

Bylaws of the Soil and Water Science Department University of Florida

September 9, 2009

Preamble

The shared goals of the faculty and administration of the Soil and Water Science Department (SWSD) are to attain excellence in academic responsibilities of teaching, research, extension and service and to maintain national and international recognition for the programs. These goals can best be achieved with a governance structure from the Department level to the University level that fosters collegiality, collaboration, mutual responsibility and accountability, and transparency.

Article I – Governance of the Soil and Water Science Department

These Bylaws establish the general principles by which the SWSD shall be governed. These Bylaws are governed by and subordinate to the Constitutions of the Institute of Food and Agricultural Sciences (IFAS) and the University and the policies and directives of the University of Florida's Board of Trustees and the Florida Board of Governors. Operating within the context of these Bylaws, the governance of the SWSD shall be shared between the administration and the faculty.

Article II – The Faculty

Section 1 – Faculty Membership

The faculty of the SWSD shall consist of individuals in tenured, tenure-accruing, and non tenure-accruing faculty positions. Faculty are defined by the University of Florida Constitution and Senate Bylaws and include the various ranks of Professor, Scholar, Lecturer, Research Scientist, Extension Scientist and Assistant In.

Section 2 – Faculty Rights

Faculty have the right to know the expectations of their job assignment and how they will be evaluated.

Faculty have the right to assemble without limit to discuss issues of concern.

Faculty have the right to open academic discourse without fear of retribution.

Section 3 – Faculty Responsibilities

Faculty are responsible for planning and conducting teaching, research, extension and service in a competent and professional manner.

Faculty are responsible for the professional development of students, including mentoring, and organizing, attending and presenting departmental seminars.

Faculty are responsible for contributing to the functioning of the Department, including infrastructure, social, public relations, and outreach functions. Contributions can include, but are not limited to service on committees, investing intellectual effort in long-range planning, and promoting the department. Faculty are also responsible for service to IFAS, the University, and professional societies.

Section 4—Department Chair Responsibilities

The Department is headed by a Chair appointed by the Senior Vice President in accordance with the University Constitution. The Chair serves as chief executive and administrative officer of the Department. The Chair provides financial planning and policy and supervises routine operations of the Department, including faculty evaluations and evaluations of selected staff (see *Appendix A* for more complete description). The Chair is responsible to the Senior Vice President for administration of the Department and the three Deans for programmatic issues and is the agent of the Department faculty for execution of academic policy. The Chair provides programmatic leadership for all SWSD faculties in the department, including Gainesville and REC faculty. The Chair is expected to operate the Department in the spirit of shared governance and seek faculty input, consider it, and provide feedback and rationale about final decisions. The Chair may maintain a program of teaching, research and/or extension, as time permits.

Article III –Committees

Purpose and Classification

Service on SWSD Science committees is the primary means by which faculty can participate directly in the governance of the Department. Faculty, both in Gainesville and RECs, shall have the opportunity to participate in four standing committees (Sections 1 through 4) through which the major governance of the Department occurs: the Administrative Affairs Committee; the Teaching Committee; the Research Coordination Committee; and the Extension, Outreach, and Publications Committee. Shared duties of the committees include:

1. Standing committees shall meet regularly. A secretary, elected from within the committee membership, shall keep and archive minutes and records (edited for confidentiality as necessary).
2. Reports of the standing committees shall be made to the faculty via monthly email messages and at each monthly faculty meeting.
3. Standing committees shall submit and archive an annual written report to the faculty (for the interval July 1 – June 30).
4. Policy recommendations developed in the standing committees shall be emailed to all faculty prior to faculty meetings, at which time faculty input and discussion will be conducted.

SWSD – Shared Governance

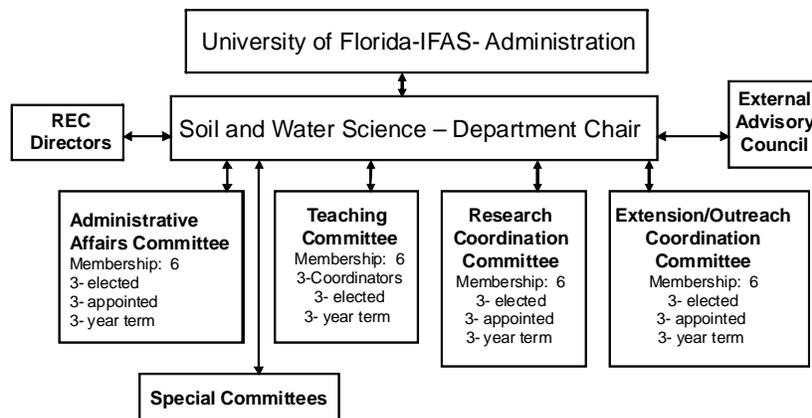


Figure 1. Flow chart showing the shared governance plan for the Soil and Water Science Department

Section 1 Administrative Affairs Committee

The Administrative Affairs Committee is responsible for providing input to the Department Chair on matters of resource allocation and long-range planning including inputs for internal and external review of the unit. The committee will review the bylaws of the Department every three years and propose modifications to the entire faculty, as necessary. The committee will serve as hosts and the planning group for interfacing with the department’s External Advisory Council.

The Administrative Affairs Committee shall consist of the department Chair and six faculty who will serve three-year staggered terms. Three members shall be elected by paper or electronic ballot and three members shall be appointed by the Chair. Two members shall rotate off the committee every year and shall be replaced by one elected and one appointed faculty. The SWSD Chair may extend the appointment of appointed faculty members for a second term. The chair of the committee will be elected by the membership of the Committee. The two members scheduled to rotate off the Committee each year will form a nominating subcommittee to solicit candidates for all standing committees.

The agenda and the names of the Administrative Affairs Committee members will be disseminated before each meeting with an invitation for faculty to propose items for discussion. Meeting minutes (edited for confidentiality) will be disseminated via email to the faculty after each meeting. To address some of its specific responsibilities, the Administrative Affairs Committee can formulate its

own sub-committees as necessary. The Chair of the Administrative Affairs committee will summarize the outcome of sub-committee reports and reports to all faculty.

Specific responsibilities of the committee are listed below:

1. Review the bylaws of the department every three years and propose modifications to the entire faculty, as necessary
2. Provide input to the SWSD Chair on matters of resource allocation and long-range planning including inputs for internal and external review of the unit.
3. Provide recommendations to the SWSD Chair on fund raising activities
4. Serve as hosts and the planning group for interfacing with the department's External Advisory Council
5. Identify mechanisms to improve the linkage between Gainesville Faculty and REC faculty, including becoming better involved in departmental activities.
6. Provide input to the SWSD Chair on the issues affecting the professional development of SWSD faculty.
7. Review all courtesy and affiliated faculty nominations, according the SWSD policy for these appointments.
8. Nominate faculty members for state, regional, and national awards.
9. Provide input to the SWSD Chair on issues related to building, space, and inventory.
10. Identify guest speakers for departmental seminar including Hubbell seminar speaker.

Section 2 – Teaching Committee

The Teaching Committee is responsible for providing input to the SWSD Chair on matters of undergraduate and graduate programs, distance education programs, certificate programs, curriculum, teaching loads, teaching assistants and other related matters. The Teaching Committee shall consist of undergraduate, graduate, and distance education coordinators and three elected faculty who will serve three-year staggered terms. Three members shall be elected SWSD faculty using paper or electronic ballot. One elected member shall rotate off the committee every year and shall be replaced by one elected faculty. One of the coordinators will serve as chair (3-year term) of the Committee. The SWSD chair may extend the appointment of appointed faculty members for a second term.. The agenda and the names of the committee members will be disseminated before each meeting with an invitation to faculty to propose items for discussion. Meeting minutes (edited for confidentiality) will be disseminated via email to the faculty after each meeting. To address some specific responsibilities, the Teaching Committee will have three sub-committees to address undergraduate, graduate, and distance education programs, respectively. The sub-committee chairs work closely with the Teaching Committee Chair and report to the faculty..

Specific responsibilities of teaching committee are listed below.

1. Review all undergraduate and graduate tracks, as related to student and clientele needs.
2. Review course syllabi and make recommendations for improvements.
3. Assist/facilitate faculty efforts in course development/changes or course description changes. Lead efforts to include “environmental” and “water” themes in our courses and their descriptions.
4. Proactively make recommendations for new courses and programs.
5. Review all formal applications for course changes.

6. Revise as necessary, the SWS Undergraduate and Graduate Student guides.
7. Refine, as necessary, departmental teaching portfolio guidelines and associated “peer review” documents and procedures.
8. Maintain and update, as appropriate, the guidelines for departmental student “capstone experiences”.
9. Refine and publish new undergraduate and graduate curricula, as needed. Review, annually, catalogue materials (undergraduate and graduate).
10. Nominate students for Awards/Scholarship, to assure recognition of our students, and jointly with the SWSD Chair to develop packages describing opportunities in Soil and Water Science and available scholarships.

Section 2.1 – Undergraduate sub-committee

The Undergraduate committee shall be chaired by a member of the faculty who will be known as the Director of Undergraduate Program. The Director of Undergraduate Program will be appointed by the SWSD Chair and shall serve a period of time mutually agreed upon. The sub-committee shall consist of the Undergraduate Honors coordinator (if this individual is not the Undergraduate Coordinator) and four other faculty members, in addition to the Undergraduate Coordinator. Two members are elected and two appointed by the SWSD Chair and each member serves two-year staggered terms. One elected member and one appointed member shall rotate off the committee every year and shall be replaced by one elected and one appointed faculty member. Sub-committee members shall be nominated by the Teaching Committee and elected by paper or electronic ballot by SWSD faculty. The Undergraduate Committee shall meet on a regular schedule published at the beginning of each semester. An agenda shall be distributed to all faculty before each meeting. Minutes of the Undergraduate Committee shall be archived in the Student Services office. The Director of Undergraduate Program or other designated committee member in the Director of Undergraduate Program’s absence, will make a report of the committee’s actions at each faculty meeting.

The Undergraduate Committee shall:

1. Oversee all undergraduate programs in the department, including Soil Science and Water Science tracks, and interdisciplinary degree in Environmental Management in Agriculture and Natural Resources (EMANR)
2. Develop strategies to increase student enrollment for undergraduates.
3. Invite, as appropriate, outside consultants to help the department develop new ideas.
4. Expand efforts to visit other departmental Undergraduate Coordinators and advisors to discern their needs for courses in Soil and Water Science and EMANR
5. Evaluate learning compacts, oversight of undergraduate research experience course (SWS4905) .
6. Nominate undergraduate students for scholarships and awards
7. Aid faculty in identifying and attracting interested and qualified potential undergraduate students, and facilitate recruitment of such students.
8. Revise, as necessary, the Undergraduate Student Guide and departmental undergraduate brochures, videos, and web site etc.
9. Develop promotional materials to advertise undergraduate programs
10. Maintain and update, as appropriate, the guidelines for departmental “capstone experiences”

Section 2.2 Graduate studies sub-committee

The Graduate studies sub-Committee shall be chaired by a member of the graduate faculty who will be known as the Director of the Graduate Program. The Director of Graduate Program will be appointed by the Chair and shall serve a period of time mutually agreed upon. Four faculty, in addition to the Graduate Coordinator, will serve as members of the Graduate Studies Sub-Committee. Two members are elected and two appointed by the SWSD Chair and each member serves two-year staggered terms. One elected member and one appointed member shall rotate off the committee every year and shall be replaced by one elected and one appointed faculty member. Sub-committee members shall be nominated by the Teaching Committee and elected by paper or electronic ballot by SWSD faculty . The Graduate Studies Sub-Committee shall meet on a regular schedule published at the beginning of each semester. An agenda shall be distributed to all faculty before each meeting. Minutes shall be archived in the Student Services office. The Director of Graduate Program, or other designated committee member in the Director of Graduate Program 's absence, will make a report of the committee's actions at each faculty meeting.

The Graduate Studies Sub-Committee shall :

1. Develop strategies to increase graduate student enrollment in SWSD
2. Advise the SWSD Chair on the distribution of scholarships and teaching assistantships. Identify graduate students for Alumni, Presidential and minority fellowships
3. Promote graduate student activities in the department to increase the interaction among graduate students.
4. Prepare needed promotional materials for recruiting graduate students. Proactively promote departmental graduate programs. Maintain contacts with statewide four-year colleges to promote SWSD graduate programs
5. Develop proposals for new graduate degree concentrations as needed to meet the needs of changing clientele.
6. Provide continuous inputs to update the SWSD graduate program web page.
7. Invite, as appropriate, outside consultants to help the department develop new ideas related to graduate programs.
8. Expand efforts to visit other departmental Graduate Coordinators and advisors to discern their needs for courses in Soil and Water Science.
12. Aid faculty in identifying and attracting interested and qualified potential graduate students, and facilitate recruitment of such students.
13. Aid the SWSD Chair in establishing policies for graduate study in Soil and Water Science and for student advisory committees. A graduate student's research program and course direction remains the responsibility of the major professor, the student's advisory committee, and the graduate student.
14. Assist the SWSD Chair in scheduling and monitoring graduate teaching assistants for various departmental course offerings . Monitor the success of newly instituted

opportunities for ‘professional experience’ utilized by students not assisting in supervised teaching.

15. Monitor graduate programs in Soil and Water Science and other units (including cross-discipline efforts), and make recommendations to the Chair for improvements or opportunities.
16. Assist faculty to develop grant proposals to seek extramural funds for graduate fellowships and internships

Section 2.3 – Distance education, certificate program, and short courses sub-committee

This Sub-committee shall be chaired by a member of the graduate faculty who will be known as the Director of Distance Education (DE) Program. The Director of Distance Education (DE) Program will be appointed by the Chair and shall serve a period of time mutually agreed upon. Four faculty, in addition to the Director of Distance Education (DE) Program, will serve as members of the sub-committee, each serving three-year staggered terms. Two members are elected and two appointed by the SWSD Chair and each member serves two-year staggered terms. One elected member and one appointed member shall rotate off the committee every year and shall be replaced by one elected and one appointed faculty member. Sub-committee members shall be nominated by the Teaching Committee and elected by paper or electronic ballot by SWSD faculty. The DE Sub-Committee shall meet on a regular schedule published at the beginning of each semester. An agenda shall be distributed to all faculty before each meeting. Minutes shall be archived in the Student Services office. The Director of Distance Education (DE) Program, or other designated committee member in the Director of Distance Education (DE) Program’s absence, will make a report of the committee’s actions at each faculty meeting.

The DE Sub-Committee shall :

1. Aid the SWSD Chair in establishing policies and guidelines for DE graduate studies.
2. Work closely with the Graduate Coordinator on promoting DE graduate programs
3. Identify critical needs for the DE programs and make recommendations to the SWSD Chair.
4. Review scheduling of DE courses and make recommendations to the SWSD Chair for optimal coordination.
5. Review all DE courses including syllabi and the format of the course. These reviews will be conducted in collaboration with the entire Teaching Committee
6. Identify statewide needs for DE and assist faculty in developing needed new courses.
7. Prepare needed promotional materials for distance education programs in the department.
8. Develop proposals for new DE graduate degree and certificate programs as needed to meet the needs of changing clientele.
9. Identify topical areas for certificate programs and mode of delivery of these courses including e-technologies and tools.
10. Review existing DE courses and evaluate their use in thematic certificate programs.
11. Develop mechanisms to evaluate the effectiveness of DE certificate programs to meet the needs of the clientele.
12. Assist faculty in selection of e-technologies to be used in DE courses.

13. Provide continuous inputs to update the SWSD DE graduate program web page.
14. Proactively promote departmental DE programs. Maintain close contacts with REC faculty and seek their assistance in promoting DE programs in their regions.

This sub-committee also promotes Soil and Water Science Short Courses, to be offered for two or more days annually or biennially. The courses are targeted mainly to practitioners, but will be designed to attract other disciplines and professions as appropriate to the theme of a particular short course. Short courses could offer technical training and updates to practicing soil and water scientists and to others having an interest. Continuing Education Units (CEUs) will be offered so that attendees can gain credits toward renewal of such certification programs as they may participate in.

Specific duties include:

1. Identify key topical areas or themes for potential short courses.
2. Identify the targeted clientele and develop mechanisms to reach them through the department.
3. Identify key faculty members to coordinate activities of the courses offering and assist in implementing the plan.
4. Develop a mechanisms to monitor the impact of these activities in promoting the department and our profession.

Section 3 - Research Coordination Committee

The Research Coordination Committee shall be chaired by a member of the graduate faculty who will be known as the Research Coordinator. The Research Coordinator will be appointed by the SWSD Chair and shall serve a period of time mutually agreed upon. Six faculty, in addition to the Research Coordinator, will serve as members of the Committee, each serving three-year staggered terms. Three committee members shall be elected by the faculty and three shall be appointed by the SWSD Chair. Two members shall rotate off the committee every year and shall be replaced by one elected and one appointed faculty member. The SWSD chair may extend the appointment of appointed faculty member for a second term. The Committee shall meet on a regular schedule published at the beginning of each semester. An agenda shall be distributed to all faculty before each meeting. Minutes shall be archived in the Student Services office. The Research Coordinator, or other designated committee member in the Research Coordinator's absence, will make a report of the committee's actions at each faculty meeting. To address some of the specific responsibilities, the Research Coordination Committee can formulate its own sub-committees as needed. Such sub-committees report directly to the chair of the Research Coordination Committee, who will then report to the faculty.

Research Coordination Committee Duties

1. Review and/or initiate review of CRIS projects
2. Develop focus teams in the department to respond to large grant opportunities, in collaboration with other departments
3. Visit funding agencies and provide feedback to SWSD faculty of potential opportunities
4. Identify a team of faculty to teach a graduate course on grant writing
5. Nominate faculty to serve on grant review panels

6. Work with campus-wide interdisciplinary centers and institutes to capture research opportunities.
7. Establish policies including the cost of operation fees and for use of shared instrumentation in core laboratories.
8. Review departmental thrust areas as needed.
9. Identify critical needs of major instrumentation for use by faculty in one or more thrust areas.
10. Develop an annual Research Forum program that effectively promotes departmental programs to our clientele.

Section 4 Extension and Outreach Coordination Committee

The Extension/Outreach Coordination Committee shall be chaired by a member of the graduate faculty who will be known as the Extension Coordinator. The Extension Coordinator will be appointed by the SWSD Chair and shall serve a period of time mutually agreed upon. Six faculty, in addition to the Extension Coordinator, will serve as members of the Committee, each serving three-year staggered terms. Three committee members shall be elected by the faculty by paper or electronic ballot by SWSD faculty and three shall be appointed by the SWSD Chair. Two members shall rotate off the committee every year and shall be replaced by one elected and one appointed faculty member. The Committee shall meet on a regular schedule published at the beginning of each semester. An agenda shall be distributed to all faculty before each meeting. Minutes shall be archived in the Student Services office. The Extension Coordinator, or other designated committee member in the Extension Coordinator's absence, will make a report of the committee's actions at each faculty meeting.

This committee includes only faculty with some extension FTE. To address some of the specific responsibilities, the Extension and Outreach Coordination Committee can formulate various sub-committees as needed. The findings of these sub-committees will be reported to all faculty by the chair of Extension and Outreach Coordination Committee.

Specific responsibilities of the Extension and Outreach Coordination Committee include:

1. Coordinate SWSD statewide extension efforts to increase the visibility of SWSD and proactively promote departmental extension programs.
2. Identify key extension programmatic resource needs for the department and provide recommendations to the SWSD Chair.
3. Assist new faculty members (with extension appointments) in developing their extension programs.
4. Review EDIS publications and other educational materials including the departmental web site
5. Coordinate in-service training programs and short courses
6. Develop strong linkages with research faculty and develop joint projects
7. Work with SWSD Chair to publish newsletter (three issues per year)
8. Coordinate the collection of input to, and publishing of, the Soil and Water Science promotional materials, including brochures, posters, and other related materials.
9. Maintain the various departmental display cases and research poster display areas.
10. Provide inputs and assistance in maintaining an up to date SWSD Web site.

11. Review all research briefs submitted by faculty, staff, and students and monitor publication of these briefs on SWSD web site. Organize and implement plans for departmental social occasions to foster community among faculty, students and staff.

Section 5 – Special Committees

Special committees are appointed by the SWSD Chair. Members of these committees shall volunteer for the assignment and shall elect a chair from among their members. Special committee chairs will report directly to the SWSD Chair.

Section 5.1 - Mentoring Committees

A mentoring committee for a particular faculty member shall be formed by at least two members of the SWSD faculty at the Associate or Full Professor level. For detailed guidelines see *Appendix C.* Committee members shall meet with the mentee as often as the mentee requests, but at least once a year, individually or as a group. Committee members should review the mentee's annual evaluation packet and meet with the mentee to discuss the progress. Committee members will submit a written annual evaluation to the SWSD Chair discussing the mentee's progress towards tenure. The mentoring committee will be responsible to review mid-tenure review packets of the faculty member.

Section 5.2 - Peer Evaluation Teaching Committees

Faculty members requesting that their courses be evaluated will contact the SWSD Chair. The Chair will appoint evaluation committees consisting of three faculty members (from the department or outside the department, as appropriate). For detailed guidelines see *Appendix D.* The committees will meet with the faculty member whose course is being evaluated before the semester begins to discuss the course history and provide evidence and course materials. Committee members will observe at least two lectures and at least two laboratories, and will meet with the faculty member for a final summary and feedback session. Each member will provide a written evaluation to the SWSD Chair (See *Appendix D*).

Section 5.3 – Tenure and Promotion Committee

1. Once a year, review tenure and promotion packages (including mid-tenure review) submitted by faculty members, using the UF-IFAS criteria
2. Make suggestions to improve the quality of the package
3. Identify strengths and weaknesses in each packet.
4. Make recommendation to the Chair on the suitability of packet for tenure and promotion consideration.

Section 5.4 - Graduate Student Committee

1. Graduate students form a committee and elect a Chair to represent the group.
2. The Chair of the committee serves as the liaison between graduate students and faculty, and attends faculty meetings as needed and provides input to graduate students
3. Identify critical needs of graduate students.

4. Bring graduate student concerns and recommendations to the Graduate Coordinator and the SWSD Chair.
5. Assist new graduate students to settle in.
6. Assist the department in social activities
7. Assist the department in organizing the annual Soil and Water Science Research Forum

Section 5.5 - USPS/TEAMS Committee

1. The chair of the committee serves as a liaison between staff and faculty, attends faculty meetings as needed and provides input to staff
2. Identify critical needs of staff including professional development, and brings staff concerns and recommendations to the SWSD Chair.

Section 5.6 - Social Committee

1. Organize and conduct the social functions of the department.
 - a. Winter Holiday Celebration
 - b. Retirement social functions
 - c. Departing faculty/staff functions
 - d. Other spontaneous events
2. Coordinate with, and supply needed assistance to, graduate and undergraduate (Agronomy/Soils Club) social functions and the Annual Agronomy/Soils Fish Fry.

Article IV – Faculty Meetings

The faculty meeting is the primary means of fostering communication among all faculty within the Soil and Water Science Department on campus and around the state. Faculty meetings should be held once monthly on a schedule published at the beginning of each semester. Faculty and administration have the right to place items on the agenda for discussion by contacting the Department Chair. The agenda should be distributed via email at least one week before the faculty meeting. Soil and Water Science Department faculty serving as UF Senators and members of the IFAS Faculty Council and other IFAS faculty governing bodies should email short summaries to all faculty before each faculty meeting so that dialogue can be initiated on critical items currently before these governing bodies.

The faculty meeting is the most important venue for discussion of policy issues, changes in curriculum, new positions, and other issues relevant to our academic mission. Departmental faculty, plus emeritus, courtesy, and affiliate faculty, and student and staff representatives may speak on any issue before the faculty. Voting on most matters shall be restricted to departmental faculty. However, voting on promotion and tenure will follow IFAS and University guidelines (only tenured faculty at higher rank may vote). Discussions regarding tenure and promotion should be considered confidential. Votes taken on tenure and promotion should be by paper or electronic ballot and the results made available upon request to the tenured faculty permitted to vote.

After all candidates for new faculty positions have interviewed, the merits of each candidate will be discussed in a faculty meeting. Written input on candidate qualifications should also be submitted on an evaluation form (Appendix B). Any faculty member may fill out an evaluation form for candidate tenure-accruing and non tenure-accruing faculty for use by the Chair in faculty hiring decisions.

Article V – Ratification and Amendments

Section 1. These Bylaws shall become effective upon their ratification by the faculty of the Soil and Water Science Department with a two-thirds majority vote, concurrence of the SWSD Chair, and approval of the IFAS Senior Vice President.

Section 2. Proposals for amendments to these Bylaws may be made to the SWSD Chair by the Administrative Affairs Committee.

Section 3. Changes in these Bylaws shall be made by a two-thirds majority vote.

Section 4. Faculty will have one month to review and register a vote for adoption and amendment of the Bylaws.

APPENDIX A

Department Chair Position Description

The Department Chair serves as the faculty's representative to the UF/IFAS administration, and the administration's representative to the faculty. The primary role of the chair is to develop excellence in soil and water science by functioning as a facilitator, guiding and overseeing the Department's personnel in providing needed services to the residents of the State of Florida.

The Department Chair provides coordination, accountability, and administrative functions for the Department in Gainesville by:

1. Providing leadership to faculty, staff, and students in carrying out the IFAS mission and the Land-Grant philosophy, fostering an appropriate tone, developing a set of policies, and promoting department programs in instruction, research, extension, and service;
2. Developing and managing human, fiscal, and physical resources in support of departmental instruction, research, extension, and service activities, within the constraints imposed by resource availability;
3. Developing and maintaining networks and relationships, both internal and external to the department, including fostering interagency, interdisciplinary, and private partnerships in support of academic functions of the Department;
4. Evaluating and rewarding excellence in all forms of scholarship.

The Department Chair also shares programmatic direction responsibility with Center Directors for faculty at Research and Education Centers statewide, and communicates with off-campus faculty and Center Directors

The Department Chair is directly accountable to the IFAS Deans for the quality and direction of departmental programs, to the IFAS Vice President for administrative matters and the overall administrative efficiency of the Department long-range planning, and to the faculty for internal program management of space, personnel, and other resources provided.

Specific Tasks and Duties of the Department Chair

1. Governance

Facilitate development and administration of department policies, goals, and objectives

Conduct faculty meetings

Establish department committees

Use committees effectively

Delegate some administrative responsibilities to faculty and/or committees

Facilitate development and administration of department policies, goals and objectives

Help determine services to be supplied by the department to College, University, and the State of Florida

Serve as an advocate for the department and its personnel

Monitor resources and services that affect the quality of the department and its programs

Enhance diversity of department and oversee compliance with affirmative action plans of the University

2. Department Programs

Communicate and facilitate vision of Department directions and programs to faculty, students, staff, and administration

Provide oversight of class scheduling
Provide oversight of graduate student activities and research
Provide oversight of department curriculum, stimulating change as needed
Support the activities of the undergraduate, graduate, and DE coordinators
Work to assure availability of space and equipment to meet needs for teaching, research, and extension efforts

3. Faculty Activities

Set tone of high professional, ethical, and scientific excellence in Department
Reward academic scholarship in all forms, including discovery, dissemination, and application of knowledge
Establish processes for recruitment and selection of faculty members
Assign faculty responsibilities such as teaching, research, committee work, etc. to faculty in Gainesville and, in collaboration with Center Directors, for departmental faculty located in RECs.
Provide oversight of peer evaluation processes
Facilitate coordination among faculty for statewide programs
Monitor and evaluate faculty performance in teaching, research, extension, service, and citizenship; communicate with Center Directors as necessary.
Deal with unsatisfactory faculty and staff performance
Maintain communication between the department and other units of the university
Reduce, resolve, and prevent conflict among faculty members
Encourage faculty participation in departmental, college, and university activities, including governance

4. External Communication

Serve as interface between department and deans, and other administrators
Serve as interface between department and USDA, State Department of Agriculture, and other agencies and groups as necessary
Serve as contact for outside groups requesting information about department and programs
Provide for the completion of forms and surveys
Oversee production of department advertising and recruitment material
Serve as interface between department and External Advisory Council.

5. Budget and Resources

Communicate department needs to administration
Administer department budget (state and federal funds allocated by deans)
Provide oversight of faculty contract and grant budgets
Review travel expenditures, especially foreign travel
Coordinate special requests to deans for funding
Encourage submission by faculty of grant and contract proposals
Reallocate space and support staff to meet changing needs and requirements

6. Facilities and Office Personnel Management

Manage department facilities, including inventory control
Initiate and supervise new construction projects and renovation, as necessary
Provide for building security, safety, and maintenance, including grounds
Hire, supervise and evaluate selected staff
Supervise department personnel, record-keeping, and accounting functions

Compile information for productivity reports

7. Professional Development

Foster the development of each faculty member's interests and talents, blending these efforts into a functional program

Encourage faculty personnel development, including participation in self improvement programs, faculty development leaves, consulting, and international experiences

Foster excellence in teaching, research, extension, and service

Promote affirmative action

Encourage faculty to contribute to the enhancement of the department's and institution's visibility and reputation

8. Personal Development

Keep current with developments in field of expertise

Contribute to productivity and reputation of the department through participation in the department's programs in instruction, research, extension, and/or service

APPENDIX C

Mentoring Committees

1. All tenure-track faculty must select a mentoring committee composed of at least two tenured faculty members from within the Soil and Water Science Department (with additional members from outside the department, if appropriate). Faculty mentors should be chosen based on their expertise and Research/Teaching/Extension assignment.
2. Mentees should provide their mentoring committee members with their annual plan of work and report of accomplishments.
3. Mentors provide an annual written assessment of the mentee's progress towards tenure to the tenure-track faculty member.
4. A mid-career review will be conducted for faculty members in the tenure probationary period no later than the close of the third year of academic service. Junior faculty will prepare a packet documenting their achievements (without external letters).
5. Once reviewed by the appropriate Mentoring Committee, the packet will be emailed to all tenured departmental faculty for review and the opportunity to provide written comments to the SWSD Chair.
6. The SWSD Chair synthesizes faculty comments and shares this assessment with the tenure-accruing faculty member.
7. The SWSD Chair's letter and the faculty assessment letter accompany the three-year packet to IFAS Administration.

APPENDIX D

Guidelines for Peer Evaluation of Teaching Soil and Water Science Peer Teaching Observation Program

CALS Guidelines for the Teaching Section of the UF Tenure and Promotion Packet

Section 10. TEACHING EVALUATIONS, Part C. Peer Evaluation of Teaching Activities

The revised CALS Guidelines for the Teaching Section of the UF Tenure and Promotion Packet (effective January 1, 2009) requires a summary **Peer Evaluation of Teaching Activities**. The peer evaluation narrative is prepared by the Peer Evaluation Committee, based on the candidate's teaching accomplishments, course materials, peer observations, and teaching evaluations. The narrative should be no more than three pages in length and is to be inserted as section 10.C. of the Tenure and Promotion document.

The Peer Evaluation Committee is appointed by the Unit Leader in accordance with the policies and procedures of the Unit. The Committee should work closely with the candidate in securing and reviewing appropriate materials. The narrative should include the following components:

- a. Peer Evaluation Committee membership, and a brief summary of procedures followed in preparing the narrative
- b. Summative assessment of course syllabi and materials with indications of changes made for improvement
- c. Summative assessment of course planning, organization and content and improvement
- d. Summative assessment of class presentation and delivery, including peer observation, student evaluations and student comments, with indications of changes made for improvement
- e. Specific examples (evidence) of collaborative instructor/peer observer action plan development, implementation of actions steps with follow-up assessments of changes in instructor's teaching

Individual summaries of classroom observations or other reviews are NOT to be included in the Tenure and Promotion packet. Those observations and reviews are to be a part of the peer evaluation narrative.

Peer evaluation of course:

1. Structure of observation team - Three members; one selected by the unit leader from the department faculty; one selected by the faculty member from the faculty's peer discipline within the University; and an external third faculty member from within IFAS jointly selected by the faculty member and the SWSD Chair.
2. Observation frequency - 2-3 courses to be observed each semester, with the goal of observing each established course in the department every 3 years (every 6 years for courses which are taught alternate-yearly). More frequent observation is encouraged for newly-established

courses and/or for courses taught by faculty members who haven't previously taught, who request observation, or who are untenured.

3. Observation format - Team meets with instructor to discuss course history, goals, organization, examination and grading policy, etc. Materials furnished to the committee to include course syllabus, representative handouts, representative quizzes and exams, times which might not be appropriate for visits, etc. Committee also to receive final-grade summaries for the past 3 times the course has been taught (or as many times as it has been taught if <3). Committee members to individually visit the class 1-2 times prior to committee-report preparation. Such visits to be unannounced, though with the understanding that visits on non-traditional dates (exam review sessions, organizational meetings, etc.) will be excluded from the observation process.

5. Committee report - To be presented to the SWSD Chair prior to semester's end, after a summary session with the course instructor. Instructor to be afforded the opportunity to respond to the committee's findings/suggestions, with such responses to be included as part of the committee's report. The narrative should include the following components:
 - f. Peer Evaluation Committee membership, and a brief summary of procedures followed in preparing the narrative
 - g. Summative assessment of course syllabi and materials with indications of changes made for improvement
 - h. Summative assessment of course planning, organization and content and improvement
 - i. Summative assessment of class presentation and delivery, including peer observation, student evaluations and student comments, with indications of changes made for improvement
 - j. Specific examples (evidence) of collaborative instructor/peer observer action plan development, implementation of actions steps with follow-up assessments of changes in instructor's teaching

Observation Document

Observation Team

Dates of Sit-Down Session

Written materials provided

Course syllabus:

Other handouts:

Quizzes:

Exams:

Final grades:

Resources:

Class Visitation

Organization:

Instructor enthusiasm:

Level of presentation and currency of material:

Student participation:

Effective teaching approaches:

Distracting mannerisms:

Other noteworthy comments:

Overall comments:

Peer Teaching Observation Report

Class:

Taught by:

Observation Team:

Background:

Summary of team comments:

Syllabus:

Handouts:

Quizzes/Exams:

Final grades:

Resources:

Class Visits:

Organization:

Enthusiasm:

**Level of presentation
and currency of material:**

Student participation:

Effective teaching approaches:

Reinforcement and principles:

Clarity:

Examples and questions:

Visuals:

Expertise:

Response to questions:

Rapport:

Distracting mannerisms:

Observation Team Summary

	In need of improvement	Satisfactory	Outstanding
Course level			
Department “fit”			
“Fit” as a service course for other departments			
Course organization			
Syllabus			
Other handouts			
Quizzes and exams			
Final grade distribution			
Instructor enthusiasm			
Classroom technique			
Innovation			
Student involvement/ Participation			
Overall course rating			

Operational Definitions:

Outstanding – performance far surpasses the expected level for such activities in most respects

Satisfactory – performance meets expected level for such activities in most respects

In need of improvement – performance fails to meet expected levels for such activities in several key respects.