

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

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. If appropriate, a rank will be offered at the time of hire. 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. Only relevant experience will be considered, including experience from other extension systems and other educational institutions where the faculty member's

primary appointment was academic in nature. Only full-time, academic experience will be considered. If a CV is not submitted at the time of application, rank will not be recommended.

The Vice Provost will consider all recommendations and determine the rank of these faculty members. Whether or not rank is recommended, in each case, the office of Human Resources will place information in the candidate's file that states the amount of credit being awarded for academic experience at the time of hire. This process is separate from the process used for promotion of currently employed faculty. Also, this process does not apply to internal employees transferring from one position to another or to employees applying for a position through an internal search (Employees First). These employees would need to apply for promotion through the NTT Promotion system.

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

The Extension NTT Promotion Committee consists of NTT faculty members at the promotable rank or above who represent extension program categories – Agriculture and Natural Resources, Human Environmental Sciences, 4-H Youth Development Center, Community Development, and Business Development. In addition, the committee is composed of one Extension NTT faculty member at the promotable rank or above, who has rank outside of the Extension NTT system (e.g. CAFNR or HES), and one Extension faculty member who is tenured or on the tenure track.

Each committee member serves a three-year term unless otherwise specified. Elections to the committee are held as positions become vacant. Faculty in extension who are eligible for rank or who hold an NTT rank may vote for a candidate in their program area using a ballot system.

Likewise, Extension Faculty members who hold an NTT rank that was awarded through a process outside of the Extension NTT promotion system (through CAFNR or HES) may run for their position through a similar process. Extension faculty who are tenured or on a tenure track may also run to serve on the committee. In each case, colleagues will vote to select their representative. A list of eligible promotion committee candidates and a list of those who are eligible to vote in the NTT process will be supplied by the Extension Office of Human Resources.

Members of the NTT committee must ensure confidentiality of committee proceedings, documents, discussions and outcomes during their time on the committee and after that service.

Review of Dossiers and Voting to Determine Rank

To recommend rank, the NTT Promotion Committee reviews dossiers each year beginning December 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 normally at least five years of Extension and/or equivalent full-time 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 normally at least five 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 normally at least 10 years of Extension and/or equivalent full-time 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 normally at least 10 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 typically 15 years of Extension and/or equivalent full-time 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. A faculty member may put forth materials whenever he/she believes there is sufficient sustained achievement for the requested ranked title; however, it will normally take five or more years before an applicant is able to demonstrate sustained academic achievement since either the initial ranked title or from when the faculty member achieved the current ranked title. For an initial rank, relevant academic experience will be considered, including experience in other extension systems and educational institutions where the faculty member's primary appointment was academic in nature. Subsequent promotions will only consider materials from the last promotion.

Not all positions are eligible for promotion through the NTT promotion process. The position must be academic in nature and must require a minimum of a Master's degree. There are a few positions that may require a Master's degree but may still not be eligible for rank. These titles include, but are not limited to, instructor, senior lecturer, visiting professor, adjunct professor, adjunct instructor, extension associate, research associate, etc.

Faculty members seeking promotion should submit one paper copy of their dossier to their supervisor and one electronic copy through SharePoint. 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. Discussions within the promotion process are confidential.

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. Faculty should consult with their supervisor about applying for rank; however it is the decision of the faculty member to proceed or not to proceed with the application process. To assist with this decision, supervisors should be candid and transparent about their views, as a candidate should be fully aware of the position of their supervisor. The decision to apply for promotion 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. Members of the NTT committee should not apply for promotion during their term of service.

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 many as five or more years before criteria for the next level can be achieved. Subsequent promotions will consider only work that occurred from the last promotion to the desired promotion.

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. All relevant experience will be considered, including experience in other extension systems and educational institutions where the faculty member's primary appointment was academic in nature. Experience as a student or a graduate student is not applicable. Only full-time experience may be applied toward rank.

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 a lower title than the one sought in the application; however, a higher title will not be recommended. For example, if one applies to be an Extension Professional, but documentation only supports the title of Associate Extension Professional, the committee may recommend the title of Associate Extension Professional. On the other hand, if an applicant applies for the position of Associate Extension Professional but the materials seem to be at the level of Extension Professional, the committee will only recommend the title of Associate Extension Professional.

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 external reviewers. External reviewers are from outside the University of Missouri System. 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 external 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 must be provided.
- The faculty member must 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 must be from outside of the University of Missouri System.
- The faculty member must 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.

Reviews are confidential.

Colleague/Peer Evaluations

Prior to the deliberations of the promotion committee, faculty members who are at or above the rank sought 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 colleague/peer must not be a member of the NTT committee.
- The colleague/peer is not considered an external reviewer.

A maximum of 4 colleague/peer evaluations may be included. Colleague/peer evaluations are confidential.

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
- In addition to the maximum 25 page narrative:
 - Up to five samples of work may be included. Each sample of work must not exceed five pages. If more than five samples of work are submitted, only the first five samples will be reviewed.
 - Peer evaluations (no more than four 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

General Points for all Dossiers

- Dossier page counts:
 - Tab IV – CV
 - should not exceed 25 pages.
 - Tab V – Summary of Accomplishments
 - The summary should not exceed 25 pages. If more than 25 pages are submitted, only the first 25 will be considered.
 - Up to five samples of work may be included. Each sample of work must not exceed five pages. If more than five samples of work are submitted, only the first five samples will be reviewed.
 - Up to four colleague/peer evaluations may be included. (see section on Peer/Colleague Evaluations)
 - Tab VI – External Reviews
 - A maximum of 2 external reviews (selected by supervisor).
- 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.
- 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: Oct. 1, materials need to be submitted by midnight September 30.)

Aug. 1	Candidate requests SharePoint Site
Oct. 1	Candidate submits one paper copy and one electronic copy via SharePoint to his/her supervisor. SharePoint site is closed to candidates.
Nov. 1	Supervisor submits letter(s) of recommendation – electronic copy via SharePoint and paper copy in dossier. SharePoint site is closed for supervisor recommendations and colleague input materials.
Dec. 1	External review letters are posted electronically to SharePoint site(s) and paper copy in the dossier submitted by supervisor. SharePoint site is closed for external review letters. Program Director recommendation letter(s) are posted electronically on SharePoint site(s) and paper copy submitted to NTT Promotion Committee for insertion into dossiers. SharePoint site closed to Program Directors.
Jan. 15	Chair of the Extension NTT Promotion Committee provides the Vice Provost with written notice of the committee’s vote and recommendation.
March 1	Vice Provost of Extension forwards the candidate’s dossier, the Vice Provost’s vote and recommendation to the Provost.
Aug. 1	Provost completes reviews of all dossiers.
Sept. 1	If approved by the Provost, the candidate’s promotion becomes effective.

Overview of the 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 person receiving notice of a negative promotion recommendation has the right to appeal to the Promotion Committee, and to the Vice

Provost. A candidate may ask the Provost to reconsider the decision made at that level. No appeal is available beyond the Provost.

Appeal Process at the level of the Promotion Committee

A candidate, who receives notice that the NTT Promotion Committee is not recommending a promotion, may request an appeal by letter to the chair of the NTT Promotion Committee. Upon receipt of that letter, the NTT Promotion Committee will agree to reconsider their initial recommendation for promotion. The Chair of the Committee must inform the candidate of his or her opportunity to appear before the committee in person or via video to provide an oral response and explanation of appeal. In addition, the candidate is informed that he or she may supply additional information to explain the areas of weakness in the dossier as identified by the chair of the NTT Committee.

The first part of the committee's appeal process will consist of the committee's reviewing the original dossier along with the additional information supplied by the candidate that explains their reasons for appeal. All additional information must focus on documentation that better explains the areas of weakness. This additional documentation will become a part of the appeals record.

The second part of the process consists of allowing the candidate to appear in person or via video to explain their reasons for appeal and to share their documentation orally. The candidate may bring one advocate to the appeal. Each appeal will be scheduled for 30 minutes. This will allow the candidate 15 minutes to present their explanation and to discuss the additional documentation, leaving 15 minutes for questions from the committee. During the question and answer period, the committee may pose questions to the advocate. The advocate may only answer questions posed by the promotion committee. Additional statements or documents from advocates are not a part of the process.

After reviewing all additional documentation, and hearing from the candidate and their advocate, if in attendance, a vote will be taken. This final "post appeal" vote, a letter from the committee chair outlining the recommendation and accompanying reasons, and any additional information reviewed as a part of that process will be forwarded to the Office of the Vice Provost to become a part of the official dossier and record.

It is important to note that even if a candidate is not successful in appeal at the level of the promotion committee, the dossier will still move forward for review by the Vice Provost and Director of Extension and then by the Provost.

Appeal Process at the level of the Vice Provost and Director of Extension

The Vice Provost will review all dossiers forwarded to the office of the Vice Provost. The Vice Provost will determine if the recommendation of the promotion committee is to be upheld or if another recommendation may be made to the Provost. A letter will be sent from the Office of the Vice Provost to the candidate informing them of the decision to either uphold the recommendation of the committee or make another decision.

If a candidate wishes to appeal, he or she may do so by sending a letter to the Vice Provost indicating a desire to appeal at that level.

The Vice Provost will inform the candidate of his or her opportunity to appear before in person or via video to provide an oral response and explanation of appeal. The Vice provost will ask key individuals,

usually the Program Director if there is one, the Regional Director or other supervisor, and the Associate Vice Provost to participate in the hearing. No other participants or advocates may be brought to this appeal. At the end of the hearing, and upon a thorough review of all letters, votes and documentation, and input from those who were invited to participate in the hearing, he or she will make a recommendation to the Provost with regard to rank. This letter of recommendation, all letters, votes and documentation are sent to the Provost as a part of the dossier for final decision. A letter will be forwarded to the candidate with the recommendation with regard to rank.

Decision by the Provost

The Vice Provost will forward his or her recommendation and all materials to the Provost for a final decision with regard to rank. After completion of a thorough review of all materials, the Provost will notify the faculty member of the decision on the promotion, and copy the Vice Provost. If the candidate would like for the Provost to reconsider, a request may be made in writing to the Provost. At that time the Provost will reconsider and deliver the decision. There is no appeal beyond the level of the Provost. For more information about the promotion process see <http://provost.missouri.edu/promotion-and-tenure/non-tenure-track-faculty.php>.

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 normally at least five years. The following criteria will be considered:

Criteria	Examples of Documentation
1. Teaching philosophy	
2. Creation and Transfer of Teaching, Programming, and Curriculum Development in Areas of Scholarly Work	
Demonstrates excellence in transferring or applying knowledge	Summary of instructional, integrated, and interdisciplinary programming and role assumed
Incorporates current and appropriate research in educational efforts	Sample curricula that include latest research
Organizes, presents and implements high-quality, stimulating, educational programming	Input from program director or supervisor in area of appointment and samples of work
Demonstrates effectiveness in program development	Curricula and other programs that have been developed Learning modules Contact hours
Documents significant outcomes with individuals and communities in high priority knowledge areas/named or branded programs	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
3. Extension Scholarship and Research	
Publication/Dissemination of scholarly work	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.
Contributions to eXtension	Membership in an Innovation Team or CoP Contributions to "Ask an Expert" Scholarly articles or other content
4. Innovation and Creativity in Teaching, Programming, and/or Research	
Applies new teaching techniques, delivery systems and learning approaches to subject matter	Copies of instructional activities conducted, outlining teaching techniques and learning approaches Documentation of innovation
Develops new and innovative approaches to reaching underserved communities/constituent groups	Documented program demographics, summaries/analysis Narrative describing Affirmative Action Plan and Reports along with WebApps, myExtension and other reporting systems
Applies existing research to new problems, creates novel research approach to a problem, adapts research agenda to new needs	Copies of research materials, findings, or publications Testimonies from co-authors, co-researchers, or constituents Integrated and interdisciplinary programming
5. Revenue Generation	
Secures funding or other resources to support educational programming and development, implementation and evaluation consistent with position description and responsibilities	Grants and amounts secured Fees generated through program offerings Gifts, endowments
6. Professional and University Related Service	
Pursues continuous professional development and improvement	Local conferences, seminars or other educational experiences attended; additional degrees obtained
Participates in professional service organizations utilizing position expertise	Membership and leadership in professional service organizations
Contributes to the achievement of the goals of Extension, the department, college and/or university	Documentation of contributions to goals of Extension, the department, college or university
Attracts recognition by profession as leader	Awards and other types of recognition

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 normally at least 10 years (or normally at least five years, if the candidate holds a doctoral degree.) The following criteria will be considered:

Criteria	Examples of Documentation
1. Teaching Philosophy	
2. Creation and Transfer of Teaching, Programming, and Curriculum Development in Areas of Scholarly Work	
Has a record of excellence in transferring or applying knowledge	Summary of instructional, integrated, and interdisciplinary programming and role assumed
Incorporates current and appropriate research in educational efforts	Sample curricula that include latest research
Organizes, presents and implements high-quality, stimulating, educational programming	Input from program director or supervisor in area of appointment and samples of work
Consistently excels in program and curricula development	Curricula and other programs that have been developed Learning modules
Consistently produces significant outcomes and impacts with individuals and communities in high priority knowledge areas/named or branded programs	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
3. Extension Scholarship and Research	
Consistent publication/dissemination of scholarly work	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.
Contributions to eXtension	Membership in an Innovation Team or CoP Contributions to "Ask an Expert" Scholarly articles or other content
4. Innovation and Creativity in Teaching, Programming, and/or Research	
Consistently applies new teaching techniques, delivery systems and learning approaches to subject matter	Copies of instructional activities conducted, outlining teaching techniques and learning approaches Documentation of innovation
Consistently develops new and innovative approaches to reaching underserved communities/constituent groups	Documented program demographics, summaries/analysis Narrative describing Affirmative Action Plan and Reports along with WebApps, myExtension and other reporting systems
Consistently applies existing research to new problems, creates novel research approach to a problem, adapts research agenda to new needs	Copies of research materials, findings, or publications Testimonies from co-authors, co-researchers, or constituents Integrated and interdisciplinary programming
5. Revenue Generation	
Consistently secures funding or other resources to support educational programming and development, implementation and evaluation consistent with position description and responsibilities	Grants and amounts secured Fees generated through program offerings Gifts, endowments
6. Professional and University Related Service	
Has a record that reflects continuous professional development and improvement	Local and state conferences, seminars or other educational experiences attended; additional degrees obtained
Provides leadership in statewide professional service organizations utilizing position expertise	Evidence of membership and statewide leadership in professional service organizations and description of how expertise is used
Consistently contributes 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 and/or university
Is recognized by profession as leader	Local and statewide awards and other types of recognition

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 normally at least 15 years (or normally at least 10 years if candidate holds a doctoral degree). The following criteria will be considered:

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

Appendix B

**RANKED NON-TENURE TRACK FACULTY UNIVERSITY OF MISSOURI EXTENSION
PROMOTION RECOMMENDATION: Effective September 1, 20xx
(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.

Actions by the following:	Promotion Yes or No	Promotion Committee Formal Vote	Comments
Regional Director/Unit Supervisor Recommendation (Signature)			
Division of Extension NTT Promotion Committee Recommendation (Signature)			
Vice Provost/Director of Extension Recommendation (Signature)			
*			
Provost's Decision (Signature)			

*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
20xx-xx**

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/xx)**

Proposed recommendation: Promotion to rank of: _____

Details of appointment for preceding five years:

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

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.)*

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
- In addition to the maximum 25 page narrative:
 - Up to five samples of work may be included. Each sample of work must not exceed five pages. If more than five samples of work are submitted, only the first five samples will be reviewed.
 - Peer evaluations (no more than four 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

Appendix E

**PROCEDURE FOR SELECTION OF OUTSIDE REVIEWERS
UNIVERSITY OF MISSOURI EXTENSION NON-TENURE TRACK FACULTY PROMOTIONS
20xx-20xx**

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:

REVIEWER NAME AND INSTITUTION (LIST NAMES OF REVIEWERS FIRST AND ARRANGE NAMES IN ALPHABETICAL ORDER)		ACCEPTED*	
		YES	NO
Name: _____ Institution: _____			
Nominated by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Regional Dir. / Supervisor <input type="checkbox"/> Candidate	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Regional Dir. / Supervisor <input type="checkbox"/> Other		
Name: _____ Institution: _____			
Nominated by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Regional Dir. / Supervisor <input type="checkbox"/> Candidate	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Regional Dir. / Supervisor <input type="checkbox"/> Other		
Name: _____ Institution: _____			
Nominated by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Regional Dir. / Supervisor <input type="checkbox"/> Candidate	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Regional Dir. / Supervisor <input type="checkbox"/> Other		
Name: _____ Institution: _____			
Nominated by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Regional Dir. / Supervisor <input type="checkbox"/> Candidate	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Regional Dir. / Supervisor <input type="checkbox"/> Other		
Name: _____ Institution: _____			
Nominated by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Regional Dir. / Supervisor <input type="checkbox"/> Candidate	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Regional Dir. / Supervisor <input type="checkbox"/> Other		
Name: _____ Institution: _____			
Nominated by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Regional Dir. / Supervisor <input type="checkbox"/> Candidate	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Regional Dir. / Supervisor <input type="checkbox"/> Other		

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 must be excluded.

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:

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 group
- 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/endowments 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