



DEPARTMENT OF ENVIRONMENTAL AND RADIOLOGICAL HEALTH SCIENCES

DEPARTMENT CODE

Introduction

The Code of the Department of Environmental and Radiological Health Sciences consists of all statements in the Colorado State University and the College of Veterinary Medicine and Biomedical Sciences Codes that pertain to departments and the following items adopted by the department faculty. The code shall provide a framework for the organization of the department, facilitating departmental administration and function, and it shall provide faculty with the opportunity to participate in departmental functioning and decision-making.

1. Mission Statement

The Department of Environmental and Radiological Health Sciences is an academic program that addresses the promotion of animal and human health and the prevention of detrimental effects on living organisms from exposure to environmental agents. The mission of the department is: to deliver excellent educational programs in environmental and radiological health; to provide a quality learning experience for undergraduate, graduate, and professional veterinary medical (P.V.M.) students to prepare them to contribute to society; to conduct state of the art research in animal and human health which focuses on solution of environmental problems; and to promote excellence in outreach and service to the people of Colorado, the United States and other countries through information transfer, research, continuing education and technical assistance. The Department is unique in studying disease from a multifactorial perspective involving chemical, physical, and biological factors.

The Department of Environmental and Radiological Health Sciences provides undergraduate and graduate educational programs that offer B.S., M.S. and Ph.D. degrees. Graduate training is offered in a broad range of environmental and radiological health areas including biosafety, cancer biology, cell and molecular radiobiology and toxicology, contaminant ecology, health physics, human and veterinary epidemiology, industrial hygiene, veterinary diagnostic imaging, occupational safety, ergonomics, oncology, risk assessment, and toxicology.

2. Department Objectives

- 2.1. Provide an excellent teaching/learning environment for undergraduate, graduate and P.V.M. students through the provision of dynamic curricula which meet the changing demands of contemporary society. Integrate and involve the faculty of the department in course development and delivery for undergraduate, graduate, and P.V.M. students.
- 2.2 Foster the development and growth of nationally recognized, excellent research programs which build upon the department and college's potential for interdisciplinary collaboration. Maximize the potential for research programs to contribute to teaching/learning opportunities for graduate, P.V.M., and undergraduate students. Foster the maintenance of an environment which facilitates excellence in research by providing state of the art facilities and an intellectual environment which fosters exchange of information and ideas.
- 2.3 Continue the tradition of the land grant university to provide high quality service to agriculture, private industry, citizens, local, state and federal governments on matters relating to environmental and radiological health and the protection and promotion of animal and human health
- 2.4. Emphasize quality and diversity in recruitment and retention of students, postdoctoral fellows, research scientists, and faculty in environmental and radiological health.

3. Department Structure

While a department must have a formal administrative structure to function efficiently, it is not the intent to create barriers between faculty and departmental administration. Section Heads, the Executive Committee, and assistants to the Department Head are seen as facilitators to help accomplish department tasks with input from faculty. It is envisioned that there will continue to be direct access of faculty and students to the Department Head, on a one-to-one basis, as needed.

3.1. Department Head

The Department of Environmental and Radiological Health Sciences will be administered by the Department Head under the University Code in matters of budget, allocation of resources, curriculum, appointment/reappointment of faculty, promotion, tenure, faculty evaluation, and faculty salary. The Department Head is also responsible for administrative staff appointments and evaluations. The Head of the Department of Environmental and Radiological Health Sciences will be appointed by the Dean in accordance with the procedures relating to the appointment of Department Heads.

3.1.1. Duties

The duties of the Department Head are to:

Conduct all administrative matters of the Department within the guidelines established by the Department, College, and University codes.

Obtain a Summary Activity Report from each faculty member, once each year, and review the Summary Activity Report with each faculty member.

Prepare a written evaluation of each faculty member's activities.

Establish and communicate expectations for Promotion and Tenure with each faculty member and review progress toward these goals annually.

Initiate recommendations for faculty promotion, tenure and reappointment in accordance with university requirements.

Assign distribution of teaching, research, and service responsibilities to faculty to assure equitable workloads.

Represent the Department of Environmental and Radiological Health Sciences on the Executive Council of the College of Veterinary Medicine and Biomedical Sciences.

Appoint departmental representatives to College and/or University committees (standing and *ad hoc*) as required except for those committees specifically described in Section 3.3 of this code.

Receive and act upon recommendations for admission of graduate students and their temporary or permanent advisor(s) made by the Sections. Assure that quality control procedures for selection of applicants are fair and uniform across sections, that requirements for admission are treated uniformly and consistently, and that administrative procedures are in place to ensure the orderly processing of applications for graduate admissions.

Approve graduate advisors and review/approve graduate programs of study and committees.

3.2. Associate Department Head

The principle role of the Associate Department Head will be to act as head when the Department Head (DH) is unavailable. The Associate DH will be appointed for a one-year term, renewable on an annual basis. The appointment is made by the DH in consultation with (but not approval by) ERHS faculty and senior administrative staff. Associate DH candidates must be tenured associate or full professors. The appointment can be terminated with one (1) month notice in writing by either the DH or Associate DH. Compensation will be through an administrative supplement, but the amount of compensation will be determined annually and will depend on duties, performance, and available funds in the Department. To promote a broad representation of different ERHS constituencies, the Associate DH will normally be selected from a different section of the Department than the "home" section of the DH.

3.2.1. Duties

Meet with DH and ERHS Business Officer (weekly) and with DH/Business Officer/CVMBS Director of Financial Strategic Services (monthly).

Serve as ex officio member on the ERHS Executive Committee (monthly). Attend University, College, and Department meetings and functions when DH is unable to attend, including: Dean's Executive Council, leadership retreats, graduations, new student welcome functions.

Attend EH section meetings (DH attempts to attend all section meetings).

Sign travel documents and Graduate School/Admission documents in the EH facility on a regular basis; sign/approve all other documents whenever DH is unavailable.

Develop special projects within the Department, either directly as leader or by organizing and overseeing ad hoc committees. Special projects may involve policy development in ERHS curricular, research or clinical service missions.

3.3. Department Sections

3.3.1. Sections

The Department of Environmental and Radiological Health Sciences is organized into the following sections:

Epidemiology
Occupational and Environmental Health
Radiation Cancer Biology and Oncology
Radiation Protection and Measurement
Toxicology
Veterinary Diagnostic Imaging

It is anticipated that multidisciplinary affinity groups will exist within and across this formal organization and that section structure should be flexible in reflecting administrative needs. Formal section changes (additions of new sections or disbanding of existing sections) will be dealt with as changes to the Department Code, while affinity groups will remain flexible to foster both existing and new initiatives.

3.3.1.1. Graduate Admissions

The primary review of graduate applications shall take place within each of the sections. Recommendations for admission of students and assignment to their temporary or permanent advisor(s) shall be made by the Section to the Department Head.

3.3.2. Section Membership

Faculty members will elect to be a primary member of one of the formal sections named in the Code. As such, they will have voting rights (e.g., for Section Head) in that section. Faculty with interests crossing over section lines may be adjunct members of more than one section, but voting rights will be restricted to the primary section membership.

3.3.3. Section Heads

The section is represented by a head who is elected by the members of the discipline for a three-year term. If necessary, the Department Head can call for election of a new Section Head. The Section Head shall serve on the Departmental Executive Committee and act as liaison to the Department Head on behalf of the Section's members.

Section Heads provide academic leadership for the sections including leading faculty discussions regarding needs and directions for teaching at all levels, current and new research directions, and meeting service requirements. It also includes transmission of information and needs from sections to the Department Head for final determination of faculty teaching, research, and service assignments. The Department Head shall request Section Heads to supply input for faculty reviews.

3.4. Standing Committees

Standing committees provide the Department Head with input and recommendations for administration of the department. The Department Head is expected to be responsive to recommendations. Faculty members shall be elected for committee service annually as specified below. In the event of a committee vacancy prior to the end of the term of service, the Department Head shall appoint a replacement member who shall serve until the next faculty election.

Temporary committees may be appointed by the Department Head as the need arises. As an alternative, any faculty member may recommend the formation of a temporary committee at any departmental faculty meeting. Such a committee shall be formed upon a majority vote of the eligible faculty in attendance.

3.4.1. Executive Committee

Provide the Department Head with input on all matters pertaining to department function, including policy, planning, and budgets, broadly crossing the areas of teaching, research, and service. This committee is composed of the Section Heads, the Director of Undergraduate Education, and a representative for research elected by the faculty. The Executive Committee shall meet with the Department Head at least monthly during the academic year.

3.4.2 Promotion, Tenure, and Reappointment Advisory Committee

3.4.2.1 Composition, Election, and Terms of Service

A Promotion, Tenure and Reappointment Advisory Committee shall be elected by the eligible faculty to advise the Department Head in matters relating to faculty promotions, tenure, and reappointment in accordance with University Code Section C.2.5, with Sections E. 13 and E. 14 of the Academic Faculty and Administrative Professional Staff manual, and with the Department Code Section 4 below.

The committee shall consist of six tenured faculty, normally with three year terms, but the terms shall be staggered so that, at the time of the election, there will be two members with one, two, and three years of service remaining. Four members of the committee will be tenured full professors and two will be tenured associate professors. Members will only review faculty recommended for promotion to equal or lower rank. In their capacity as members they will not participate in their own review or evaluation. Irregular vacancies shall be filled as soon as possible by election by eligible faculty. A chairperson of this committee will be elected annually by the members of the committee.

3.4.2.2. Duties

The duties of the Promotion, Tenure and Reappointment Advisory Committee are to:

- 1) Recommend criteria and standards as an appendix to the Department Code for evaluation of promotion, tenure, and merit salary increases.
- 2) Annually assess the eligibility of each qualified faculty member for promotion, tenure, or reappointment.
- 3) Provide guidelines to assist faculty members proposed for promotion or tenure consideration in preparing and assembling necessary documentation to support their case.
- 4) Obtain a vote of tenured departmental faculty at equal rank or above on granting tenure and obtain a vote of tenured departmental faculty at higher rank for granting promotion. Provide a summary of majority and minority opinions on tenure and promotion along with supporting documents to the Department Head.

3.4.3 Undergraduate Education Committee

The Undergraduate Education Committee includes the Undergraduate Education Program Director (appointed by the Department Head), one faculty member from each Department Section active in undergraduate education, and two undergraduate students. Faculty committee members shall be elected by section faculty for three-year terms and their appointments staggered. The members of the committee shall elect the chair. Student representatives will be elected annually by their peers. The Undergraduate Education Committee shall oversee all aspects of undergraduate education including coordinating undergraduate recruiting and advising the faculty on all issues relating to undergraduate education.

3.4.3. a. Duties

The Undergraduate Education Committee shall:

- 1) Coordinate recruiting and admissions.
- 2) Review and approve proposals for new departmental undergraduate level courses and changes in existing undergraduate level departmental courses.
- 3) Evaluate the undergraduate course offerings on a continuing basis.
- 4) Recommend to the faculty needed changes in curricula and policy concerning the instructional program. Requirements for the EH major will be approved by a majority vote of the faculty.
- 5) Maintain liaison with the departmental representative to the Recruitment, Advising, Diversity, and Retention (RADAR) committee of the college.
- 6) Maintain liaison with the college's Associate Dean for Undergraduate Education.
- 7) Act as a selection committee for departmental scholarships and other undergraduate student awards and nominations.
- 8) Perform other duties pertaining to the department's academic programs as requested.

3.4.4. Graduate Education Committee

The Graduate Education Committee shall consist of one faculty member from each Department Section and two graduate students, one from each of the degree granting programs (Environmental Health and Radiological Health Sciences).

Faculty committee members shall be elected by section faculty for three-year terms and their appointments staggered. The members of the committee shall elect the chair. Student representatives will be elected annually by their peers.

3.4.4. 1. Duties

The Graduate Education Committee will oversee all aspects of the graduate programs.

Coordinate recruiting for all graduate programs with each section. The primary review of graduate applications shall take place within each of the sections.

Act as a selection committee for departmental scholarships and other graduate student awards and nominations.

Maintain liaison with the college representative to the Graduate Council, the Associate Dean for Research and Graduate Education.

Review and approve proposals for new departmental graduate level courses and changes in existing departmental graduate level courses. Requirements for specializations in the department will be approved by a majority vote of the faculty.

Evaluate the graduate course offerings on a continuing basis.

Recommend to the faculty needed changes in curricula and policy concerning the graduate programs.

Perform other duties pertaining to the department's graduate programs as requested.

3.5. College and University Committees

Faculty members shall be appointed annually by the Department Head for committee service as necessary for College and University committees.

4. Faculty Responsibilities and Evaluations

4.1. Faculty Definitions

Faculty definitions will be as outlined in accordance with the Academic Faculty and Administrative Professional Manual. The definition of eligible faculty is included in the first paragraph of Section C.2.4.2. of the University Code, Departmental Organization. Special/adjunct faculty share all the privileges and responsibilities of regular faculty except as precluded by the University Code.

4.2. Responsibilities of Academic Faculty

4.2.1. Faculty shall provide the Department Head appropriate documentation of his/her activity based on the calendar year, each year, which shall include:

- A Summary Activity Report (SAR), designed by the College and University.
- A statement of measurable prospective goals for the upcoming year.
- A current curriculum vitae.
- A completed and signed CVMBS “Consultation Statement” and University “Conflict of Interest and Commitment Disclosure” form.

4.2.2. Faculty are expected to contribute to the areas of Teaching and Advising, Research, and Service/Outreach. As the proportion of time devoted to each of these areas may vary with each faculty member, expectations in each of these areas will be outlined on an individual basis in the annual review.

4.3. Faculty Workload Statement

Faculty members’ effort distributions and workloads are determined by the CVMBS Workload Policy as approved by the Executive Council.

4.4. Faculty Review

4.4.1. Criteria for Faculty Review and Evaluation

Faculty will be evaluated annually based upon scholarly performance in the areas of teaching, research, and service by the Department Head in accordance with Section C.2.5 of the University Code and Section E.1 1. The proportion of time devoted to teaching, research, and service may vary among faculty and the expectations for different faculty may vary and will be specified in the annual performance evaluation.

4.4.1.1. Student Course Surveys

Student course surveys will be available for use in faculty reviews, including annual reviews, promotion and tenure, mid-tenure, and post-tenure reviews. The Department Head and key administrative staff will have on-line access to student course evaluations in order to assist in these processes.

4.4.2. Promotion and Tenure

Recommendations on the promotion and tenure are the responsibility of the Department Head and, independently, of the Promotion, Tenure, and Reappointment Advisory Committee. The guidelines for appointment, promotion and tenure are found in APPENDIX I.

4.4.3. Periodic Post-Tenure Reviews

4.4.3.1. Phase I Review

Phase I Review will be in accordance with Section E. 14.2.1 of the Academic Faculty and Administrative Professional Manual. Such comprehensive reviews of all tenured faculty shall be conducted at intervals of no greater than five years.

4.4.3.2. Phase II Review

If the evaluation from a Phase I Comprehensive Performance Review is unsatisfactory, a Phase II Comprehensive Performance Review shall be conducted in accordance with Section E.14.2.2. of the Academic Faculty and Administrative Professional Manual. A committee of three (3) tenured faculty members of equal or higher academic rank will be elected to conduct the peer review. The Department Head shall, in consultation with the Dean of the College, ensure that each elected member is impartial and unbiased with reference to the faculty member whose performance is being reviewed. Criteria, similar to those used for evaluation of tenure and promotion, and which include standards for evaluation which reflect the overall mission of the department, will be utilized in the evaluation.

4.5. Disciplinary Action for Tenured Faculty

Disciplinary action or revocation of tenure shall be initiated and resolved according to procedures described in Section E. 10.7 in the Academic Faculty and Administrative Professional Manual.

The Preliminary Committee shall consist of the Promotion, Tenure, and Reappointment Advisory Committee and an additional member appointed by the Dean who shall serve as a non-voting chair of the committee. The Department Head shall appoint alternates should any committee member(s) feel they are sufficiently biased or interested that they cannot render an impartial judgment.

If the majority of the Preliminary Committee members eligible to vote determines that sufficient evidence exists to warrant a hearing, it shall recommend establishment of a Hearing Committee. The Hearing Committee shall consist of all tenured faculty of the Department excepting the Department Head and the faculty member being considered for

disciplinary action. The Hearing Committee shall be chaired by the person who chaired the Preliminary Committee.

5. Grievance Procedures

5.1. Faculty and Staff

The Department Head and grievant shall first attempt to resolve the grievance. If the grievance cannot be resolved at the department level, the grievant and Department Head shall follow procedures described in the Academic Faculty and Administrative Professional Manual, Section K, Mediation, Grievance Procedures, and Review Processes.

5.2 State Classified Staff

The Department Head and grievant shall first attempt to resolve the grievance with the employees involved. If the grievance cannot be resolved at the department level, the employee may pursue resolution through the appropriate grievance/appeal procedure. The grievance process is designed to address and resolve problems; not to be an adversarial process. Situations involving complaints of discrimination or sexual harassment should be brought to the attention of the Office of Equal Opportunity. Other concerns are covered by the procedures outlined on the Human Resources Services website.

5.3 Students

5.3.1 Undergraduate

Students may appeal grading decisions by an instructor by using procedures described in the Grade Appeals section of the General Catalog.

5.3.2 Graduate

Students may appeal grading decisions by an instructor by using procedures described in the Grade Appeals section of the General Catalog.

Graduate students may appeal decisions concerning unsatisfactory performance on graduate preliminary or final examinations, academic probation for reasons of unsatisfactory progress toward the degree other than insufficient grade point average, termination of or election to void an assistantship for reasons set forth in the terms and conditions applicable to graduate assistant appointments, or dismissal from the graduate program. The appeal process is described in the Graduate School Appeals Procedure in the Graduate and Professional Bulletin.

6. Department Meetings

A minimum of one department meeting will be held each semester of the academic year. The Department Head shall schedule and preside at such meetings. Other meetings may be called at

the discretion of the Department Head or Executive Committee. The Department Head shall prepare a written agenda and solicit additional agenda items. The agenda will be distributed to the faculty at least two days before the scheduled meeting.

Business of the department shall be presented to faculty members at these meetings by the Department Head, who will also make recommendations on those items of business for which action must be taken. Discussion by all faculty is encouraged and all votes are recorded. Departmental business may be approved or disapproved by a majority vote of all faculty members present. Proxy votes shall not be allowed. A quorum shall be fifty percent (50%) of the faculty members. Minutes of department meetings shall be recorded and distributed to faculty in a timely manner. Approval or disapproval of amendments or changes to the Department Code will be by a two-thirds vote of eligible faculty in accordance with the University Code.

7. Recruitment and Selection of New Faculty Candidates

Recruitment and selection of new academic faculty shall follow the general guidelines of the University Academic Faculty and Administrative Professional Manual, Section E.3.

7.1. Academic Faculty for Regular Full Time and Part Time Appointments.

7.1.1. Faculty Vacancies

Departmental needs will be determined by the faculty through discussion. The Department Head will seek written approval from the Dean and the Provost to fill vacated or new positions. All procedures involving faculty vacancies must be conducted in accordance with university equal opportunity/affirmative action guidelines.

7.1.2. Search Committee

A search committee and its chair shall be appointed by the Department Head to establish a position description and selection criteria, solicit and screen applications, and recommend candidates for interview by departmental faculty and students. Opinions are also encouraged from faculty of other departments in the College or University whose academic interests are similar or complementary, and whom the committee feels may be appropriate.

7.1.3. Conditions and Expectations of Employment

When the candidate is appointed, the Department Head will define the conditions and expectations of employment and will provide copies of the Department Code as well as the University Academic Faculty and Administrative Professional Staff Manual.

7.2. Academic Faculty for Special and Temporary Appointments.

7.2.1. Recommendation

Any faculty member can recommend a candidate for consideration as a special or temporary position.

7.2.2. Evaluation of Qualifications

In consultation with the Promotion, Tenure and Reappointment Advisory Committee, the Department Head will evaluate the qualifications of the candidate, and if the candidate is suitable for appointment, will prepare documentation for evaluation by the Dean and Provost. In exceptional cases a recommendation for immediate tenure may be made with supporting documentation.

7.2.3. Conditions and Expectations of Employment

When the candidate is appointed, the Department Head will define conditions, term of service, and expectations of the appointment, and provide copies of the Department Code and the University Academic Faculty and Administrative Professional Staff Manual.

8. Review of Department Code

This Code, including its appendices, shall be reviewed by the departmental faculty annually. Recommendations for amending the Code and appendices shall be submitted to the faculty for action. Code amendments must be made in accordance with the procedures defined by the University Code. The Department Code can be amended at any scheduled department meeting by a resolution presented by an eligible faculty member. Approval or disapproval of recommendations relating to the Department Code and appendices will be by a two-thirds vote of eligible faculty.

9. Department Self-Evaluation

The Department will undergo a self-evaluation in accordance with the operational policies of departments in Section C.2.4.2.2 of the Academic Faculty and Administrative Professional Staff Manual. The evaluation of operations shall include undergraduate and graduate teaching, research, extension, and other departmental programs.

Appendix I

Guidelines for Appointment, Promotion, and Tenure

A. General Philosophy

The general institutional philosophy relating to appointment, promotion, and tenure is defined in the University Academic Faculty and Administrative Professional Staff Manual of Colorado State University (the Manual), and the Department follows those principles. The Manual (Section E. 10.1 9) outlines, in general terms, scholarly activity in the areas of teaching, research, other scholarly activity and service. Since there is a strong tradition of accomplishment in research and clinical service within the department, scholarly activities relating to research and clinical service tend to be very important in consideration for tenure and promotion. In addition, effective teaching of undergraduate, professional veterinary medical and graduate students is very important. In most cases a balanced combination of teaching, research, other scholarly activity and service activities is desirable, especially for tenure. However, in the evaluation process, reasonable flexibility will be exercised, balancing, as each case requires, heavier commitments and responsibilities in one area against lighter commitments and responsibilities in other areas.

Position titles used in appointments to the academic faculty of the department include instructor, lecturer, assistant professor, associate professor, professor, and faculty affiliate (Manual section E.1). Academic faculty appointments may be regular full-time, regular part-time, special, temporary, or transitional (Manual section E.4). Only individuals holding either regular full-time or regular part-time appointments at the time of consideration are eligible to acquire tenure. The qualifications for appointment and the quality of performance required to merit promotion shall be the same for regular and special appointments. Individuals holding academic faculty appointments will be evaluated in the areas of teaching, research, and service in proportion to time and effort assignments.

B. Criteria for Promotion and Tenure

To clarify the considerations involved in the promotion and tenure process, the following guidelines are presented. The balance and weighting of professional activities will vary to some degree according to individual faculty member's responsibilities.

1. Promotion to Associate Professor, Granting Academic Tenure or Both

In general, granting of academic tenure requires evidence of scholarship and of capability as an educator and instructor. Advancement in faculty rank requires accomplishment in creative and scholarly activity as well as demonstrated competence in teaching and professional service. It is important to note that scholarship may be achieved within teaching, outreach or other areas of specialization as well as research. Demonstration of such scholarship should center on the creation of a portfolio documenting scholarly activity in teaching, outreach and/or other areas of specialization.

a. Teaching

- Effectiveness in the organized presentation of appropriately selected and current information to students in undergraduate, professional and/or graduate level curricular courses, as assessed by an evaluation by both students and/or colleagues.
- Significant contributions to leadership in the design, organizational structure and mode of presentation of such course offerings, as perceived by peers and colleagues.
- Effective participation in graduate student advising, through personal guidance and instruction of graduate students as individuals and through participation in the responsibilities of graduate committee membership.
- Contributions to departmental, college and university strategic efforts in distance education, instructional technology, advising and undergraduate research.

b. Research/Scholarly Activity

- Demonstration of accomplishment in creative and productive scholarly activity, directed toward the identification and communication of new knowledge.
- Demonstration of the ability to organize, initiate and direct a productive program of research investigations, as evidenced by:
 - i. Constructive solicitation or receipt of extramural funding as principal investigator;
 - ii. Publication of research results in refereed scientific journals;
 - iii. Presentation of research results at respected scientific meetings in appropriate disciplinary areas; and
 - iv. Elicitation and amplification of graduate students' powers of reasoning, evaluation of research data, and general scientific development, by supervision of their engagement in research and completion of degree requirements.
- Demonstration of exceptional accomplishment in areas of specialization identified as essential to departmental goals other than research.

c. Service and Outreach

- Participation in regional, national and professional or scientific organizations.
- Service and leadership in committees, study sections and other review panels or editorial boards of scientific organizations related to his/her discipline.
- Acceptance of responsibilities, where elected or nominated, to represent effectively the Department or College on academic committees of the University.

2. Promotion to Professor

a. Teaching

- In addition to the characteristics appropriate to the rank of Associate Professor, further evidence of excellence as a teacher may include recognition in the form of teaching awards, contribution of chapters to texts, publication of monographs and citation of published works in contemporary editions of standard texts.
- Effective and continuous primary leadership in the guidance and advising of graduate degree candidates in their programs of study, engagement in research and preparation of theses and dissertations.
- Assumption of an innovative and productive interdisciplinary leadership role in the creation or revision of course presentations.

b. Research/Scholarly Activity

- Leadership and personal direction of a research program which has attracted recognition by disciplinary peer groups in the form of continuous extra-mural funding, the attraction of graduate student participation, and/or the engagement of visiting scholars.
- A continuous record of publications and presentations in refereed journals and at national or international conferences.
- Participation in national or international conferences or symposia dedicated to the individual's research area.
- National or international recognition for accomplishments in areas of specialization other than research as evidenced by similar indices of publication and presentation.

c. Service and Outreach

- National and/or international recognition of expertise in the practice of a subspecialty of one of the disciplines within the Department.
- The assumption of administrative responsibility for the conduct and standards of national professional service organizations.
- Acceptance of committee chairmanships in national professional organizations or in College and University committees.