impacts below are attempts to provide such guidance while being as inclusive as possible. Faculty members and their mentoring committees should flexibly employ this suite of scholarship products and impacts to demonstrate how their publicly available creative work is peer valued.

Scholarly Activities in Research: Scientific research comprises many scholarly activities, such as reading the literature, procuring extramural research funds, performing experiments, thinking, writing, and collaborating. As defined above by CANR, these activities produce scholarship when they are combined in “*Creative work that is peer-reviewed and publicly disseminated.*” Thus, works of scholarship are often viewed as the critical objective products of scholarly research activities. The Department recognizes that many scholarly activities in research directly support the extension or teaching missions but may not meet the criteria for scholarship. These activities are valuable but are not substitutes for the expectation of scholarship by PSM Faculty.

Scholarship in Research:

1. Papers in the peer-reviewed primary literature: The definitions of scholarship above are essentially modeled on peer-reviewed publication of scientific research, so peer-reviewed papers are the classic form of research-based scholarship in the plant, soil and microbial sciences. As such, if a faculty member maintains a consistently strong productivity of peer-reviewed journal articles in the primary literature, then their scholarship in research is beyond question because the peer-reviewers have already answered the question. Judgments of “strong productivity” must be integrative judgments, ideally made by knowledgeable peers. Factors that should be considered in forming this judgment include:
 - a) The total number of peer-reviewed publications. The Department recognizes that the simplest way for non-specialists to estimate productivity is to count papers, but this is an oversimplification. Comparisons among a diverse faculty are difficult, so again, the judgment of peers is essential in setting expectations:
 - i. Expectations depend on percentage research appointment.
 - ii. Expectations depend on AN versus AY appointment.
 - iii. The Department chooses not to number these expectations, because the strength of a body of work depends as much upon quality as quantity. Any structured point-system will invariably miss important novelty.
 - b) The quality of the journals in which publication occurs.

- i. Faculty members with research appointments should be publishing in the leading journals in their relevant fields. The top journals for a given discipline should be identified in consultation with internal peers and/or external referees for the faculty member. Even within a discipline, applied versus basic research may be recognized as different niches and have different sets of appropriate journals where scholarship should appear.
 - ii. ISI impact factors are of some use to indicate journal strength within a discipline but are less useful across disciplines. Thus, the major driver of journal choice for a faculty member should be to publish in the “top journals of the discipline” rather than the journals with highest ISI impact factors.
- c) The level of effort emanating from the particular faculty member.
- i. Lead authorship indicates significant effort but is rare in most scientific fields except early in a career and for synthesis work later in a career. Indeed, the value of lead authorship by a faculty member is questionable, as it may even indicate shortcomings as a mentor for graduate students and postdoctoral students. On the other hand, senior authorship can indicate research productivity by a faculty member outside of grant-funded activities. Senior authorship may also be appropriate for reviews and book chapters.
 - ii. Papers with lead authors that have been graduate students or postdoctoral students under the guidance of the faculty member are generally desirable, indicating that the faculty mentor has been closely involved in the work. The Department encourages collaborative and cross-disciplinary research and recognizes that this often means that the name of a faculty mentor appears well down the list of authorship. The placement of faculty names within an author list should not be over-emphasized, as it should not become a barrier to collaboration. The efforts put forth by guidance committee members, and especially major professors, are assumed to be significant irrespective of where their names appear on the list.
 - iii. It is expected that a faculty member is only named an author in cases where such person has injected significant intellectual content into the planning, execution, and/or interpretation of the study. Again, collaborative work is highly desirable, yielding efficiencies in both resource usage and advancement of science. For collaborative papers where the faculty member in question is not a mentor of a primary author, we must rely on collaborators to comment on the contribution made by the faculty member and its importance to the generation of new knowledge.

A paper in the primary literature might contain most of the types of scholarship recognized by the CANR P&T Committee, including *discovery of knowledge; multidisciplinary integration of knowledge; development of new technologies, methods, materials or uses; application of knowledge to problems; and/or dissemination of knowledge*. Of course, there are many other valid forms of scholarship in research other than publication in the primary literature, as listed below.

2. Papers in the peer-reviewed secondary literature, such as review papers: Quality of review papers varies across a broad continuum, from invited or competitive critical reviews in top journals to lightly reviewed summaries of previous research in symposium proceedings. In addition, many synthetic papers (often invited) appear as book chapters (most of which are peer-reviewed). Good review papers can be invaluable, especially to students, because they accomplish *multidisciplinary integration of knowledge; critical analyses; application of knowledge to problems; or dissemination of knowledge*.
3. Patents: Patents must be novel, non-obvious, and potentially useful, are reviewed by MSU personnel as well as one or more Patent Examiners, and appear in the public record. Therefore, patents meet the definition of scholarship. Patenting of plant germplasm or pesticide chemistry, for example, may be a prerequisite to adoption by industrial partners that wish to protect their investments, so faculty may need to patent prior to publishing ideas that they wish to see made commercially available to the public, which may delay publication. As discoveries are patented and can be disclosed, they should also appear in the open peer-reviewed literature, which could also serve to advertise the patents to potential licensees.
4. Books: A book may summarize one or more areas of research and thus function as a large, self-contained review paper. Book reviews, sales, or adoption of the book as a text could be used as proxies for peer-review. As with review papers, books can perform *multidisciplinary integration of knowledge; application of knowledge to problems; or dissemination of knowledge*.
5. The pursuit of research funding is a scholarly activity, and successful proposals can be considered scholarship if they are new, peer validated and publicly disseminated. Proposals can be exposed to intense peer review, so successful competitive proposals can be evidence of creative, cutting-edge thinking. Proposals and grants should not be the drivers of a research program. Rather, the research goals of a faculty member should drive the amount of funding needed and the sources from which funds are procured.
6. Authorship of published abstracts, scientific talks and posters, papers in proceedings volumes, and other non-peer reviewed literature is important for building the visibility of a faculty member's program, but these scholarly activities are not a substitute for the works of scholarship listed above. Productivity in the academic non-peer reviewed literature provides evidence that the faculty member is active in disseminating the findings of the faculty member's scholarship to communities of scholars.

Scholarship in Teaching

Background on Scholarship in Teaching: Central to the mission of Michigan State University is the conveyance of acquired knowledge to students in a variety of discipline related courses. Faculty members in PSM share in this teaching responsibility. Many faculty members in PSM teach one course each year in their discipline, whereas a few faculty members in PSM teach one or more courses each semester.

Scholarly Activities in Teaching: Teaching is defined as a scholarly activity, including developing a knowledge base in teaching and learning. Scholarly teachers present the most recent knowledge in the course(s) they are teaching and promote learning by using various teaching methods and assessments. Effective teaching techniques may include organized lectures, collaborative learning, and/or facilitated group discussions. Scholarly teachers reflect on their teaching and strive to improve their teaching to facilitate learning.

All PSM faculty members with teaching appointments are evaluated on their effectiveness as teachers. Teaching faculty must demonstrate command of their subject matter and continuing growth in their subject field. Teaching faculty must also demonstrate an ability to create and maintain an instructional environment that promotes student learning. PSM faculty members with teaching appointments show evidence of their commitment to scholarly, effective teaching by the following:

- ◆ development of current teaching materials
- ◆ effective delivery of course content
- ◆ documented study of curricular and pedagogical issues, and incorporation of this information in their classes

Faculty members with teaching appointments may also show evidence of their commitment to scholarly, effective teaching by:

- ◆ contribution to professional societies and organizations that seek to improve teaching.
- ◆ teaching awards or honors
- ◆ contribution to curricular development, including collaborative courses and service on curriculum committees.
- ◆ commitment to advising, including knowledge about curricular and extracurricular matters.
- ◆ involvement in undergraduate and graduate student research projects
- ◆ pedagogically oriented research

The criteria used to evaluate effective, scholarly teaching in PSM include:

- ◆ Faculty member's written statements of teaching goals and objectives for each course
- ◆ Course syllabi and examples of course content that include evidence of scholarly teaching (i.e., examples of active learning, critical thinking, innovative activities, course content changes in response to changes in students, course materials, curriculum, etc.)

- ◆ Student evaluation forms (SIRS) including all student comments.
- ◆ Student assessment of course(s) (additional questions on the SIRS form or other assessment techniques)
- ◆ Outside review letters required during the Promotion and Tenure process

PSM faculty with teaching appointments are strongly encouraged to include additional criteria for evaluation of effective, scholarly teaching such as:

- ◆ Written peer assessment of teaching by the teaching coordinator, mentor committee members, department chair, and/or university resources.
- ◆ Evidence of faculty participation in classes designed to enhance teaching expertise.
- ◆ Evidence of implementation of faculty teaching enhancement in the syllabi and/or classroom
- ◆ Evidence of student learning (pre/posttests, journaling, other forms of assessment)

Scholarship in Teaching: Scholarship of Teaching and Learning (SoTL) is the creation of something new and valuable that is validated by peers and made public through peer-reviewed publication in books and/or academic journals and national conferences. SoTL extends across all disciplines at the university since SoTL is defined as the systematic study of teaching and learning. If a faculty member chooses to pursue SoTL, this work is part of their scholarship. A decision to pursue SoTL as an academic discipline by a faculty member should reflect the teaching responsibilities for their position. SoTL may be an important part of the promotion and tenure process. Evaluation of SoTL will be in addition to an evaluation of scholarly teaching activities in annual performance reviews and promotion and tenure decisions.

Evaluation of Scholarship in Teaching

The criteria used to evaluate SoTL include:

- ◆ The creation of something new and valuable in SoTL
- ◆ Peer-reviewed publications on SoTL in books and appropriate academic journals
- ◆ Patents and copyrights
- ◆ Invited presentations in SoTL at State, National and International conferences/meetings.
- ◆ Adoption of textbooks, manuals, computer-based teaching modules, or other novel teaching materials by peers.

Scholarship in Extension

Background on Scholarship in Extension: Scholarship in Extension is an integral part of the history and mission of Michigan State University. In fact, MSU is considered one of the nation's pioneering land grant schools, having been founded as part of the scientific agriculture movement that led to the creation of the nation's Morrill Act, Land Grant Program. As such, extension scholarship and scholarly activities are central to the mission of Plant, Soil and Microbial Sciences extension faculty.

Scholarly Activities in Extension: Michigan State University Extension helps people improve their lives through an educational process that applies knowledge to critical issues, needs, and opportunities. Scholarly activities, though of significant importance in extension education, involve the transfer of existing information using traditional educational methods.

Examples of scholarly activities in extension can be characterized into different groups such as Communication, Contribution, and Leadership. Some of the ways of accomplishing scholarly activities include:

Communication

- Authoring books or book chapters
- Authoring peer reviewed scientific manuscripts
- Authoring extension bulletins
- Authoring newsletter articles and reports
- Contributing to magazine and newspaper articles
- Publishing abstracts and proceedings
- Successful funding of grant proposals

Contribution

- Developing interactive websites
- Developing new computer data bases, programs, or simulations
- Developing new curricula and courses
- Developing training manuals/materials and videos
- Developing agricultural recommendations, management practices or methods
- Engaging in interdisciplinary projects
- Engaging in innovative technology transfer
- Participating in field days, seminars, workshops, and poster sessions

Leadership

- Increasing the level of creative and scholarly work at the State, Regional and National level
- Organizing field days, seminars, workshops, and competitions
- Performing Diagnostic services
- Serving as a reviewer for journals, books, grants
- Serving as an Editor or Associate Editor or on editorial boards for journals
- Serving in leadership positions in state, regional, and national groups
- Serving on Boards for commodity, extension, or other organizations

Scholarship in Extension. Extension scholarship can be accomplished in many ways. The basic types of scholarship applicable to Extension include: the discovery of knowledge; multidisciplinary integration of knowledge; development of new technologies, methods, materials, or uses; application of knowledge to problems; and the dissemination of knowledge. One of the important strengths of MSU Extension is its flexibility in the use of multiple approaches that are best adapted for developing, integrating, applying, and teaching knowledge in a variety of ways to help the people whom MSU Extension serves.

Scholarship of extension implies creativity, originality, and innovation. The Department encourages extension faculty to integrate extension and research activities. Extension faculty should be engaged with industry to know what the problems are, perform research to solve those problems, and deliver new information to industry. Scholarly activities in extension that meet the criteria for scholarship may be research based or pedagogically related as described in the respective Research and Teaching sections of this document. The successful integration of research and teaching may also be considered scholarship in extension. For example, developing an extension presentation that is widely utilized by extension educators based upon data generated in one's extension research program meets the scholarship criteria of being new, peer validated and publicly available.

Evaluation of Scholarship in Extension

A portfolio format is used to document faculty extension/professional activities. The faculty portfolio includes materials such as descriptions of responsibilities in extension as described in the types of extension scholarship listed above. The effectiveness of the candidate's extension activities is determined by evaluating the character of the scholarship activities in accordance with the extension scholarship definition provided above. The scholarship resulting from extension activities is documented through means appropriate to the professional specialty, such as peer-reviewed publications, lectures, videos, software, hardware, workbooks, manuals, standards, bibliographies, book reviews, and presentations. Evaluation of scholarship should consider breadth, depth, and duration of influence or use; validation by peers; public appreciation and benefit; and applicability or adoption by peers and clientele.

The faculty portfolio should indicate metrics of peer validated scholarship products including but not limited to:

- Articles published or linked on national websites.
- Extension bulletins purchased by in state and out-of-state groups.
- Educational materials, such as PowerPoint presentations used by extension educators.
- Invited presentations given to peers at multi-state meetings.
- Scientific and pedagogic peer reviewed publications

Scholarship often requires teamwork and other collaborative relationships, particularly because of the growth of interdisciplinary and collaborative programs. When work that is a result of joint effort is presented as evidence of scholarship, clarification of the candidate's role in the joint effort must be provided. Evidence should be presented as to the impact and outcomes of the scholarship in terms of its depth, duration, and/or persistence of influence or use as well as its public and critical appreciation.

Scholarly Activities and Scholarship versus Impact in Research, Teaching, and Extension

If a scientist has made a scholarly impact, then the individual should have contributed a body of knowledge that is clearly recognized as such by peers. Assessment of impact is thus an attempt to integrate the consistency of vision, productivity, and especially the *quality* of productivity over a scientific career.

Many peer-reviewed papers are never cited, many new ideas are never adopted, and many patents are never licensed, so “new” is distinct from “valuable” in the definition of scholarship. On the other hand, truly groundbreaking ideas may be so far ahead of their time that their great value becomes apparent only much later. The value of a scholarly product is often difficult to judge, especially for non-specialists: Some basic research papers may have no immediate application, but if they are cited heavily by a few like-minded scientists then they would be described as “high-impact” scholarship in the citation databases. Some applied research may have real-world high impact because new techniques are widely adopted but may not even be viewed as scholarship if papers have not appeared in the peer-reviewed literature. Within the University, impact alone is not enough because published scholarship is the public trust for their investment. Thus, the goal of our faculty should be scholarship *with* impact.

In order to help non-specialists judge the impact of the scholarship by a faculty member, we rely on mostly indirect means for assessing how peers and the public view the value and impact of the faculty member's works. Assessment of impact is distinct from assessment of productivity because none of the impact metrics are themselves works of scholarship. Some of these indirect metrics of impact are:

1. Indicators of impact on the discipline:

- Publication citations (monitored by ISI) can provide positive impacts for the Department, College, and University as they contribute to national rankings. Citations do reflect the impact of one's ideas as they propagate through the literature. However, citations should be neither the driver of a publication record nor the sole judgement of its impact, since they depend on the number of scientists in one's field and many other factors. ISI indices are more useful within a discipline than across disciplines.

2. Indicators of respect by peers:

- Editorship or editorial board service for professional journals
- Invitations to serve on major federal science advisory panels. In addition to the honor inferred, such service can result in high-impact publications for which the authors receive no attribution (beyond a committee listing on a title page)
- Invitations to contribute book chapters can be evidence of a person's academic maturity and that their contributions are valued highly.
- Invitations to federal or state proposal review panels
- Invitations to serve on departmental reviews.
- Major awards or honors
- Election to fellowship or office in national professional societies
- Invitations to speak at national and international scientific meetings.
- Invitations to give seminars at other universities.
- External letters of peer-review for promotion and tenure
- Invitations for manuscript and proposal review
- Serving on commodity boards

3. Other indicators of impact:

- Extramural funding. Each faculty member is expected to fund and establish a successful program.
- Graduation and placement of students
- Training and placement of post-doctoral associates
- Licensing/use of intellectual property
- Companies started/jobs created.
- Adoption of new technologies, varieties/germplasm, or management practices
- Extension bulletins purchased by in state and out-of-state groups.
- Educational materials, such as PowerPoint presentations used by extension educators.
- Adoption of new technologies, varieties/germplasm, or management practices
- Classes taught, numbers of students in those classes, and student responses to the classes.
- Adoption of textbooks, manuals, computer-based teaching modules, or other novel teaching materials
- Federal, state, or local government testimony
- Involvement with commodity groups
- Consultantships
- Volunteered editorship in social media such as eXtension
- Interviews or features in the news media

Summary of Scholarship in Plant, Soil and Microbial Sciences

Within the university community, scholarship is a set of processes through which knowledge is discovered, integrated, applied, and taught. The products of scholarship across the missions of research, teaching, and extension include but are not limited to the following:

1. Papers in the peer-reviewed primary literature
2. Papers in the secondary peer-reviewed literature, such as review papers
3. Books, including textbooks.
4. Patents
5. Computer-based educational materials
6. Extension materials
7. Teaching materials
8. Varieties and germplasm
9. Management practices
10. Successful competitive grants
11. Others that meet the criteria for scholarship