Please utilize track changes to show the edits you have made to this template letter.

Date

Addressee

Dear Name:

We are extremely pleased to offer you a faculty position in the area of general area of expertise in the Department of tenure home at the University of Wisconsin-Madison. Our faculty and administration are very impressed with your qualifications and believe that you would be an excellent fit for the position and the university as a whole. We are hoping you will accept our offer to join us.

This offer is for a full-time, twelve-month (A-basis) annual appointment as an assistant professor in the Department of tenure home in the College of Agricultural and Life Sciences. Your full-time salary for 20XX-YY will be $xxxx. This offer is for an initial period beginning on or after beginning date and ending end of 3-year contract. The appointment is probationary in that it does not confer tenure. It is renewable for an additional one to three-year term, upon satisfactory performance and approval by the executive committee of the tenure home.

The appointment carries a budgetary split of xx% Extension and yy% [add xx% research OR xx% instruction OR xx% research/instruction]. All faculty appointments carry an assumed commitment to instruction, research, and outreach/Extension regardless of these appointment percentages. Salary support for your appointment is provided by the College of Agricultural and Life Sciences and others if joint appointment. The university annually reviews the salary of each member of the faculty, offering increments under a merit pay raise system when funds, established by the state legislature, are available.

You will be expected to develop a research and Extension program in the general area of language specific to appointment. A faculty appointment carries an expectation that you will aggressively seek financial support from extramural sources to support your research and Extension activities. Success in competing for grants and contracts is a measure of one’s initiative and capabilities that will be used in distributing compensation increases and advancement. In regards to your Extension program, Enclosure C is a document that is communicated to all integrated Extension faculty in the college that helps to define excellence for Extension specialists.

[Omit if no % instruction] Your initial teaching responsibilities will include to be developed by department. Note that instruction responsibilities may change based on the needs of the state, college, and/or the department.

Additional information about your appointment, the promotion process, and the resources that will be provided in support of your program is provided in Enclosures A and B (attached). Please

read this information carefully as it sets forth obligations and conditions to which you agree upon accepting this appointment. Faculty rights and responsibilities are administratively governed by

University of Wisconsin-Madison Faculty Policies and Procedures and are described in Chapter 8 available online at: <https://secfac.wisc.edu/governance/faculty-legislation/fpp_ch_8/>

We are all enthusiastic about you becoming a colleague in the Department of tenure home, and we look forward to your positive response. As evidence of acceptance of this offer, please sign one enclosed copy of this letter and return it by deadline to department address. If you have any questions, please contact the department chair or search committee chair at email and/or phone.

Sincerely,

Department chair name Douglas J. Reinemann

Chair, Department of xxx Associate Dean for Extension and Outreach

Kathryn A. VandenBosch

Dean and Director

Ref: PVL #XXXXX

cc: CALS Administration

Department of XXX

XXX, OVCRGE

UWEX Cooperative Extension HR

Enc: (1) Enclosure A, (2) Enclosure B, (3) Enclosure C, (4) Form I-9 List of Acceptable Documents, (5) Benefits Summary, (6) Department Procedures for Guidance & Annual Evaluation of Probationary Faculty, (7) COVID-19 Health and Safety Protocols – Information for New Employees

I have read, understand, and accept the terms of this appointment as they are presented herein.

Name Date

**ENCLOSURE A**

***Statement of Duties and Responsibilities***

University of Wisconsin-Madison policies and procedures require that all faculty appointments carry an assumed commitment to the three important functions of resident instruction, research, and outreach/Extension regardless of the appointment percentages listed in your letter of offer. It is possible that your commitment to these functions may change based on the needs of the state, college, and/or the department. In addition, all employees must follow the code of ethics detailed at: <http://www.ohr.wisc.edu/polproced/UPPP/1501.html> and at: <http://docs.legis.wisconsin.gov/code/admin_code/uws/8.pdf>, and are asked to annually report their outside activities.

You will be expected to develop independent research and Extension programs and obtain extramural funding to support your research program. It is expected that you will 1) participate in the department’s training and advising of graduate students and post-doctoral associates, which involves supervision of thesis research for pre-doctoral students who select your laboratory for thesis work, 2) be willing to serve on the research committees of other students in the program when requested, and 3) participate in program events such as department colloquia and related departmental activities.

Depending on the nature of your Extension appointment, the Department of XXXX may expect you to make formal teaching contributions in the undergraduate and graduate programs. Your contribution to teaching will be negotiated with the chair based on departmental needs and your own interests and areas of expertise, subject to the changing needs of the college.

[Omit if no % instruction or if not applicable] We expect that each faculty member will *minimally* teach the equivalent of one three-credit, one-semester course per year. Many courses are team-taught such that teaching contributions are often distributed across several courses.

In addition to your responsibilities in Extension, research, and teaching, you will be asked to participate in department, college, and university service by serving on various committees as deemed appropriate by the chair, dean, and provost/chancellor.

***Guidance and Annual Evaluation for Probationary Faculty***

The department has established procedures for the guidance and annual evaluation of all probationary faculty members. As described in the enclosed procedures, a mentoring committee will be established as soon as possible following the start date of your appointment. The members of your committee will be determined through discussion between you and the chair. The chair of your mentoring committee will file a written report once each year documenting progress and the report will be discussed by the department executive committee and forwarded to the dean. Additional details regarding mentoring are described in an attachment that details departmental policies for mentoring probationary faculty members. Campus policies for probationary appointments are contained in Chapter 7 of UW-Madison Faculty Policies and Procedures dealing with faculty appointments (<https://secfac.wisc.edu/governance/faculty-legislation/fpp_ch_7/>).

***Promotion: Procedures and Deadlines***

Promotion of an assistant professor to tenure is awarded on the basis of academic and scholarly achievements and requires positive action at the departmental executive committee level, by the dean of the College of Agricultural and Life Sciences, and by the faculty’s Division Name [or list more than one option] Division’s executive committee.

Your initial probationary appointment is for three years. Prior to end of the second year, 2-year end date, your record will be reviewed and you will be notified by your department as to which of the following actions will be taken at the end of the initial appointment period:

1. A recommendation to reappoint as a probationary assistant professor for a second, three-year fixed term.
2. A recommendation to reappoint as a probationary assistant professor on an annual basis, not to exceed three additional years.
3. A recommendation not to reappoint, which would terminate your appointment as a faculty member as of 3-year end date.

According to University of Wisconsin-Madison faculty rules, probationary faculty members are given six years to achieve promotion with tenure, with an additional notice year should your appointment be non-renewed in your sixth year. A decision on tenure must be made before 6-year end date and your appointment as a probationary faculty member cannot continue beyond 7-year end date. The recommendation for promotion to associate professor with tenure may be made at any time during the probationary period; however, such action is usually not taken prior to the sixth year as an assistant professor.

***Appointment-related Items***

University policies governing faculty responsibilities including important faculty legislation are detailed in UW-Madison Faculty Policies and Procedures: <https://secfac.wisc.edu/governance/faculty-legislation/>.

Rules of the Board of Regents pertaining to the UW System can be found at: <http://www.legis.state.wi.us/rsb/code/uws/uws.html>/.

The full text of Chapter 36 of the State of Wisconsin Statutes pertaining to the University of Wisconsin is available at: <http://www.legis.state.wi.us/statutes/Stat0036.pdf>.

***Benefits Overview***

You may be eligible to participate in various benefit plans. Many plans require enrollment within 30 days of your start. Information and enrollment procedures can be found on the Office of Human Resources web page: <https://hr.wisc.edu/benefits/new-employee-benefits-enrollment/>.

***Federal Affordable Care Act – Health Insurance Marketplace***

The University of Wisconsin (UW) is required to provide all employees with a Notice of the availability of the Health Insurance Marketplace Coverage Options. The Notice is available on the University of Wisconsin System website: <https://www.wisconsin.edu/ohrwd/download/aca(3)/notice.pdf>.

***Compensation Limits***

Employees with multiple, concurrent jobs with the University of Wisconsin System or other State of Wisconsin agencies are subject to compensation limitations and responsible for potential consequences. Wis. Stat. 16.417(2) defines limits regarding concurrent employment with State of Wisconsin agencies. Full-time UW–Madison employees may not earn more than $12,000 additional compensation from a state agency during a calendar year. As of July 1, 2013, University of Wisconsin System institutions are not defined as state agencies, so concurrent employment with another UW institution or UW–Madison department is not subject to Wis. Stat. 16.417(2). Full-time UW–Madison employees may not earn more than an additional $18,000, or 20 percent of the employee’s base salary, whichever is greater, from another UW–Madison department or UW System institution in a fiscal year. Specific information regarding compensation limitations for concurrent roles is outlined in the UW–Madison Overload Policy:

<https://kb.wisc.edu/ohr/policies/page.php?id=53140>.

***Leave Reporting***

Each month, you will need to report your leave usage through the on-line leave reporting system.  Leave should be submitted by the 5th of each month.  Please contact your departmental payroll coordinator, coordinator name, for instructions regarding the leave reporting process.

[This paragraph may be omitted – for international candidates only] ***International Payroll and Taxes***

Foreign national employees (any non U.S. citizen) must create and maintain a Glacier individual record, in order to ensure they are taxed correctly through payroll. Refer to the Office of Human Resources web page for information regarding payroll taxes and Glacier for international employees:

<https://hr.wisc.edu/pay/international-payroll-and-taxes/>.

[Include this paragraph for “C basis” and exclude for “A basis”] ***Payroll***

During the academic year, you will be paid every other Thursday. Academic year appointees, whether full or part-time, do not earn vacation and are expected to work during the appointment period except for days specifically listed as paid holidays.

***Hiring-related Items***

## *Criminal Background Check*

This offer of employment is conditional pending the results of a criminal background check and the reference check process that includes questions regarding sexual violence and sexual harassment. If the results are unacceptable, the offer will be withdrawn, or if you have started employment, your employment will be terminated. CALS HR staff will submit your name to GIS/Compli-9 to initiate the background check. Please watch for an e-mail from GIS/Compli-9 and respond as requested.

***Employment Eligibility Verification – Form I-9***

This offer of employment is contingent upon verification of the appropriate identity and employment eligibility documentation on the Form I-9, as required by the Immigration Reform and Control Act of 1986. For more information on the Form I-9, please visit the U.S. Citizenship and Immigration Services website: <https://www.uscis.gov/i-9>. If you accept this offer of employment, and do not have an electronic Form I-9 on file with UW–Madison, you will receive an email with a link to the electronic I-9 system and instructions to complete Section 1. You must complete Section 1 of the electronic Form I-9 on or before the first day of employment. Upon completion of Section 1, you will see the list of acceptable documents needed to complete the process. You may also view the list of acceptable documents on the U.S. Citizenship and Immigration Services website: <https://www.uscis.gov/i-9-central/acceptable-documents>. You must present the required documents to your employing department, in person, within three days of your employment start date. If you do not have the necessary documents, you must provide a receipt from a U.S. government agency for replacement document(s) within the three-day limit, and you must present the required document(s) within 90 days of your employment start date. The law prohibits the University from employing or continuing to employ an individual who has not provided the required documents within the relevant time period. Failure to produce appropriate work authorization documents will result in termination of your employment.

***Moving Expenses***

The University of Wisconsin-Madison reimburses for moving expenses according to the specifications in the Employee Relocation Guide found at: <https://kb.wisc.edu/images/group86/20956/EmployeeRelocationGuide.pdf> and at: <https://bussvc.cals.wisc.edu/interviewrelocation/>.  Please review these specifications *before* incurring any expenses associated with your move to the university. Contact department administrator name, department administrator, (e-mail address) regarding reimbursement procedures, stipend level, and other important information. Please note that moving expenses are taxable income.

## *University Policies*

***Disability Accommodation***

The University of Wisconsin–Madison is committed to providing a workplace for our employees where they can be successful. This includes providing reasonable accommodations in order for qualified employees with disabilities to have equal employment opportunities. To request a disability-related workplace accommodation, please contact your [Divisional Disability Representative](https://oed.wisc.edu/divisional-disability-representatives-ddr/) (DDR): Todd Schry (todd.schry@wisc.edu), CALS DDR. The DDR is the person authorized to receive and maintain confidential medical information. The [Employee Disability Resource (EDR) Office](https://oed.wisc.edu/employee-disability-accommodation/) in the Division of Diversity, Equity and Educational Achievement is a campus resource and can be contacted for more information about workplace accommodations. Find additional information and the EDR Office contacts at the following website: <https://employeedisabilities.wisc.edu>.

***Drug-Free Schools and Communities Act***

As a UW–Madison employee, you are strongly encouraged to help make the University a drug-free workplace. You can do this by learning about the dangers and warning signs of substance abuse, encouraging others to avoid substance abuse, and getting help if needed — either for yourself or someone you are concerned about. As an employee, you are subject to the standards of conduct regarding drugs and alcohol as outlined on the Drug-Free Schools and Communities Act web page:

<https://alcoholanddruginfo.students.wisc.edu/dfsac-act/>.

***Faculty and Staff Participating in Research***

By accepting this offer of employment at UW-Madison, you agree to comply with UW–Madison research policies (<https://research.wisc.edu/compliance-policy/>) and the provisions of any funding agreement or other agreement establishing rights to intellectual property that applies to the research in which you may participate. After you have access to campus information technology systems, you may receive an email with a link to acknowledge that you agree to abide by the UW-Madison and federal policy in the conduct of research.

***Mandatory Reporting Requirement of Child Abuse and Neglect***

Wisconsin Executive Order #54 (EO 54) requires the reporting of child abuse or neglect. As a UW–Madison employee, if, in the course of employment, you observe or learn of an incident or threat of child abuse or neglect, and you have reasonable cause to believe that child abuse or neglect has occurred or will occur, you are required by EO 54 and campus policy to immediately report it to Child Protective Services (CPS) or law enforcement. If the suspected incident or threat involves an allegation against a University employee or agent, or on campus or at a UW–Madison sponsored activity, you must also notify the Office of Human Resources, Workforce Relations. Employees who are mandatory reporters under Wis. Stat. 48.981(2)(a) shall comply with the requirements of the state mandatory reporter law. Employees who learn about child abuse or neglect in a healthcare setting should only report as permitted by HIPAA.

***Statement of Non-Discrimination***

# The University of Wisconsin-Madison is committed to providing equal opportunity and equal access in compliance with all applicable non-discrimination federal and state laws and regulations and University of Wisconsin System and university policies and procedures. A full listing of all protected classes, campus policies, and detailed information on how to file a complaint alleging discrimination and/or harassment is located on the Office of Compliance (OC) website at: <https://compliance.wisc.edu/>. In addition, the Office of Compliance staff includes the campus Title IX Coordinator and the ADA/504 Coordinator. The OC is located in Room 361, Bascom Hall, 500 Lincoln Drive, Madison, Wisconsin 53706, (608)265-6018 (relay calls accepted).

***Wiscard***

As an employee of the University of Wisconsin-Madison, Wiscard is your official UW-Madison identification card. It will give you access to libraries, recreation facilities, and other campus services including door access. For more information on how to obtain your Wiscard, please visit the Wiscard website at: <https://wiscard.wisc.edu/id-card/how-to-get-your-wiscard/>

***Access to Information Technology Systems – NetID and MFA-Duo***

Your NetID is your campus identity that allows you access to online systems and services used at UW–Madison. It includes a unique username (assigned by the university) and a password (which you create). In order to activate your NetID, you will enter your date of birth and either an activation key (provided by your department) or the 11-digit number found on your Wiscard. More information about activating your NetID can be found at: <https://kb.wisc.edu/page.php?id=1140>.

UW–Madison adds an extra layer of security to your NetID login through a verification process called Multi-Factor Authentication (MFA). This added step combines something you know (your NetID and password) with something you have (smartphone, token/fob) to verify your identity. MFA helps to protect both your online identity and UW–Madison digital assets. This multi-factor authentication is provided by Duo Security. Your hiring department will assist you with enrollment in MFA-Duo, and you will be required to use MFA-Duo on your start date. If you have questions or need help, visit <https://kb.wisc.edu/page.php?id=86220>.

***International Linkages***

CALS encourages faculty to develop international linkages in their scholarly work. If you would like to learn more about options for international programming, please contact Jennifer Kushner, Interim Director of CALS Global (608-265-3705, [jennifer.kushner@wisc.edu](mailto:jennifer.kushner@wisc.edu)).

***Sexual Harassment/Sexual Violence***

UW-Madison is committed to creating and maintaining a campus community that is free from sexual harassment and sexual violence. All employees are required to complete an online prevention education program called “Preventing Sexual Harassment and Sexual Violence at UW-Madison” within 30 days of a UW-Madison appointment. Additional information and a registration link for this training can be found at: <http://compliance.wisc.edu/titleix/employee-training/>.

**ENCLOSURE B**

***Resources for Support of Your Program***

**Summary of start-up resources:**

|  |  |  |
| --- | --- | --- |
| Source of Support | Amount | Comments |
| Department of xxxx | $ | Should be used during probationary period |
| Office of the Vice Chancellor for Research and Graduate Education (OVCRGE) | $ | Should be used by the end of year 5 |
| CALS flexible funds | $ | Should be used by the end of year 3 |
| CALS Hatch support | $ 100,000 | 2 years of 50% RA/research support; apply within 2 years |
| UWEX Cooperative Extension | $ | $xxxx per year, during first 2 years |
| College of Agricultural and Life Sciences | $ 5,000 | Support for enrollment in the Faculty Success Program; should be completed by the end of year 3. |
| Total | $ |  |

**Components of the package**:

The Department of name will provide $xxxx in flexible funds. The years in which expenses are incurred need not be contiguous. The funds should be spent during the probationary period prior to promotion (typically at the end of thesixth year).

The Vice Chancellor for Research and Graduate Education (VCRGE) shares our enthusiasm in recruiting you to the UW-Madison and has agreed to provide you with flexible funds totaling $xxxx to be used for research-related activities in accordance with university policies and procedures. The VCRGE office prefers that you spend these funds within five years of their activation. If the use of these funds results in conference presentations or publications, the VCRGE requests that you acknowledge the WARF funds with the following language: “*Support for this research was provided by the Office of the Vice Chancellor for Research and Graduate Education at the University of Wisconsin –Madison with funding from the Wisconsin Alumni Research Foundation.*” Please see <https://research.wisc.edu/funding/administration-of-awards/> for complete administrative policies associated with WARF start-up funding.

The College of Agricultural and Life Sciences (CALS) will provide $xxxx in flexible funds that may be used for equipment and supplies. The funds should be expended by the end of the third year.

CALS will provide two years of Hatch funding totaling $100,000. This funding will support a 50% graduate student (salary, fringe benefits, and tuition remission). The balance of the award may be used for research related supplies and expenses. To gain access to these, you must submit a Hatch research proposal to the CALS Wisconsin Agricultural Experiment Station (WAES) *and have it approved for funding by the USDA-NIFA*. Please contact Casey Hillmer ([casey.hillmer@wisc.edu](mailto:casey.hillmer@wisc.edu)) for more information. This proposal can be submitted before your start date or any time during the first two years of your appointment.

University of Wisconsin-Extension (UWEX), Cooperative Extension, will provide you with $xxxx per year for 2 years.

CALS will provide $5,000 designated to support enrollment in the Faculty Success Program. See <https://www.facultydiversity.org/fsp-bootcamp> for details and enrollment information. Participation in this program should be completed by the end of the third year.

[This paragraph may be omitted] As a faculty member in the Department of name, you will be a trainer in a pre-doctoral training program in title supported by a training grant from the National Institutes of Health (NIH). Domestic graduate students are currently supported for two years on the training grant. NIH imposes limits on the stipends for trainees that can be paid from the training grant. Once a trainee joins your lab, you may be expected to supplement the stipend from non-federal funding source.

**Laboratory and office space:**

[Instructions only - omit after reading:  Please contact CALS Assistant Dean Doug Sabatke if you anticipate any space modification/remodeling needs or if you would like an assessment of the space. This will help to ensure that the space meets the potential needs of the faculty member.]

Laboratory space will be assigned for your use in space. You will be provided with a furnished faculty office. Your laboratory will be describe location and specific arrangements.

**Potential sources of additional support:**

The Department of name will make every effort to nominate you as a candidate for additional competitive funding opportunities at the University of Wisconsin-Madison that are available to junior faculty members. We will also make every effort to nominate you for appropriate extramural career development opportunities.

All UW faculty are eligible to compete for research support through the Fall Research Competition. Important information regarding this support can be reviewed at <http://research.wisc.edu/resfunding/>. Also, the OVCRGE office has an array of competitive faculty fellowship and other programs to provide flexible funds for which you would be eligible during your career at UW-Madison.

**ENCLOSURE C**

# xlogobkm

# Cooperative Extension

**Defining Excellence among Integrated Cooperative Extension Specialists in Wisconsin**

*This document helps define excellence in Extension programming in the context of work performed by individuals with* ***integrated*** *appointments as specialists in various departments within colleges in the UW-System1.The criteria listed may be used for a variety of purposes, including mentoring, professional development and planning, performance reviews, promotion and tenure decisions within the specialist’s home Department and College, post-tenure evaluation, and hiring.*

*All integrated specialists serve as an important link between campus, and county-based Extension colleagues, stakeholders, partners, and the residents of Wisconsin, regardless of the type of appointment.* ***The general theme here is that the work of specialists should have a clear, programmatic focus. Priorities must be centered on topics appropriate to the department in which the specialist is based, their College, the state of Wisconsin, the region and/or the nation, and, at all times, be tied to the purpose, vision, and values of the University of Wisconsin-Extension, Cooperative Extension.***

The work of specialists involves identifying issues and solving problems important to the state of Wisconsin and its residents. Specialists generate, translate, and apply research-based knowledge and methods to issues and problems, integrating research and educational activities over time into a coherent body of work. Specialists are expected to provide leadership in the design, development, and implementation of educational programs and to document the impact of these efforts.

Specialists should demonstrate evidence of excellence in Extension activities in three areas:

1. **Applied research and education:** Applied research and Extension programs are based on documented needs of the state and its residents, and integrate research and education into a coherent body of work.
2. **Significant Impacts:** Programs have a documented impact and are shared in an effective manner with stakeholders, the general public, and professional colleagues**.**
3. **Commitment to Extension:** Specialists demonstrate commitment to the well-being of Wisconsin and its residents, and to the purpose, vision, and values of Cooperative Extension.

To facilitate the evaluation of the degree to which a Specialist attains excellence in the designated areas, the following criteria are provided. It is not expected that any one Specialist will meet all criteria, but will be able to identify areas of strength, and areas for improvement, in the criteria outlined.

1. **Applied research2 and education:** A Specialist should demonstrate excellence in applied research and educational programming. Among the indicators of excellence are:
   1. A focus on identifying, framing, and solving problems of importance to the state of Wisconsin and its residents.
   2. Engagement of partners, stakeholders, communities, and/or county-based colleagues in research and educational activities.
   3. Development of, planning for, and/or adaptation of research and educational activities to address emerging needs and issues.
   4. Integration of research and educational activities over time into a coherent body of work.
   5. Leadership of programs that are sustained by a variety of external and internal resources.
2. **Significant Impacts:** A Specialist should demonstrate excellence in communicating that work performed has a documented impact and is shared in an effective manner with stakeholders, the general public, and professional colleagues. Among the indicators of excellence are:
3. Publication of a sufficient quantity of original, applied-research articles, in a timely manner, and in peer-reviewed journals.
4. Publication of scholarly work with a clearly identifiable and focused programmatic theme.
5. Development of, authoring, or reviewing, materials directed at Extension audiences. This can include newsletters, fact sheets, websites, blogs, books/handbooks, audio-visual materials, and/or software that are of demonstrated utility and appropriate to the needs of the intended audience.
6. Engagement in a comprehensive evaluation of Extension programs in order to demonstrate impact and value.
7. Assumption of leadership in efforts to effectively communicate the public value of the work of Cooperative Extension and the partner UW campus, including the work of the Specialist.
8. **Commitment to Extension:** A Specialist should demonstrate a commitment both to the well-being of Wisconsin and its residents, and to the success of Cooperative Extension and the partner campus. Among the indicators of excellence are:
9. Demonstration of effective, timely, and responsive interaction with Extension colleagues, partners, and stakeholders.
10. Leadership in service to a team/department/program area and in addressing priority needs of Wisconsin and its residents.
11. Engagement in service to Extension and within the Specialist’s academic field through leadership in appropriate professional organizations; serving as an occasional resource to governmental agencies and/or decision making bodies; participation on non-profit boards; etc.

1UW-Extension’s Cooperative Extension Division supports integrated specialists in numerous UW-System universities. These include UW-Madison, -River Falls, -Platteville, -Stevens Point, and –Superior. The individual expectations and focus of each of these units may vary slightly, but the three categories of expectations apply to all units.

2It is clearly understood that not all integrated Extension faculty will have a formal research appointment. But all programmatic work of integrated Extension Specialists’ work is assumed to be based on current research whether it is the original research of that individual or the synthesis, analysis, communication, and/or adaptation of the work of other research colleagues and peers.

Approved: Cooperative Extension State Program Directors, March 22, 2012

Final edits and approval, Dean Rick Klemme, February 27, 2012