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**TIPAN**

Transformation and  
Integration of the  
Provincial  
Agricultural  
Network



Northwest Frontier Province, Pakistan

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Office of International Agriculture  
University of Illinois at Urbana-Champaign

In collaboration with  
Southern Illinois University at Carbondale

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DEVELOPMENT OF ADMINISTRATIVE AND ACADEMIC PROCEDURES

JAMES A. TWEEDY

13 JUNE - 3 JULY 1987

Submitted to  
the Northwest Frontier Province  
Agricultural University  
Peshawar, NWFP, Pakistan

and

the U.S. Agency for International Development  
Mission to Pakistan

A Report of Contract No. 391-0488

by  
Office of International Agriculture  
University of Illinois at Urbana-Champaign  
Southern Illinois University at Carbondale

C16-August 1987

## CONSULTANT REPORT

- Traveler: James A. Tweedy, Dean  
School of Agriculture  
Southern Illinois University  
Carbondale, Illinois
- Itinerary: 13, June 1987 Depart Carbondale  
15, June 1987 Arrive Peshawar  
1, July 1987 Depart Peshawar  
3, July 1987 Arrive Carbondale
- Purpose: To evaluate the administrative and academic procedures of the NWFP Agricultural University (NWFP AU) and to make recommendations for changes to strengthen the University and improve the efficiency of operation.
- Objectives: In consultation with various key administrative officers, the Committee on University Goals, Policies and Statutes, and the Interim Team Leader, Dr. Ray Cragle, the specific objectives were:
1. To work intensively with the Committee on University Goals, Policies and Statutes to review various policies and statutes that need to be changed as a result of the merger of the University with the research stations.
  2. To recommend changes in NWFP AU administrative policies and procedures that pertain to conditions of appointment, promotion, tenure, pay, budgeting, academic procedures for students, merger of research with the University and others.
  3. To share academic policies and procedures from Southern Illinois University with individuals in the university to stimulate ideas and discussion for improvement of NWFP AU documents.

### Summary of meetings during the visit:

June 16, 1987, the Committee on University Goals, Policies, and Statutes met for 2 hours. Pro Vice Chancellor Mian served as Chairman. My role as a resource person to this committee was explained to the group. It was pointed out that policies and procedures from Southern Illinois University were not intended to replace documents at NWFP AU. They were to be used for discussion purposes and hopefully to stimulate ideas.

The meeting continued with a discussion of agenda items for meetings in the future. It was agreed that in addition to the documents

- 1 -

that already had been circulated, base documents from the Agricultural University Faisalabad, and Agricultural University Tandojam, will be requested. In addition, documents from the University of Peshawar and other institutions should also be available for use by the committee. Copies of various documents relating to procedures and policies at Southern Illinois University would also be made available.

Several Sub-Committees were designated to review and to recommend changes in existing policies and procedures. These sub-committees were:

- 1981 University act to include Unit Functions and Administrative duties on campus.
- 1973 Civil Servants Act and the Merger Act to include Unit Functions and Administrative Duties off-campus.
- Mission and Goals.
- Split assignments to include 9 and 12 month appointments, travel and leave.
- Scholarship and Academic Atmosphere.
- Advanced Studies and Research.

June 17, 1987. The committee met for 2½ hours from 10 a.m. to 12:30 p.m. The entire discussion was about the North-West Frontier Province Agricultural University Ordinance, 1981. This ordinance established the North West Frontier Province Agricultural University. The purpose of the meeting was to suggest amendments to the document resulting from the NWFP Act No. VIII of 1987 which brought about the merger of the Provincial Agricultural Research System and the transferring of persons employed therein to the North-West Frontier Province Agricultural University. The first 21 pages of the 39-page document were reviewed on this date. Several recommended changes were noted.

June 18, 1987. The committee completed the reading of the document referred to in the previous paragraph.

June 20, 1987. This meeting was devoted to the reading of the two documents, "North-West Frontier Province Civil Servants Act, 1973" and "North-West Frontier Province Agricultural Research System (Handing over) Act, 1986." There was considerable discussion about how these documents relate to the building of a unified, comprehensive university. It was noted in the review of the 1986 (Handing over) Act, that an additional action must follow before the ordinance is finalized. Paragraph 5 (page 1392) states that . . . "the government may, by a notification in the official Gazette, in relation of such employees, delegate such administrative, disciplinary and General powers to the University as it may deem fit." This notification in the official Gazette remains to be done.

June 21, 1987. This meeting was devoted to the development of a missions and goals statement for the North-West Frontier Province Agricultural University. An outline of the Components of a Mission and Goals Statement that had been developed by Drs. Tweedy and Cragle was distributed to the committee. The main components consisted of the following:

1. Description of the University, campus and information about its faculty, students, alumni, etc.
2. The clientele to be served by the University.
3. Functions of the University including teaching, research and outreach and the various areas of concentration; and
4. Scholarship which is to address the quality aspects.

It was agreed that the information discussed during the session would be used by the sub-committee to develop a draft of a statement on Missions and Goals for the NWFP AU.

The meeting scheduled for June 22 was cancelled. My time was devoted to a comprehensive reading of the statutes dealing with personnel policies of the University. The following policies were reviewed:

"Employee Efficiency and Discipline Statutes 1987"

This document is basically a grievance procedure. In my opinion, it is clear in terms of the kinds of problems to be handled, the appropriate authority, and the nature of disciplinary action to be taken.

"Teacher Scales of Pay Statutes 1987"

This document lists the scales of pay for grades 17, 18, 19 and 20. These scales cover the faculty titles as well as research and farm manager titles. The criteria for promotion included time in rank as well as the number of publications in international journals. No other criteria are considered for promotion. There is a provision that allows an increase salary in rank if a faculty member pursues additional education or training. The completion of an advanced degree reduces the time required for promotion. Additional benefits include such allowances as house rent allowance, conveyance allowance, entertainment allowance, senior post allowance, and orderly allowance.

"Service Statutes 1987"

These statutes deal with terms and conditions of appointment. The probationary period is for a minimum of one year and a maximum of three years. There are no criteria or standards written in this statute for an employee to go from probationary status to permanent status.

Seniority is important in the system and the seniority system is described fully on page 4.

A section on Lien, page 4 describes the commitment of the University to the employee for a particular position. The "Lien" concept appears to be similar to tenure. Other personnel items include transfers, rules banning outside employment, and retirement age, which is 60 years of age or upon completion of 25 years of service.

Chapter 3 is concerned with pay. This section describes such matters as transfers, promotions, etc. An important item in this document is found on page 8, item 31. This item allows the University to provided extra pay for meritorious or difficult tasks.

Chapter 4 is concerned with resignation and suspension. Notice of resignation varies with grade. The notice ranges from 15 days for temporary employees to 90 days for pay scale 16 and above. There is also a retirement section in this chapter.

Chapter 5 is concerned with service boards, character rolls and annual confidential reports. Character rolls are basically personnel files of performance reviews for employees in pay scale 5 to 16. The department heads conduct these reviews. Annual Confidential Reports are written on University employees in pay scale 17 and above by the department heads under whom the employee reports. Annual Confidential Reports of employees in scale 20 and above and of administrative heads are written by the Chancellor. These reports are kept in custody of the Registrar. Adverse remarks are to be reported to the person concerned within one month. These reports are prepared in January each year. No mention is made about the role of the employee in providing information to the administrative head regarding these reports.

#### "Administrative Staff National Scales of Pay Statutes 1981"

These statutes apply to all administrative staff of the University in National Pay Scale 16 and above. The pay scales need to be revised to 1987 scales of pay. Benefits in addition to pay are also presented in this statute.

#### "NPS 1 to 15 National Scales of Pay Statutes 1981"

Pay scales from 1 to 15 cover primarily the support staff at the University. The salaries and benefits are covered. Also, titles within the various pay scales are listed. This group of employees would be considered civil service in the system in Illinois. Some, however may be classed as either research or lower level administrative staff.

#### "Employees Efficiency and Discipline Statutes 1981"

This policy is designed to deal with the following potential employee problems; inefficiency, misconduct, indifference to duties,

activities that may be corrupt, engaged in business which may be a conflict of interest, unapproved absences from work, involvement in subversive activities, or associated with an association other than the University without obtaining the approval of the Vice Chancellor. The document describes penalties, procedures for inquiry for University agenda, procedures for inquiry against University employees lent to other agencies, power to order medical examinations, the effect dismissal will have on pension, provident fund or quality, reinstatement procedures, appeal procedures, and powers of the Syndicate to issue instruction.

#### "Leave Rules 1981"

These rules govern leave admissible to employees of the University. The different types of leave and pay for each leave type are presented. The following kinds of leave are available to employees of the University; privilege leave which is also called vacation, sick leave, maternity leave, study leave, sabbatical leave, special disability leave, leave preparatory to retirement, leave not due, extraordinary leave and special leave. Leave not due may be used for medical purposes and there are special pay provisions. Leave not due is normally taken when no other leave is available and is taken without pay. The leave rules appear to be adequate for University personnel. Rules appear to be quite similar to those in most U.S. universities.

#### "Provident Fund Statutes 1981"

This fund serves two purposes. It can serve as a savings account against which loans to the employee may be made. It is also a pension plan for University employees. The employee contributes 12½% of his salary and the University matches this contribution.

#### "Benevolent Fund Statutes 1981"

This fund serves as a pension fund for dependents, if an employee should die before retirement.

#### "Election Statutes"

These statutes establish the rules and procedures for general elections to fill vacancies in the specified authorities of the University as provided in the University ordinance and required to be filled up by election.

#### "Employee Welfare Fund Statutes 1981"

The welfare fund is established to provide life insurance benefits to the University employees.

#### "Financial Rules, Delegation of Powers and the Powers of Re-Appropriation Rules 1985"

These rules establish procedures and guidelines for investments

of University funds, payment of bills, preparation of budgets, audits, bookkeeping, contracts, delegation of financial powers, power of re-appropriation, purchasing procedures, and agreement forms.

### "Service Pension Statutes"

These statutes summarize the pension rules for University employees.

June 23, 1987. The Committee met at 10 a.m. The discussion continued regarding Scholarship, Mission and Goals. The emphasis during the discussion was on increasing quality in the teaching, research, and outreach activities in the University. If the University achieves the goal of becoming a model university for this part of the world, the faculty and students need to be more positive about their university. A good place to start is to highlight a positive image of the University in the Mission and Goals Statement. Dr. Iqbal Shah requested that Dr. Tweedy prepare a draft Mission and Goals statement to reflect these ideas. A statement was developed and is attached to this report as Appendix B.

The discussion that followed was re-directed to split assignments, 9 and 12 months appointments, travel and leave. Dr. Seiders led the discussion on Split Assignments. The discussion centered on individual assignments and ways in which individuals can be fairly judged for their work in either teaching, outreach or research. Travel in-country and to foreign countries was discussed without resolution.

June 24, 1987. The committee meeting scheduled for June 24 was cancelled because of the meeting of the PATA Groundwater Irrigation Project Workshop. I attended this meeting and later attended a meeting with Vice Chancellor Khattak, the Deans and Chairmen. The purpose of the meeting was to resolve a student problem that had been referred to the Vice Chancellor. The problem concerned an examination of students. It appeared that adequate procedures and rules were in place so that the problem could have been avoided. Unfortunately, the procedures for course and examination approval had not been followed by the instructor.

June 25, 1987. A meeting was held on this date to discuss scholarship and academic atmosphere in a quality university. Items discussed included:

- Ways to encourage faculty to achieve excellence in their assigned areas of teaching, research and outreach.
- Implementing a system of rewards that recognizes and rewards meritorious service of faculty at NWFP AU.
- Provide for faculty to achieve permanent status. Consideration of lengthening the probationary period

for faculty to achieve permanent status and develop written criteria and standards for the award of permanent status.

- Developing higher academic standards for students in both the B.Sc. and the M.Sc. degree programs at NWFP AU.

June 27, 1987. The purpose of this meeting was to discuss committees and boards in the University and to emphasize their importance in the governance of an academic institution. It was pointed out by Dr. Cragle that the administrators can provide directions for a university, but the faculty, through an effective committee structure, is responsible for the establishment and maintenance of high academic standards. High academic standards can be effectively governed through the committee structure. The University currently has 19 committees and boards. Several are currently non-functional. The University-level committees such as the Syndicate, Finance and Planning Committee, Academic Council and the Selection Board seem to meet regularly and are effective. It was not clear to me that faculty teaching and curriculum committees were well organized, if regular meetings were held or if written guidelines for roles, responsibilities, and membership had been developed. Such committees could make a significant contribution to strengthening the University.

June 28, 1987. The June 28 meeting was a wrap-up session. Each committee member was asked to comment about the progress of the committee's deliberations. The comments by the committee members were positive about the progress made in the review of the documents. There was enthusiasm to complete the task of re-writing the policy statements and to publish the policies for benefit of the faculty and staff.

Further discussion followed regarding the organization of the compendium of documents. It was concluded that Missions and Goals would be first, followed by the basic University-level documents, followed by the academic unit level documents. The sub-committee on Scholarship and Academic Atmosphere should have more than three committee members. It is the smallest committee in number of members and will have the greatest task. Since much of the work of the Mission and Goals sub-committee has been completed through action of the overall committee, a decision was made by Dr. Mian to assign some of its members as well as Dr. Hanif Qazi and Dr. Rauf Khattak to serve on the Scholarship and Academic Atmosphere Committee.

The agenda for sub-committee meetings to continue the writing of the documents was also confirmed. The goal is to complete the first draft of the compendium of documents by the end of July, 1987.

June 29, 1987. The last meeting of the committee with Dr. Tweedy was held on June 29. The purpose of this meeting was for Dr. Tweedy to give a seminar summarizing the deliberations of the committee.

Dr. Tweedy made specific recommendations regarding future actions that might be taken by the sub-committees, the Goals and Policy Committee and the administration. A summary of the accomplishments and recommendations follow.

### Accomplishments and Recommendations

The committee met for 10 sessions (June 15, 16, 17, 18, 20, 21, 23, 25, 27, and 28) which included more than 20 hours of intensive group discussion. The first few meetings of the committee were concerned with changes that are needed in the Ordinance that established the University and the Civil Servant Act. These documents are listed as I, II, and III in Appendix A. Several changes were suggested in the 1981 Act and the 1973 Civil Service Act. These suggested changes were based on the merger of the research stations with the NWFP AU. Some changes were also recommended because of past re-organization and changes in administrative structure at NWFP AU. The sub-committee to study these documents in greater detail will review these changes prior to final recommendations to the Vice Chancellor.

A draft of a Scope, Mission and Goals Statement was prepared by Dr. Tweedy (see Appendix B) and presented to the committee. The sub-committee on Missions and Goals will review this draft and prepare a final Statement to be recommended to the committee.

The meeting on scholarships and academic atmosphere considered various approaches to building quality programs. Dr. Tweedy reviewed the statutes listed in Appendix A, Item IV. Several statutes are concerned with matters either directly or indirectly involved with scholarship.

In my opinion, the current statutes need revisions if the University is to be successful in fulfilling its new mission. The current policies do not place much emphasis on the achievement of quality and excellence in the academic programs. My recommendation is to develop policies and guidelines that recognize and reward excellence. The current policies seem adequate to deal with weakness and problems. I suggest the sub-committee consider the following recommendations in the deliberations.

1. Procedures to effectively evaluate performance in teaching, research and outreach at NWFP AU should be developed and their use should be implemented as soon as possible. Faculty participation in the development of such procedures is imperative.
2. The probationary period for permanent status is currently 1 year with a maximum of 3 years. A 3 year probationary period for new faculty who are regularly employed should be considered. If a new faculty member is approved for educational development leave prior to the end of the 3 year probationary period, the time spent on leave should

not be counted as probationary period to achieve permanent status. Furthermore, criteria and standards for permanent status should be developed. The faculty should be informed of these criteria and standards at the time an individual is hired.

3. The current promotion criteria and standards for faculty ranks should be reviewed. In addition to the current criteria which recognize seniority and the number of publications, there should be an evaluation of quality in the conduct of teaching, research and outreach.
4. Consideration should be given to developing criteria and standards to reward meritorious service. Such rewards could include salary, travel grants, leaves with pay, certificates, etc.
5. Consider modification in the procedure to prepare the Annual Confidential Report. Perhaps the faculty members could provide to the department head a list of achievements during the past year. This information could be further assimilated so that it could be used for merit, promotion and tenure, and an overall achievement report for the University.
6. It is recommended that the University publish all statutes, rules and regulations. The form of these publications should be an administrative policy and procedures manual for administrative offices and a faculty handbook for general distribution to the faculty. Examples of such manuals found at Southern Illinois University are listed in Appendix C and sample copies were left with Dr. Cragle in the TIPAN Office.

It is further recommended that after the policies and procedures have been revised and published, appropriate members of the committee on University Goals, Policies and Statutes conduct workshops with the department Chairmen and interested faculty members to explain the documents and to answer questions.

7. The University should consider establishing a faculty development center. This could be a small administrative unit with appropriately trained staff to assist faculty to enhance their teaching, research and outreach functions.
8. The advisory role of the faculty to the administration regarding student admission and retention, curriculum, and faculty personnel matters does not appear to be well defined. It is

recommended that such matters be referred to faculty advisory committees. Such committees should be established in the faculties of Plant Science, Animal Husbandry, Rural Social Sciences and Engineering-Applications and Food Technology.

9. The Vice Chancellor has made a positive step by delegating limited fiscal responsibility to the deans. A sound system of fiscal management should also be implemented to insure that adequate checks and balances are available to avoid inappropriate expenditures or overdrawn accounts.

Acknowledgements. My sincere appreciation and thanks to Dr. Ray Cragle, Interim Team Leader of TIPAN; Mr. Maurice Fleming, USAID; and Vice Chancellor G. M. Khattak, NWFP AU for the opportunity to work with the Committee on University Goals, Policies, and Statutes. Special thanks to Chairman Nurul-Islam Mian, who demonstrated his administrative skills in the organization and conduct of the committee meetings and allowed me to co-chair several of the sessions. Social contacts with members of the team and their wives made the assignment pleasant and enjoyable. I also wish to express my sincere appreciation to the committee members for allowing me the opportunity to share my opinion on documents that are very important to their university.

## APPENDIX A

BASIC DOCUMENTS REVIEWED BY DR. TWEEDY  
RELATING TO UNIVERSITY GOALS, POLICIES AND STATUTES

June 15 - July 1, 1987

- I. North-West Frontier Province Agricultural University Ordinance 1981.
- II. North-West Frontier Province Civil Servants Act, 1973.
- III. North-West Frontier Province Agricultural Research System (Handling Over) Act, 1986.
- IV. North-West Frontier Province Agricultural University: Statutes/Regulations/Rules.
  1. Teacher Scales of Pay Statutes 1987.
  2. Administrative Staff National Scales of Pay Statutes 1981.
  3. N.P.S. 1 to 15 National Scales of Pay Statutes, 1981.
  4. Employees Efficiency and Discipline Statutes 1987.
  5. Service Statutes 1987.
  6. Leave Rules 1981.
  7. Provident Fund Statutes 1981.
  8. Benevolent Fund Statutes 1981.
  9. Election Statutes
  10. Employees Welfare Fund Statutes 1981.
  11. Financial Rules Delegation of Powers and the Powers of Re-Appropriation Rules 1985.
  12. Statement of Comparison of the Financial Rules.
  13. Service Pension Statutes.
  14. Statutes Relating to the Degree of B.S. Honours Engineering Applications and Food Technology; and B.Sc. Honours Animal Husbandry, under Progressive Evaluation System (Term System).

15. Statutes, and Regulations pertaining to the degree of B.Sc. Honours in Agriculture (new course).
  16. Statutes and Regulations pertaining to the degree of B.Sc. Honours in Agriculture (old course).
  17. M.Sc. Honours Examinations in Agriculture Statutes.
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- V. North-West Frontier Province Agricultural University: Financial Rules/Budget.
  - VI. North-West Frontier Province Agricultural University: Financial Rules, Delegation of Powers and the Powers of Re-Approximation Rules, 1984.
  - VII. North-West Frontier Province Agricultural University: Allocation and Release of Funds 01/3/1987.
    - Dean, Faculty of Agriculture
    - Dean, Faculty of Animal Husbandry and Veterinary Sciences
    - Dean, Faculty of Agri. Econ. & Extension Education; Rural Sociology & Institute of Development Studies.

## APPENDIX B

## SCOPE, MISSION AND GOALS OF THE NORTH-WEST FRONTIER PROVINCE AGRICULTURAL UNIVERSITY

Agricultural Education was introduced into the curriculum of Islamia College in 1933. After the establishment of Peshawar University, in 1950, a College of Agriculture was set up in 1957-58. The four years B.Sc. degree program after matriculation, was discontinued. Instead, a revised curriculum was started in 1958, into which students with matriculation were admitted and awarded a B.Sc. (Honours) degree in Agriculture on successful completion of two years of pre-agriculture and three years of agriculture studies. In 1962, the College was shifted to a new building and in 1963, M.Sc. classes were started in seven subjects of Agriculture. The College was upgraded to the status of a Faculty of Agriculture of the University of Peshawar in 1974. Agriculture education received a further boost when, on February 4, 1981, the "N.W.F.P. Agriculture University Ordinance, 1981" was promulgated by the Governor of the N.W.F.P. raising the status of the Faculty of Agriculture, University of Peshawar to N.W.F.P. Agricultural University. With the creation of this University, a spirit of enthusiasm, dedication and commitment was infused in the teachers and students for developing it into a model university. In March, 1987, the Governor of the N.W.F.P. promulgated the N.W.F.P. Act No. VIII of 1987 which transferred the Agricultural Research System to the University effective May 15, 1987. This transfer has brought about a university capable of integrating teaching, research, and outreach into a single system. Such an approach to agricultural education in Pakistan is unique and holds an exciting future for agriculture in the N.W.F.P.

At present, the principal building of the University has classrooms, laboratories, library, auditorium, staff rooms and administrative rooms which occupy about 74,000 square feet of covered area. This building and the two hostels with accommodations for about 400 students were completed in about 1960. The main building, the two hostels, and sports grounds occupy an area of about 70 acres. Additional buildings to provide space for new modern research laboratories and teaching facilities will be under construction during 1988. The integration of the Agricultural Research System into the University added 11 major research/outreach stations to the system. These stations are located at Tarnab, Pirsabak, Surezai, Mardan, D. I. Khan, Serai Naurang, Karak, Abbottabad, Dhodial, Jabba and Mingora. These stations employ more than 200 professional staff and cover a land area of more than 2,000 acres. The University has recently created a position of Director of Outreach and several staff positions. The addition of the outreach function will enable the University to effectively disseminate results from research trials to farmers, farm families, public and private provincial and national research organizations.

The University has a broad range of Programs in Agriculture. Included are Plant Sciences with Departments of Agricultural Chemistry, Agricultural Mechanization, Agronomy, Entomology, Food Science and Technology, Horticulture, Human Nutrition, Plant Breeding and Genetics, Plant Pathology, Plant Protection and Soil Sciences; Animal Sciences with Departments of Animal Husbandry and Animal Management; and Rural Social Sciences with Departments of Agricultural Economics, English, Institutes of Development Studies, Mathematics, Physics and Humanities, Islamic Studies and Pakistan Studies.

The faculty and staff of the University are committed to outstanding achievement and excellence in their combined mission of teaching, research and outreach. Their principal goals are to: (1) improve the quality of education in agriculture, and apply it to the task of upgrading the quality of agriculture; (2) integrate agricultural education with agricultural research, thereby focusing both education and research on solving the agricultural problems of N.W.F.P.; (3) provide a modern outreach unit for effectively linking education and research with the agricultural extension wing of the Agriculture Department. This will create a mechanism for perceiving urgent agricultural problems as well as development opportunities as soon as they arise. Research can be initiated on these problems and opportunities and technology packages can be created from the results of research. Through technology packages results can be adopted by farmers. To achieve these goals, the students, teachers, and research scientists will work in close collaboration with each other. Such linking of education, research and outreach, focused on the urgent agricultural problems and emerging opportunities of N.W.F.P. will not only improve the quality of education, research and extension, but will also result in the creation of an effective mechanism for solving agricultural development problems and applying the solutions for the improvement of the quality of life for the farm family and the nutritional status of the population of Pakistan.

## APPENDIX C

DOCUMENTS FROM SOUTHERN ILLINOIS UNIVERSITY  
THAT WERE SHARED WITH THE COMMITTEE

- I. Policies, Procedures and Regulations. This loose leaf manual contains all current policies of the Board of Trustees.
- II. University Operations Manual.  

This manual is a general information guide to people who share responsibility for the conduct of university business. Its purpose is to gain access to resources available and to efficiently and currently enable one to conduct business according to university policies and procedures.
- III. Faculty Handbook.  

This book contains information about rules, policies, procedures, and services available that pertain to faculty.
- IV. Operating Procedures at the School of Agriculture at Southern Illinois University at Carbondale.
- V. Standards and Procedures for Promotion and Tenure in the School of Agriculture at Southern Illinois University, Carbondale.
- VI. Departmental operating procedures for the following departments in the School of Agriculture at Southern Illinois University, Carbondale.
  1. Agricultural Education and Mechanization.
  2. Animal Science, Food and Nutrition.
  3. Plant and Soil Science.
  4. Agribusiness Economics.
  5. Forestry.