Guidelines for Appointment, Reappointment, and Promotion of Non-Tenure Track (NTT) Academic Faculty Division of Extension (Approval pending)

Introduction
This document is designed to inform Extension faculty members of the guidelines and process governing promotion of Non-Tenure Track (NTT) Academic Faculty. This guideline is applicable to full-time, ranked, non-tenure track (NTT) faculty positions. It is not designed to address academic appointments of any other type including, but not limited to, full-time unranked, part-time non-regular faculty, and tenured and tenure track faculty.

This guideline applies to off-campus Extension faculty and campus faculty who are NOT in an academic unit (College, Division or School) with an NTT faculty promotion process in place. Those campus-based Extension faculty in an academic unit with an established NTT faculty promotion process will be subject to that academic unit’s process/guidelines.

This process is in alignment with the University of Missouri Collected Rules and Regulations which may be found at http://www.umsystem.edu/ums/departments/gc/rules/bylaws/310/035.shtml.

Categories of Extension Faculty
The Extension faculty member is appointed to a position by the Vice Provost and Director of Cooperative Extension. The faculty member may be housed either on a University of Missouri campus or in an off-campus office. The faculty member’s primary responsibility and academic appointment will be in the area of Extension.

Extension non-regular faculty members are divided into three groups 1) full time ranked, non-tenure track faculty (NTT); 2) full time unranked, non-regular faculty; and 3) part-time, non-regular faculty.

Non-Tenure-Track (NTT) Extension faculty may be identified as Assistant Extension Professional, Associate Extension Professional or Extension Professional.

Extension faculty who are not on the NTT track are considered to be unranked, non-regular faculty. Current Extension faculty members wishing to receive a ranked title in the NTT system must submit an application containing a dossier for consideration.

Searches for NTT Faculty and Determining Rank for New Faculty at the Time of Hire
Initial searches for NTT faculty will be conducted on a regional or national basis as appropriate with the involvement of a faculty-based search committee. NTT faculty should be selected using a process somewhat similar to one used for tenure track faculty members with interviews/presentations to divisional faculty, staff and students, clients, and a full review of candidate’s curriculum vitae (C.V.). Recommendations for hiring decisions will follow the University’s and MU Extension’s hiring guidelines. To recommend rank for a newly hired faculty member, the search committee and the non-tenure track promotion committee will review a candidate’s CV and recommend an appropriate rank. The Vice Provost will consider all recommendations and determine the rank of these faculty. This process is separate from the process used for promotion of currently employed faculty. Also, this does not apply to internal employees transferring from one position to another.

Updated 8-2013
Nature of Appointment
1. NTT faculty appointments shall begin at a specified date and terminate at a specified date. Such appointments are usually for a period of one academic year but may be for a longer or shorter period, except no single term appointment shall be for a period longer than three years.

2. Renewal of the appointment will be at the discretion of the university. Notice of contract renewal and acceptance by the faculty member must be in writing prior to the start date of the term appointment.

3. NTT faculty members are expected to perform all duties outlined in his/her position description.

Reappointments
Decisions to reappoint NTT faculty will generally be made in advance of the appointment end date. NTT faculty who will not receive a reappointment will be informed in writing at least three months in advance of the appointment end date unless extenuating circumstances exist.

Written Job Description
Specific responsibilities for each NTT faculty member will appear in a written job description. Responsibilities and duties will be updated annually at the time of performance appraisal.

Annual Evaluation
A performance appraisal will be conducted annually to determine the effectiveness of each faculty member. Evaluations will be based upon the written position description and documentation of accomplishments.

Promotion Committee
It is the role of the faculty to make recommendations to the Vice Provost regarding the promotion of Extension faculty members. That role shall be carried out by the Extension NTT Promotion Committee that is elected by faculty in each program area or appointed by the Vice Provost.

The Extension NTT Promotion Committee is composed of one or more NTT faculty members at the promotable rank or above, who have rank outside of the Extension NTT system, and one or more tenured faculty, if such NTT faculty and tenured faculty exist.

As it is a statewide committee, in addition to the above, the Promotion Committee will consist of members representing the program categories – Agriculture and Natural Resources, Human Environmental Sciences, 4-H Youth Development Center, Community Development, and Business Development. Each committee member serves a three-year term. Elections are held as positions become vacant. Faculty who are eligible for rank or who hold an NTT rank may vote for a candidate in their program area. If there is no ranked candidate in a particular program area who is eligible to serve on the committee, the Vice Provost will appoint a faculty member to represent that program area.

Review of Dossiers and Voting to Determine Rank
To recommend rank, the NTT Promotion Committee reviews dossiers each year beginning November 1. Committee members with familial or comparable relationship with the candidate will not participate in the
review of that candidate. They will be reported in the voting tally as “ineligible to vote.” Those who may fall into the category are on the honor system to self-identify. The following guidelines also apply:

1. Recommendations for promotion will be based on all eligible committee members voting on a given candidate. Written ballots will be used.

2. Three-fourths of the committee will be considered a quorum for voting.

3. A majority of a quorum is needed for recommending promotion.

4. In case of a tie, the committee will reconsider the case and re-vote, recording the results of both votes.

5. Upon conclusion of deliberation and voting, the chair of the committee will record the votes and place a letter of recommendation in the candidate’s file.

6. Committee deliberations will be confidential.

Criteria for Promotion (See Appendix A for detailed criteria and required documentation.)
The factors that are to be considered in promotion decisions are 1) quality and quantity of Extension programming and 2) leadership and participation in professional activities and service. Focus will be on the following areas:

1. **Statement of Personal Extension/Teaching Philosophy**

2. **Creation and Transfer of Teaching, Programming, and Curriculum Development in Areas of Scholarly Work**

3. **Extension Scholarship and Research**

4. **Innovation and Creativity in Teaching, Programming, and/or Research**

5. **Revenue Generation**

6. **Professional and University Related Service**

Attributes of the Assistant Extension Professional
The candidate for the Non-Tenure Track academic position and the rank of Assistant Extension Professional should, at the time of application, hold an earned doctoral degree. If no doctoral degree is held, the candidate must have an appropriate terminal degree, OR a master’s degree and at least five years of Extension and/or equivalent academic experience. The candidate’s dossier must clearly reflect excellence in Extension as determined by the Extension NTT Promotion Committee. This decision will be guided by the criteria set forth for each level of Extension Professional. See “Criteria and Documentation for Assistant, Associate and Extension Professionals.” (Appendices A.1-3, Appendix A.1)

Attributes of the Associate Extension Professional
Individuals who wish to apply for the title of Associate Extension Professional will, at the time of application hold an earned doctoral degree and a minimum of 5 years of Extension and/or equivalent academic experience. If no doctoral degree is held the candidate must have an appropriate terminal degree, OR a master’s degree and at least ten years of Extension and/or equivalent academic experience. The candidate must demonstrate a high degree of competence in Extension scholarship as well as local and statewide participation in professional activities and services. (Appendix A.2)

**Attributes of the Extension Professional**

Individuals who wish to apply for the title of Extension Professional will, at the time of application, hold an earned doctoral degree and a minimum of ten years of Extension and/or equivalent academic experience. If a doctorate is not held, the candidate must hold the appropriate terminal degree, OR a master’s degree, and must have completed 15 years of Extension and/or equivalent academic experience. The candidate must demonstrate sustained excellence in Extension scholarship as well as local, statewide and national participation in professional activities and services. (Appendix A.3)

**The Promotion Process**

At least once each year, at the time of performance appraisals, the Vice Provost will delegate responsibilities to supervisors to meet with each Extension faculty member regarding progress toward promotion. NTT faculty should compile an evaluation dossier of his/her teaching, research, creative work, programmatic efforts, and service to be reviewed annually by his/her supervisor. This material could also serve as the foundation for a promotion dossier that would be used during the promotion process. The decision to apply for promotion would be that of the faculty member. Faculty members seeking promotion should submit one paper and one electronic copy of his/her promotion dossier to his/her supervisor. All materials, including the supervisor’s recommendations, will be forwarded to the Extension NTT Promotion Committee for recommendations.

The Extension NTT Promotion Committee shall make its recommendations regarding promotion to the Vice Provost. The Extension Vice Provost shall then forward his and the committee’s recommendations to the Provost, who will make final determination and inform the candidate.

The following link provides detailed promotion procedures for Extension NTT faculty: http://extension.missouri.edu/staff/ntt/.

**Process for Determining Initial Rank of Currently Employed Unranked Faculty**

Unranked faculty who serve in positions that are eligible for NTT rank and who meet the requirements described in the “Attributes” section, may make a decision to apply for a promotion within the NTT system. This decision is followed by a period of intense preparation so that the applicant may be able to document individual accomplishments. Such an unranked Extension faculty member may apply to be considered to be NTT Faculty at any level, specifying the title sought - Assistant Extension Professional, Associate Extension Professional or Extension Professional.

As an unranked Extension faculty member there is no minimum or maximum limit on the number of times that an applicant may apply for a promotion; however care must be taken in preparation of the dossier if one is to be successful. Once rank is established it is anticipated that in many cases it may take as much as five or more years before criteria for the next level can be achieved.
A faculty member who wishes to receive a ranked title must prepare a dossier that documents his/her educational background and Extension and/or equivalent academic experience. The dossier must include documentation of personal accomplishments and performance. Factors considered are 1) degree held; 2) educational experience; 3) quality and quantity of Extension programming; 4) leadership and participation in professional activities and service; and 5) scholarly work. This dossier should be shared with the supervisor and then forwarded to the Extension NTT Promotion Committee.

The standing Extension NTT Promotion Committee will review applications and recommend a ranked title.

The committee may recommend another title other than the one sought in the application. For example, if one applies to be an Extension Professional, but documentation supports the title of Associate Extension Professional, the committee may make this recommendation.

**External Reviews**

Reviews of the candidate’s performance are essential components of the promotion process, and they are a critical part of the dossier. The regional director or unit supervisor, in consultation with the candidate, will be responsible for identifying reviewers. The candidate should give the supervisor a list of names of potential reviewers who are qualified to provide an expert objective review. In a separate process, the supervisor should also compile a list of potential reviewers. (Appendices E, F, G)

Two reviewers should be selected by the supervisor. These reviewers should be in a position to comment on the teaching, research, creative work, programmatic efforts, and service of the candidate. Qualified reviewers should come from appropriate academic institutions (such as land-grant public universities). In selecting reviewers, the following should be considered:

From Academic Institutions:

- The faculty member must have equivalent or above rank. If this is not possible, an explanation should be provided.
- The faculty member should be an expert of documented state or national stature in a field closely associated with some facet of the candidate’s work.
- The faculty member should be able to provide an unbiased review.

* Reviewers who might reasonably be viewed as biased may include, but are not limited to academic advisors, mentors, former classmates, and former colleagues at MU or at other universities.

From Non-Academic Institutions/Collaborators:

- The reviewer must be an expert (preferably with a doctorate) of documented national stature in a field closely associated with the candidate’s work.
- The reviewer must be affiliated either with a reputable non-academic institution with a mission pertinent to the candidate’s work or with an academic institution.
- The reviewer must be able to comment upon the impact of the candidate’s work upon the field.

**Colleague/Peer Evaluations**

Prior to the deliberations of the promotion committee, faculty members may provide written and signed
comments regarding the candidate’s promotion. Comments must be related to the promotion criteria. These letters of comment must be submitted to the regional director or supervisor. The supervisor or regional director will include these in the candidate’s dossier under tab V. In selecting colleague/peer evaluators, the following should be considered:

- The colleague/peer must be able to critically evaluate work done within the last five years.
- The colleague/peer must have served on a team, or have had substantial interaction, and/or opportunity to observe the candidate’s programming.
- The colleague/peer is strongly encouraged to have same rank or higher but does not have to hold NTT rank.

**The Content Outline for Extension Promotion Dossier**

The following information should appear under named tabs as a part of the dossier. (Appendix D)

**(Inside Front Cover)** Recommendation Signature Page and Record of Formal Votes (before and after hearings) (Appendix B)  
History and Recommendation Summary Form (Appendix C)

**(Tab I) Appointment Folder**
- Initial letter of appointment

**(Tab II) Departmental Summary Letters and Recommendations**
- Department P&T Committee summary, evaluation, and recommendation
- Department summary of procedures used in review and appeals, all formal votes (before and after appeals)
- Chair/Division Director summary letter and recommendation

**(Tab III) College/School Summary Letters and Recommendations**
- College/School P&T Committee summary, evaluation and recommendation
- College/School summary of procedures used in review and appeals, all formal votes (before and after appeals)
- Dean’s summary letter and recommendation

**(Tab IV) Complete C.V. (Not to exceed 25 pages)**

**(Tab V) Summary of Accomplishments (Not to exceed 25 pages)**
- Clear summary of accomplishments in area(s) of appointment, which provide evidence of demonstrated effective and sustained achievement in the candidate’s assigned area(s) of responsibility, evidence of excellence, and potential for continued growth. If applicable provide a bibliographic list of all at MU, with the most recent first, including those in press, those accepted for publication, or e-prints ahead of publication. (Appendix H)
- Refer to “Call for Promotion and Tenure Recommendations” letter for tenure-track faculty for more detail on the types of information that are applicable to demonstrate excellence in teaching, research, and service areas for non-tenure track faculty promotions
- Peer evaluations (no more than 4 peer evaluation letters) for the area(s) being reviewed

**(Tab VI) External Reviews**
- Form entitled "Procedure for Selection of Outside Reviewers,” including brief descriptions of background, contributions, and current positions of external reviewers, relationship to candidate, reasons any outside reviewers did not respond (Appendix E)

**(Tab VII) Departmental and Divisional Guidelines**
- Guidelines with criteria for each level/rank outlined

**Key:**  
Department Chair=Regional Director or Unit Supervisor  
P&T Committee=Extension NTT Promotion Committee  
College/School=Division of Extension  
Dean=Vice Provost/Director of Extension

Updated 8-2013
## General Points for all Dossiers

a. Dossier page counts: Tab V should not exceed 25 pages, C.V. should not exceed 25 pages, samples of work should not exceed five documents (if sample document exceeds five pages, select five sample pages from the document) or a total of 25 pages. External reviews, colleague/peer evaluations, and appendices are not included in these totals.

b. Dossiers need to show evidence that the work being evaluated represents years of effective and sustained scholarly achievement in the candidate’s assigned area of responsibility.

c. The paper and electronic copies of the dossier must follow the content outline and format. (Appendix D)

## Timeline for Entry into the NTT System

(The deadline for each is intended to be midnight the day prior to the stated date. For example: Nov. 1, materials need to be submitted by midnight Oct 31.)

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug. 1</td>
<td>Candidate requests SharePoint Site</td>
</tr>
<tr>
<td>Nov. 1</td>
<td>Candidate submits three paper copies (two to go out to reviewers and one to go through to the Provost) and one electronic via SharePoint to his/her supervisor.</td>
</tr>
<tr>
<td>Dec. 1</td>
<td>Supervisor submits a letter of recommendation to NTT Promotion Committee. If appropriate, Program Director letter is also submitted. Supervisor submits paper and electronic dossier to NTT Promotion Committee.</td>
</tr>
<tr>
<td>Jan. 15</td>
<td>Chair of the Extension NTT Promotion Committee provides the Vice Provost with written notice of the committee’s vote and recommendation.</td>
</tr>
<tr>
<td>June 1</td>
<td>Vice Provost of Extension forwards the candidate’s dossier, the Vice Provost’s vote and recommendation to the Provost.</td>
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<tr>
<td>Aug. 1</td>
<td>Provost completes reviews of all dossiers.</td>
</tr>
<tr>
<td>Sept. 1</td>
<td>If approved by the Provost, the candidate’s promotion becomes effective.</td>
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</tbody>
</table>

## Reconsideration/Appeal Procedure

University of Missouri Extension strives to make decisions regarding promotion in accordance with the criteria and procedures set out in the Non-Tenure Track (NTT) Regulations. A candidate who receives a negative recommendation at the committee, Vice Provost of Extension or Provost level may request a hearing for reconsideration/appeal. Unless otherwise stated, hearings will be before the person or committee making the recommendation that has been challenged. If a recommendation is reversed after reconsideration, the rationale must be explained.

Regardless of the recommendation at the committee, Vice Provost or Provost level, the dossier will move forward to the next level unless the candidate requests to withdraw from the promotion process.

## Deciding to Withdraw a Dossier after Submission

A candidate may withdraw at any time from the promotion process. Withdrawal must be made in writing and submitted to the NTT Promotion Committee Chair and the Extension Vice Provost. No materials will be returned once a dossier has been submitted.
Academic Freedom

Prior to the stated ending date of his/her term appointments, NTT faculty members have the same academic protections regarding academic freedom as tenured and tenure-track faculty.

Accordingly, adequate cause for dismissal prior to the stated ending date of his/her term appointments must be related directly and substantially to the faculty member’s fitness or performance in the professional capacity as teacher, researcher, clinician or Extension faculty. More information can be found in CR&R 310.020 and related sections in the campus bylaws.

Promotion and Tenure Workshops

Each year, Extension holds general information sessions on the promotion process open to all faculty and supervisors. The purpose of these work sessions is to communicate details of the promotion process to potential candidates. Specific questions will be answered during these sessions.
Appendix A.1 - Criteria and Documentation for Assistant Extension Professional

The candidate for Assistant Extension Professional must demonstrate excellence and achievement over a cumulative period of five years. The following criteria will be considered:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Examples of Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Teaching philosophy</strong></td>
<td></td>
</tr>
<tr>
<td>2. Creation and Transfer of Teaching, Programming, and Curriculum Development in Areas of Scholarly Work</td>
<td></td>
</tr>
<tr>
<td>Demonstrates excellence in transferring or applying knowledge</td>
<td>Summary of instructional, integrated, and interdisciplinary programming and role assumed</td>
</tr>
<tr>
<td>Incorporates current and appropriate research in educational efforts</td>
<td>Sample curricula that include latest research</td>
</tr>
<tr>
<td>Organizes, presents and implements high-quality, stimulating,</td>
<td>Input from program director or supervisor in area of appointment and samples of work</td>
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<tr>
<td>educational programming</td>
<td></td>
</tr>
<tr>
<td>Demonstrates effectiveness in program development</td>
<td>Curricula and other programs that have been developed</td>
</tr>
<tr>
<td>Documents significant outcomes with individuals and communities</td>
<td>Learner evaluations of programs</td>
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<tr>
<td>in high priority knowledge areas/named or branded programs</td>
<td>Colleague input</td>
</tr>
<tr>
<td></td>
<td>Short, medium and/or long term impact data and reports Program summary report from Extension web application Learner outcomes</td>
</tr>
<tr>
<td><strong>3. Extension Scholarship and Research</strong></td>
<td></td>
</tr>
<tr>
<td>Publication/Dissemination of scholarly work</td>
<td>Peer-reviewed publications, other publications, articles, fact sheets, competitive and invited scholarly presentations, curricula, software, audio and video clips, newsletters, institutional plans or models, educational resources, websites, blogs, social media, etc.</td>
</tr>
<tr>
<td>Contributions to eXtension</td>
<td>Membership in CoP</td>
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<td></td>
<td>Contributions to “Ask an Expert”</td>
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<td></td>
<td>Scholarly articles</td>
</tr>
<tr>
<td><strong>4. Innovation and Creativity in Teaching, Programming, and/or Research</strong></td>
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<tr>
<td>Applies new teaching techniques, delivery systems and</td>
<td>Copies of instructional activities conducted, outlining teaching techniques and learning approaches</td>
</tr>
<tr>
<td>learning approaches to subject matter</td>
<td>Documentation of innovation</td>
</tr>
<tr>
<td>Develops new and innovative approaches to reaching underserved</td>
<td>Documented program demographics, summaries/analysis Narrative describing Affirmative Action Plan and Reports along with WebApps</td>
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<tr>
<td>communities/constituent groups</td>
<td></td>
</tr>
<tr>
<td>Applies existing research to new problems, creates novel research</td>
<td>Copies of research materials, findings, or publications</td>
</tr>
<tr>
<td>approach to a problem, adapts research agenda to new needs</td>
<td>Testimonies from co-authors, co-researchers, or constituents Integrated and interdisciplinary programming</td>
</tr>
<tr>
<td><strong>5. Revenue Generation</strong></td>
<td></td>
</tr>
<tr>
<td>Secures funding or other resources to support educational programming</td>
<td>Grants and amounts secured</td>
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<tr>
<td>and development, implementation and evaluation consistent with position description and responsibilities</td>
<td>Fees generated through program offerings</td>
</tr>
<tr>
<td></td>
<td>Gifts, endowments</td>
</tr>
<tr>
<td><strong>6. Professional and University Related Service</strong></td>
<td></td>
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<tr>
<td>Pursues continuous professional development and improvement</td>
<td>Local conferences, seminars or other educational experiences attended; additional degrees obtained</td>
</tr>
<tr>
<td>Participates in professional service organizations utilizing position</td>
<td>Membership and leadership in professional service organizations</td>
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<tr>
<td>expertise</td>
<td></td>
</tr>
<tr>
<td>Contributes to the achievement of the goals of Extension, the</td>
<td>Documentation of contributions to goals of Extension, the department, college or university</td>
</tr>
<tr>
<td>department, college and/or university</td>
<td></td>
</tr>
<tr>
<td>Attracts recognition by profession as leader</td>
<td>Awards and other types of recognition</td>
</tr>
</tbody>
</table>
## Appendix A.2 - Criteria and Documentation for Associate Extension Professional

The candidate for Associate Extension Professional must demonstrate consistency in excellence and achievement over a period of ten years (five years, if the candidate holds a doctoral degree.) The following criteria will be considered:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Examples of Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Teaching Philosophy</strong></td>
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</tr>
<tr>
<td><strong>2. Creation and Transfer of Teaching, Programming, and Curriculum Development in Areas of Scholarly Work</strong></td>
<td></td>
</tr>
<tr>
<td>Has a record of excellence in transferring or applying knowledge</td>
<td>Summary of instructional, integrated, and interdisciplinary programming and role assumed</td>
</tr>
<tr>
<td>Incorporates current and appropriate research in educational efforts</td>
<td>Sample curricula that include latest research</td>
</tr>
<tr>
<td>Organizes, presents and implements high-quality, stimulating, educational programming</td>
<td>Input from program director or supervisor in area of appointment and samples of work</td>
</tr>
<tr>
<td>Consistently excels in program and curricula development</td>
<td>Curricula and other programs that have been developed, Learning modules</td>
</tr>
<tr>
<td>Consistently produces significant outcomes and impacts with individuals and communities in high priority knowledge areas/named or branded programs</td>
<td>Learner evaluations of programs, Colleague input, Short, medium and/or long term impact data and reports, Program summary report from Extension web application, Learner outcomes</td>
</tr>
<tr>
<td><strong>3. Extension Scholarship and Research</strong></td>
<td></td>
</tr>
<tr>
<td>Consistent publication/dissemination of scholarly work</td>
<td>Peer-reviewed publications, other publications, articles, fact sheets, competitive and invited scholarly presentations, curricula, software, audio and video clips, newsletters, institutional plans or models, educational resources, websites, blogs, social media, etc.</td>
</tr>
<tr>
<td>Contributions to eXtension</td>
<td>Membership in CoP, Consistent contributions to “Ask an Expert” and Scholarly articles</td>
</tr>
<tr>
<td><strong>4. Innovation and Creativity in Teaching, Programming, and/or Research</strong></td>
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<tr>
<td>Consistently applies new teaching techniques, delivery systems and learning approaches to subject matter</td>
<td>Copies of instructional activities conducted, outlining teaching techniques and learning approaches, Documentation of innovation</td>
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<td>Consistently develops new and innovative approaches to reaching underserved communities/constituent groups</td>
<td>Narrative describing Affirmative Action Plan and Reports along with WebApps</td>
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<td>Consistently applies existing research to new problems, creates novel research approach to a problem, adapts research agenda to new needs</td>
<td>Copies of research materials, findings, or publications, Testimonies from co-authors, co-researchers, or constituents Integrated and interdisciplinary programming</td>
</tr>
<tr>
<td><strong>5. Revenue Generation</strong></td>
<td></td>
</tr>
<tr>
<td>Consistently secures funding or other resources to support educational programming and development, implementation and evaluation consistent with position description and responsibilities</td>
<td>Grants and amounts secured, Fees generated through program offerings, Gifts, endowments</td>
</tr>
<tr>
<td><strong>6. Professional and University Related Service</strong></td>
<td></td>
</tr>
<tr>
<td>Has a record that reflects continuous professional development and improvement</td>
<td>Local and state conferences, seminars or other educational experiences attended; additional degrees obtained</td>
</tr>
<tr>
<td>Provides leadership in statewide professional service organizations utilizing position expertise</td>
<td>Evidence of membership and statewide leadership in professional service organizations and description of how expertise is used</td>
</tr>
<tr>
<td>Consistently contributes to the achievement of the goals of Extension, the department, college and/or university</td>
<td>Documentation of continued contribution to goals of Extension, the department, college and/or university</td>
</tr>
<tr>
<td>Is recognized by profession as leader</td>
<td>Local and statewide awards and other types of recognition</td>
</tr>
</tbody>
</table>

Updated 8-2013
Appendix A.3 - Criteria and Documentation for Extension Professional

The candidate for Extension Professional must exhibit a *substantial* body of high quality work that has an impact upon the field and demonstrates *sustained* excellence and achievement over a period of 15 years (10 years, if candidate holds a doctoral degree). The following criteria will be considered:

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</tr>
<tr>
<td>Has a record of sustained excellence in transferring or applying knowledge and inspires others</td>
<td>Summary of instructional, integrated, and interdisciplinary programming and role assumed</td>
</tr>
<tr>
<td>Has a sustained record that reflects research or experimentation in educational efforts</td>
<td>Sample curricula that include latest research</td>
</tr>
<tr>
<td>Has a sustained record of developing and implementing high-quality, stimulating, educational programming</td>
<td>Input from program director in area of appointment and samples of work</td>
</tr>
<tr>
<td>Has a record of developing programs that meet the needs of the population</td>
<td>Curricula and other programs that have been developed</td>
</tr>
<tr>
<td>Has a sustained record of producing significant outcomes and impacts with individuals and communities in high priority knowledge areas/named or branded programs</td>
<td>Learner evaluations of programs</td>
</tr>
<tr>
<td>Sustained publication/dissemination of scholarly work</td>
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</tr>
<tr>
<td>Contributions to eXtension</td>
<td>Membership in CoP</td>
</tr>
<tr>
<td></td>
<td>Body of work reflects consistent contributions to “Ask an Expert” and Scholarly articles</td>
</tr>
<tr>
<td>3. Extension Scholarship and Research</td>
<td></td>
</tr>
<tr>
<td>4. Innovation and Creativity in Teaching, Programming, and/or Research</td>
<td></td>
</tr>
<tr>
<td>Career reflects development and application of new teaching techniques, delivery systems and learning approaches to subject matter</td>
<td>Copies of instructional activities conducted, outlining teaching techniques and learning approaches Documentation of innovation</td>
</tr>
<tr>
<td>Sustained new and innovative approaches to reaching underserved communities/constituent groups</td>
<td>Documented program demographics, summaries/analysis Narrative describing Affirmative Action Plan and Reports along with WebApps</td>
</tr>
<tr>
<td>Sustained application of existing research to new problems, creates novel research approach to a problem, adapts research agenda to new needs</td>
<td>Copies of research materials, findings, or publications Testimonies from co-authors, co-researchers, or constituents Integrated and interdisciplinary programming</td>
</tr>
<tr>
<td>5. Revenue Generation</td>
<td></td>
</tr>
<tr>
<td>Record reveals on-going attainment of funding or other resources to support educational program development, implementation and evaluation consistent with position description and responsibilities</td>
<td>Grants and amounts secured Fees generated through program offerings Gifts and endowment over the entire career</td>
</tr>
<tr>
<td>6. Professional and University Related Service</td>
<td></td>
</tr>
<tr>
<td>Has a record that reflects continuous professional development and improvement</td>
<td>Local and state conferences, seminars or other educational experiences attended; additional degrees obtained</td>
</tr>
<tr>
<td>Provides leadership in statewide and national professional service organizations utilizing position expertise</td>
<td>Evidence of membership and national leadership in professional service organizations and description of how expertise is used</td>
</tr>
<tr>
<td>Record reflects sustained contributions to the achievement of the goals of Extension, the department, college and/or university</td>
<td>Record reflects sustained contributions to the achievement of the goals of Extension, the department, college and/or university Documentation of continued contribution to goals of Extension, the department, college or university</td>
</tr>
<tr>
<td>Is recognized by profession as leader</td>
<td>National Awards and other types of recognition</td>
</tr>
</tbody>
</table>
Appendix B

RANKED NON-TENURE TRACK FACULTY
UNIVERSITY OF MISSOURI EXTENSION
PROMOTION RECOMMENDATION: Effective September 1, 2013
(Recommendation Signature Page and Record of Formal Votes)

Name of Faculty Member: ________________________________
Requesting Promotion from: ________________________________ to: ________________________________
(Unranked, Assistant, Associate) (Assistant, Associate, Prof.)

Please write "yes" or "no" in the Promotion column, record numerical results of the vote by the Promotion Committee in the Formal Vote column, provide additional information (if applicable) in the Comments column, and sign where indicated below.

<table>
<thead>
<tr>
<th>Actions by the following:</th>
<th>Promotion Yes or No</th>
<th>Promotion Committee Formal Vote</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Director/Unit Supervisor Recommendation (Signature)</td>
<td></td>
<td></td>
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<tr>
<td>Division of Extension NTT Promotion Committee Recommendation (Signature)</td>
<td></td>
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<td></td>
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<tr>
<td>Vice Provost/Director of Extension Recommendation (Signature)</td>
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<tr>
<td>Provost’s Decision (Signature)</td>
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</tbody>
</table>

*Joint appointments require concurrence of other division.
Appendix C

MU PROMOTION FOR RANKED NON-TENURE TRACK FACULTY
UNIVERSITY OF MISSOURI EXTENSION
History and Recommendation Summary
2012-13

Name of faculty member: ________________________________

Department or Region: ________________________________

*If on joint appointment, provide name of secondary department: ________________________________

Faculty member's address: ________________________________

Phone number: ________________________________

Initial appointment date and rank: ________________________________

Current rank: ________________________________

Number of years in current rank at MU: ________ YEARS (as of 8/31/13)

Proposed recommendation: Promotion to rank of: ________________________________

Details of appointment for preceding five years:

<table>
<thead>
<tr>
<th>Acad. year</th>
<th>9 mon. term</th>
<th>12 mon. term</th>
<th>% in Research</th>
<th>% in Traditional Teaching (eg, didactic classroom)</th>
<th>% in Other Teaching (eg, clinical teaching)</th>
<th>% in Traditional Service (eg, admin, committee, professional, or community svc)</th>
<th>% in Other Service (eg, clinical practice)</th>
<th>% in Extension</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>2010-11</td>
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<td>2009-10</td>
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<td>2008-09</td>
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<td>2007-08</td>
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</tbody>
</table>

Comments:

As an addendum, please explain any variation in percentages in the last five years and any differences in the candidate’s appointment for the current academic year.

*Joint appointments require concurrence of other division (submit only ONE dossier per individual.)

Updated 8-2013
Appendix D

CONTENT OUTLINE FOR UNIVERSITY OF MISSOURI EXTENSION
RANKED NON-TENURE TRACK FACULTY PROMOTION DOSSIERS

Please use named tabs (see below) to indicate where in the supporting material each item may be found.

(INSIDE FRONT COVER)
Recommendation Signature Page and Record of Formal Votes (before and after hearings) (Appendix B)
History and Recommendation Summary Form (Appendix C)

(Tab I) Appointment Folder
• Initial letter of appointment

(Tab II) Departmental Summary Letters and Recommendations
• Department P&T Committee summary, evaluation, and recommendation
• Department summary of procedures used in review and appeals, all formal votes (before and after appeals)
• Chair/Division Director summary letter and recommendation

(Tab III) College/School Summary Letters and Recommendations
• College/School P&T Committee summary, evaluation and recommendation
• College/School summary of procedures used in review and appeals, all formal votes (before and after appeals)
• Dean’s summary letter and recommendation

(Tab IV) Complete C.V. (Not to exceed 25 pages)

(Tab V) Summary of Accomplishments (Not to exceed 25 pages)
• Clear summary of accomplishments in area(s) of appointment, which provide evidence of demonstrated effective and sustained achievement in the candidate’s assigned area(s) of responsibility, evidence of excellence, and potential for continued growth. If applicable provide a bibliographic list of all at MU, with the most recent first, including those in press, those accepted for publication, or e-prints ahead of publication. (Appendix H)
• Refer to “Call for Promotion and Tenure Recommendations” letter for tenure-track faculty for more detail on the types of information that are applicable to demonstrate excellence in teaching, research, and service areas for non-tenure track faculty promotions
• Peer evaluations (no more than 4 peer evaluation letters) for the area(s) being reviewed

(Tab VI) External Reviews
• Form entitled "Procedure for Selection of Outside Reviewers," including brief descriptions of background, contributions, and current positions of external reviewers, relationship to candidate, reasons any outside reviewers did not respond (Appendix E)

(Tab VII) Departmental and Divisional Guidelines
• Guidelines with criteria for each level/rank outlined

Key: Department Chair=Regional Director or Unit Supervisor  College/School=Division of Extension
P&T Committee=Extension NTT Promotion Committee  Dean=Vice Provost/Director of Extension

Updated 8-2013
Appendix E

PROCEDURE FOR SELECTION OF OUTSIDE REVIEWERS
UNIVERSITY OF MISSOURI EXTENSION NON-TENURE TRACK FACULTY PROMOTIONS
2012-2013

Name of faculty member: _____________________________ Department or Region: _____________________________

Faculty member being considered for promotion to: — (Example: Promotion to Assistant Extension Professional)

Contact person for external reviewer selection: _____________________________

(Please print and sign)

Check all that apply:

<table>
<thead>
<tr>
<th>REVIEWER NAME AND INSTITUTION (LIST NAMES OF REVIEWERS FIRST AND ARRANGE NAMES IN ALPHABETICAL ORDER)</th>
<th>ACCEPTED*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
<td>YES</td>
</tr>
<tr>
<td>Nominated by: Dept Chair Regional Dir. / Supervisor Candidate</td>
<td></td>
</tr>
<tr>
<td>Nominated by: Dept Chair Regional Dir. / Supervisor Candidate</td>
<td></td>
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<tr>
<td>Nominated by: Dept Chair Regional Dir. / Supervisor Candidate</td>
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<td>Nominated by: Dept Chair Regional Dir. / Supervisor Candidate</td>
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<tr>
<td>Nominated by: Dept Chair Regional Dir. / Supervisor Candidate</td>
<td></td>
</tr>
</tbody>
</table>

Please include, on an addendum to this page, a brief description of the reviewer selection process.
*If a selected reviewer did not respond, please explain the circumstances on the addendum.
**If any other method was used, please explain on the addendum.
The names of every person contacted should appear on this form. All reviews received must be included in the dossier.

Nominations for reviewers should be made by the regional director/supervisor in consultation with the faculty member. Individuals with personal ties to the candidate should be excluded.

Updated 8-2013
Appendix F - Suggested wording of initial email requesting a review of candidate’s dossier

Dear ______:

(Name) who is a faculty member in Extension at the University of Missouri will be reviewed for promotion to the rank of (assistant extension professional/associate extension professional/extension professional) in the next few months. We are currently developing a list of reviewers and your name has been suggested. I am writing to ask if you could provide us with an independent, evaluation of her/his scholarship by _______ (date). If you have been a mentor, or personal friend of this candidate, please contact me before agreeing to do the review.

Please let me know as soon as possible if you are available to undertake this review. I will then provide specific information for the review, the candidate's c.v., criteria and dossier by _____ (date). These will be sent by mail or email.

I would be very grateful for your assistance in our review of the candidate. Please let me know by _____ (one week from now) if you will undertake the review.

Sincerely,

Supervisor
Phone number
Email address
Appendix G - Follow-up Letter for Use in Requesting Review of Candidate to Accompany Dossier

Dear :

Thank you for agreeing to review the dossier of (candidate) as he/she applies for promotion. If successful, he/she would advance from (title) to (title).

In terms of his/her career, this consideration is an important event, and we want to obtain the broadest evidence of the merits of his/her candidacy for promotion. One way to gather this evidence is by seeking expert advice from people such as you who are particularly able to evaluate a candidate for promotion. We would appreciate your candid opinion of his/her qualifications and any other information you can provide that will help in making a wise decision. Letters of recommendation that are analytical and evaluative are more instructive to those making progression recommendations than letters that are merely supported by generalizations. We are especially interested in your evaluation of the candidate in the following areas:

1. The context in which you know the candidate
2. The candidate’s professional competency
3. The quality and significance of the candidate’s work
4. The candidate’s state, regional, or national reputations and relative standing in (his/her) field
5. Your professional and personal evaluation of the candidate
6. Any additional information that would help us in the decision to allow promotion. For example, what difference has his/her work made? What impact has it had?
7. You may have other relevant thoughts about this candidate that you wish to share with us that do not fall neatly into one category or another. This is a good place to report those thoughts.

As you evaluate the person, please consider performance in the following areas:

1. Statement of Personal Extension/Teaching Philosophy.

2. Creation and Transfer of Teaching, Programming, and Curriculum Development in Areas of Scholarly Work:
   - excellence in transferring or applying knowledge;
   - incorporates current and appropriate research in educational efforts;
   - organizes, presents and implements high quality, stimulating, educational programming;
   - effectiveness in program development;
   - outcomes and impacts in high priority knowledge areas/named or branded programs;

3. Extension Scholarship and Research:
   - publication/dissemination of scholarly work;
   - contributions to eXtension;

4. Innovation and Creativity in Teaching, Programming, and/or Research:
   - new teaching techniques, delivery systems and learning approaches to subject matter;
   - new and innovative approaches to reaching underserved communities/constituent groups;
   - application of existing research to new problems, creation of novel research approach to problem, adaptation of research agenda to new needs;

5. Revenue Generation:

Updated 8-2013
6. Professional and University Related Service:

☐ pursuit of professional development and improvement;
☐ participation in professional service organizations utilizing position expertise;
☐ contribution to the achievement of the goals of Extension;
☐ recognition by profession as a leader.

As I stated in my initial email, we will need your response by ______________. Two to three pages would be optimal. Your letter should be provided as a signed paper copy on letterhead, although we can function for a few days with an electronic version if necessary. I would also appreciate receiving a short C.V. or bio (or link to your website) so that we can provide a brief synopsis about you in the candidate's dossier. Your review will be confidential to the extent such protection is afforded by University policies and state, local, and federal laws.

We realize that this request places a burden on your busy schedule. However, we also believe that you understand the importance of your review to this process. Thank you very much for your assistance.

Sincerely,

(Regional Director or Unit Supervisor)

Enclosure(s)
NTT Promotion Guidelines
Candidate’s Dossier

*Note to person sending this letter: The dossier sent to the reviewer should include the candidate’s C.V. and all documents under tab V of his/her dossier.*
Appendix H - MU Extension NTT Summary of Accomplishments (Tab V)
Select a few good examples and tell specifics about the quality and quantity of scholarly work. The narrative does not need to be exhaustive but should showcase the best possible scholarly work examples to communicate effectively to the committee. Please use APA format (http://owl.english.purdue.edu/owl/resource/560/01/) when writing about the following areas:

1. **Statement of Personal Extension/Teaching Philosophy.**

2. **Creation and Transfer of Teaching, Programming, and Curriculum Development in Areas of Scholarly Work:** If applicable, could include but not be limited to: sample curricula, type of programming, integrated and interdisciplinary programming, credit/non-credit, number of learners, team taught, or presentation methods used (face-to-face, adobe connect, ITV, lecture, interactive workshop, etc.).
   - excellence in transferring or applying knowledge
   - incorporates current and appropriate research in educational efforts
   - organizes, presents and implements high quality, stimulating, educational programming
   - effectiveness in program development
   - outcomes and impacts in high priority knowledge areas/named or branded programs

3. **Extension Scholarship and Research:** Could include but not be limited to: articles, scholarly presentations, curricula, educational resources, social media, blogs, websites, etc.
   - publication/dissemination of scholarly work
   - contributions to eXtension

4. **Innovation and Creativity in Teaching, Programming, and/or Research:** Discuss new courses/learning modules developed, application of new techniques and other innovations. Include what was done, when, how/why was it creative, what was the impact, etc. Summarize and provide examples of work with diverse audiences.
   - new teaching techniques, delivery systems and learning approaches to subject matter
   - new and innovative approaches to reaching underserved communities/constituent groups
   - application of existing research to new problems, creation of novel research approach to problem, adaptation of research agenda to new needs

5. **Revenue Generation:** Provide examples of grants/contracts, classes generating fees, and/or gifts/endorsements established or secured. Where applicable, could include but not be limited to candidate’s involvement/role in the grant, purpose of the grant, lead contact, title of project, granting agency, amount generated, donor/gift, etc.

6. **Professional and University Related Service:** Could include but not be limited to: speeches and/or presentations; committees and/or associations; university service; local, state or regional service; national service; external professional development activities – workshops, seminars, conferences, other; internal professional activities – in-service training (ISEs) conducted, in-service training (ISEs) attended; MS or PhD advisory committees; mentorship of new faculty; awards.
   - pursuit of professional development and improvement
   - participation in professional service organizations utilizing position expertise
   - contribution to the achievement of the goals of Extension
   - recognition by profession as a leader

Updated 8-2013