

July 23, 2018



Extension Faculty Bylaws

Division of Extension
University of Missouri

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I. Extension Faculty Bylaws

A. Adoption and Revision

1. The Extension Faculty Bylaws are adopted by vote of the Extension Faculty, as defined herein, with the approval of the Vice Chancellor for Extension and Engagement and the Provost.
2. These Bylaws may be revised through the Extension Faculty by a majority of those voting, following a majority vote of recommendation by the Faculty Policy and Standards Committee, as defined herein, as well as the approval by the Vice Chancellor for Extension and Engagement and by the Provost.

B. Introduction

1. The Division of Extension at the University of Missouri, Columbia Campus, is the academic unit designated to pursue the University's land-grant mission through extension education products and services. The Division of Extension executes this role through cooperative agreements with colleges, schools, divisions, and campuses of the University of Missouri; with Lincoln University; and with federal, state, county, and other partners. The Division of Extension administers the University of Missouri's Cooperative Extension Service as established by the Smith-Lever Act of 1914; the Division also administers continuing, professional, executive, and other non-credit education and engagement services as established by the Division or in partnership with other colleges, schools or divisions of the University.
2. The Vice Chancellor for Extension and Engagement is the chief executive and academic officer of the Division of Extension and is accountable for administering the division consistent with the Collected Rules and Regulations (CRR) and policies of the University, within the respective direction and authority of the Chancellor and Provost and General Officers of the University.
3. The Extension Faculty Bylaws establish and define the Extension Faculty and, within the primary and direct authority of the faculty, articulate the standards and criteria for determining the professional standing of the Extension Faculty. These policies and procedures are a supplement to the Collected Rules and Regulations of the University of Missouri and other university policies and procedures for faculty.

C. Definition of Extension Faculty

1. The Extension Faculty is organized as the collective body of University of Missouri academic staff explicitly appointed to develop, deliver, and improve educational products and services that fulfill the University's mission to extend the reach and impact of teaching and research.
2. There are three categories of Extension Faculty.
 - a) Direct – Extension Faculty appointed to the Division of Extension as the primary academic unit are Direct Extension Faculty. They may have secondary affiliations to one or more colleges, schools, divisions, or departments.
 - (1) Direct Extension Faculty include faculty housed on the University campus but not primarily appointed within a college or school, as well as Extension Faculty housed off-campus.
 - (2) Funding, space, and support for Direct Extension Faculty primarily derive from the Division of Extension.
 - (3) Direct Extension Faculty are affiliated with one or more Extension program areas to which their work contributes.
 - (4) Direct Extension Faculty appointments are non-regular academic staff appointments, as defined in CRR 310.020.A. and 310.035A-B, and include three types.
 - (a) Ranked, non-tenure track (NTT) faculty, under the titles limited to Assistant Extension Professional, Associate Extension Professional, and Extension Professional.
 - (i) Ranked Direct NTT faculty are members of the voting faculty of the Division of Extension, but not members of the voting faculty of the campus, as defined in CRR 300.010.B.
 - (ii) Ranked Direct NTT faculty may use both the ranked Extension Professional title and a working title of Specialist of specified geographic and/or disciplinary designations as delineated in the appointment or reappointment.
 - (b) Unranked faculty, under titles including, but not limited to, Extension Specialist, Associate Specialist, Extension Educator, Associate Educator, and Instructor.
 - (c) Part-time, adjunct faculty, including shared faculty or staff primarily employed at another college or university.

b) Concurrent – Extension Faculty appointed to a college or school as the primary academic unit, and with a specified Extension appointment in cooperative agreement with the Division of Extension, are Concurrent Extension Faculty.

(1) Concurrent Extension Faculty are typically limited to faculty housed on the Columbia campus.

(2) Funding, space, and support for Concurrent Extension Faculty are shared between the primary college or school and the Division of Extension in proportions agreed upon at least annually.

(3) Concurrent Extension Faculty are affiliated with one or more Extension program areas and collaboratively contribute to the planning, delivery, and improvement of Extension educational programs, products, and services.

(4) Concurrent Extension faculty appointments are either regular or non-regular academic staff appointments, as defined in CRR 310.020.A. and 310.035A-B, and include four types.

(a) Ranked, tenured/tenure-track (T/TT) faculty, under the titles limited to Assistant Professor, Associate Professor, and Professor.

(i) Concurrent T/TT faculty are members of the voting faculty of the Division of Extension, of their primary college or school, and of the campus, as defined in CRR 300.010.B.

(ii) Concurrent T/TT faculty may use both the ranked Professor title and a working title of State Specialist of specified disciplinary designations as delineated in the appointment or reappointment.

(iii) University rules, regulations, and policies governing Joint Appointments and Titles apply to concurrent T/TT faculty.

(b) Ranked, non-tenure track (NTT) faculty, under the titles limited to Assistant Extension Professor, Associate Extension Professor, Extension Professor, Assistant Extension Professional, Associate Extension Professional, and Extension Professional.

(i) Concurrent Ranked NTT faculty are members of the voting faculty of the Division of Extension, of their primary college or school, and of the campus, as defined in CRR 300.010.B.

- (ii) Concurrent Ranked NTT faculty may use both the ranked Extension Professor / Professional title and a working title of State Specialist of specified disciplinary designations as delineated in the appointment or reappointment.
 - (c) Unranked faculty, under titles including, but not limited to, Extension Specialist, Associate Specialist, Extension Educator, Associate Educator, and Instructor.
 - (d) Part-time, adjunct faculty.
- c) Courtesy – Extension Faculty appointed to a college or school at the University of Missouri, Columbia campus, or at another college or university including other campuses of the University of Missouri System, as the primary academic unit, and who are substantially engaged in extension education and service activities, may be appointed as Courtesy Extension Faculty.
 - (1) Courtesy Extension Faculty appointments may include university faculty of any type or title, under terms and conditions established by the primary academic unit without a specified cooperative agreement with the Division of Extension.
 - (2) For academic units within the University of Missouri, faculty of all types or titles may contribute to the Extension and Engagement mission of the university, and are encouraged to seek a Courtesy Extension Faculty appointment when work within this mission is substantial and would benefit from ongoing collaboration with the Extension Faculty.
 - (3) There is usually no commitment of funds, space, or support from the Division of Extension for a Courtesy Extension Faculty appointment, except what may arise from Extension grants, contracts, other funded work, or other collaborative work achieved formally through memoranda of understanding or informally through ongoing collaborative relationships, in which the Courtesy Extension Faculty member may participate.
 - (4) Courtesy Extension Faculty may be affiliated with one or more Extension program areas.

D. Extension Faculty Policy and Standards Committee.

1. The Extension Faculty delegates its authority related to faculty policy and professional standing to an elected representative body known as the Extension Faculty Policy and Standards Committee, elected from voting members of the Extension Faculty (i.e., Direct or Concurrent ranked T/TT or NTT faculty). The committee membership is prescribed as follows:

a) The full committee consists of 7 members, all at the minimum rank of Associate Professor, Associate Extension Professor, or Associate Extension Professional, and with at least 4 members at the rank of Professor, Extension Professor, or Extension Professional. A quorum of 5 members is required to conduct business.

b) Direct Extension Faculty elect 5 members from the Direct Extension Faculty, provided that not more than two members may come from the same program area as defined by the Extension Faculty Policy and Standards Committee at the time of nomination and election.

c) Concurrent Extension Faculty elect 2 members, including

(1) One which must be a tenured Concurrent Extension Faculty and

(2) One which must be a NTT Concurrent Extension Faculty, provided that

(3) The two Concurrent Extension Faculty committee members must come from different primary colleges or schools.

2. Each committee member serves a three-year term. Elections to the committee are held such that the committee is comprised of three elected cohorts, as defined by the Extension Faculty Policy and Standards Committee. Special elections to the committee are held when practicable in order to fill any terms vacated early, and end upon the original three-year termination date.

3. The Vice Chancellor for Extension and Engagement may assign staff to participate *ex officio* on the committee, without vote, and staff to support the work of the committee.

4. The committee will elect from among its members a chair and other officers as it may deem necessary. The chair will call meetings, establish the agenda, preside, and will ensure minutes and votes of the committee are recorded and that the work of the committee is regularly reported to the full faculty.

5. A list of eligible committee candidates and a list of those who are eligible to vote will be supplied by the Extension Office of Human Resources. Members of the Extension Faculty Policy and Standards Committee will specify the procedures for nomination and election balloting in methods that will result in appropriate program area and rank representations.

6. The Faculty Standards and Policy Committee is responsible for making recommendations for promotion of Direct NTT Extension Faculty, in accordance with CRR 310.035.K., to the Vice Chancellor for Extension and Engagement and the Provost, following the promotion process delineated annually by the Vice Chancellor and the Provost.

7. Members of the committee must ensure confidentiality of committee proceedings, documents, discussions and outcomes related to individual personnel matters during their time on the committee and after that service.

E. Standards for Extension Faculty

1. *Core Competencies of Extension Faculty.* All Extension Faculty, regardless of appointment category or type, are expected to demonstrate the following Core Competencies. In addition to assessment of performance relative to the faculty member's specific appointment and annual plan of work, Extension Faculty may be evaluated based on their level of competence and professional needs for improvement in these core areas.

a) *Communication* — The ability to listen and to communicate effectively orally and in writing

b) *Educational programming and knowledge of subject matter* — The ability to plan, design, implement, evaluate, account for and report the impact of significant extension education programs that improve the quality of life for extension learners

c) *Inclusivity* — The awareness, commitment and ability to include broad cultural perspectives in programming

d) *Information and education delivery* — The ability to effectively deliver educational programs and information in a way that meets the learning styles of the target audience

e) *Interpersonal relations* — The ability to successfully interact with individuals and groups to create partnerships, networks and dynamic human systems

f) *Knowledge of organization* — Understanding the scope of extension as it is carried out on campus and in the field

g) *Leadership* — The ability to proactively influence a wide range of diverse individuals and groups positively

h) *Organizational management* — The ability to establish structure, organize processes, generate and monitor revenue, and lead change to obtain educational outcomes effectively and efficiently

i) *Professionalism* — The demonstration of behaviors that reflect high levels of scholarship and performance, a strong work ethic, and a commitment to self-assessment and continuing education and to the mission, vision and goals of extension

2. *Core Duties of Extension Faculty.* The purpose of all Extension Faculty, regardless of appointment category or type, is to execute the land-grant mission of University to deliver the practical benefits of education and scientific research to the people to improve their economic prospects and quality of life.

Direct and Concurrent Extension Faculty endeavor toward this purpose through the practice of three core duties – Educate, Create, and Connect. The emphasis among these duties may vary for different appointment categories, types, disciplinary specializations, and geographic designations. Expectations and emphasis among the core duties is to be determined in an annual plan of work.

- a) *Educate* — Extension Faculty deliver
 - (1) onsite and online Extension teaching, educational programming, and other non-credit courses of instruction;
 - (2) continuing, professional, and executive education;
 - (3) technical assistance, evidence-based guidance, facilitation, consultation, and other services; and
 - (4) other educational methods and interventions.
- b) *Create* — Extension Faculty develop
 - (1) innovative and research-informed educational programs, products, services, materials, curricula, tools, applications, practices, demonstrations, and other resources;
 - (2) engaged scholarship, applied research publications, presentations, products, and other scholarly products; and
 - (3) evaluation and improvement measures, instruments, protocols, pilots, and analyses of educational programs, products, and services relative to intended efficacy and impact.
- c) *Connect* — Extension Faculty engage
 - (1) diverse learners, clients, and volunteers to improve educational program, product, and service delivery effectiveness and impact;
 - (2) partners and stakeholders including Extension Councils, advisory boards, elected officials, associations, other educational institutions, trade/professional groups, and government agencies to assess and apprehend individual, group, organizational, professional, and community needs;
 - (3) donors, customers, contractors, foundations, and funding agencies to procure additional resources and to account for and fulfill delivery requirements;

(4) communication media for the public, communities, and inclusive and targeted market segments to convey information, interpretation, and promotion of the value and availability of University educational programs, products, and services; and

(5) colleagues, collaborators, and professional organizations to advance the work of Extension, the University, the profession, and the discipline.

3. *Attributes of Extension Faculty.* The qualifications and criteria for appointment, reappointment, or promotion of Extension Faculty are established based on the appointment category and type.

a) *Ranked NTT Direct Extension Faculty Attributes.* Qualifications and criteria for appointment, reappointment, or promotion to each of the three ranks of NTT Direct Extension Faculty are based on initial and subsequently increasing excellence and achievement in the Core Competencies and Core Duties of Extension Faculty, as demonstrated with a portfolio of extension work appropriate for the appointment, rank, specialization, and other specified parameters of the particular position.

(1) Attributes of the Assistant Extension Professional

(a) Qualification. The Assistant Extension Professional preferably should, at the time of application, hold an earned doctoral degree in a field relevant to the appointment. If no doctoral degree is held, the candidate must have an appropriate master's degree or other terminal degree.

(b) Criteria. The candidate for initial appointment must demonstrate the *potential* for excellence and achievement with a *developing* portfolio of extension work in the Core Competencies of Extension Faculty and in execution of the Core Duties of Extension Faculty producing measurable *outputs*. For reappointment, the Assistant Extension Professional must demonstrate continued productivity and improvement.

- (2) Attributes of the Associate Extension Professional
- (a) Qualification. The Associate Extension Professional preferably should, at the time of application, hold an earned doctoral degree in a field relevant to the appointment, as well as a portfolio of performance normally indicative of 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 a portfolio of performance normally indicative of at least seven years of Extension and/or equivalent academic experience.
- (b) Criteria. The candidate for initial appointment or promotion must demonstrate *consistency* in excellence and achievement with a *considerable* portfolio of extension work in the Core Competencies of Extension Faculty and in execution of the Core Duties of Extension Faculty producing measurable *outcomes*. For reappointment, the Associate Extension Professional must demonstrate continued productivity and improvement.
- (3) Attributes of the Extension Professional
- (a) Qualification. The Extension Professional preferably should, at the time of application, hold an earned doctoral degree in a field relevant to the appointment, as well as a portfolio of performance normally indicative of at least ten 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 a portfolio of performance normally indicative of at least fourteen years of Extension and/or equivalent academic experience.
- (b) Criteria. The candidate for initial appointment or promotion must demonstrate *sustained* excellence and achievement with a *substantial* portfolio of extension work in the Core Competencies of Extension Faculty and in execution of the Core Duties of Extension Faculty producing measurable *impacts*. For reappointment, the Extension Professional must demonstrate continued productivity and improvement.

b) *Unranked and Adjunct Direct Extension Faculty Attributes.*

(1) Faculty appointments that are either Unranked or Part-Time/Adjunct fulfill specific and varied needs within the Extension mission. These attributes must be distinct from Ranked NTT Direct Extension Faculty attributes, otherwise the appointment should be for a ranked NTT position. Typically, Unranked or Part-Time/Adjunct Extension Faculty are appointed to a narrower set of duties primarily focused on the Core Duty of Extension Faculty to Educate.

(2) The qualifications and criteria for appointment, evaluation, and reappointment may be specified uniquely in the position descriptions, appointment letters, and plans of work of each Unranked and Part-time/Adjunct Direct Extension Faculty member. Typically, these attributes focus on educational preparation and professional experiences necessary for successful delivery of educational services in the particular field.

(3) In limited cases, a candidate for a Ranked NTT Direct Faculty appointment who is determined to meet the criteria for a Ranked NTT Direct Faculty appointment, but whose academic credentials do not meet the qualifications for the appointment, may be appointed to the unranked title of Specialist. Such appointments require the approval of the Vice Chancellor for Extension and Engagement and the Provost, based on *either* a specified time frame for completion of a degree program already in progress, *or* based on exceptional professional qualifications especially suited to the appointment.

c) *Concurrent and Courtesy Extension Faculty Attributes.* Faculty appointments where the primary academic appointment is within a school or college of the University demonstrate the attributes specified for the appointment type and, when applicable, criteria for rank, as specified in the policies of the primary school or college.

F. Appointment of Extension Faculty

1. Initial Appointments

a) Direct Extension Faculty Appointments.

(1) Initial searches for Direct Extension Faculty will be conducted on a regional or national basis as appropriate with the involvement of a faculty-based search committee. Extension Faculty should be selected using a process adhering to University policies and procedures for faculty hiring, including interviews, presentations to faculty, staff, stakeholders, learners, and/or clients, a full review of candidate's curriculum vitae (C.V.), and letters of reference. Candidates may also submit any examples of extension-related scholarship including publications, curricula, or other documented evidence of prior related experience.

(2) Recommendations for hiring decisions will follow the University's and Extension's hiring guidelines. Subject to the appointment type and the Standards for Extension Faculty, a rank will be offered at the time of hire. To recommend rank of Associate Extension Professional or Extension Professional for a newly hired faculty member, both the search committee and the Extension Faculty Policy and Standards Committee will review a candidate's CV and application materials and recommend an appropriate rank. Both committees may also recommend that prior directly-relevant experience and documented performance, typically but not exclusively as an extension faculty member at another university, be considered toward shortening the faculty member's eligibility for consideration for any future application for promotion.

(3) The Vice Chancellor for Extension and Engagement will consider all recommendations and make a final recommendation to the Provost, who must approve the initial appointment and rank. The Vice Chancellor for Extension and Engagement may also accept, modify, or reject the committees' recommendations to consider prior experience toward the faculty members in consideration for future promotions. 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.

(4) This process is separate from the process used for promotion of currently employed faculty. Also, this process does not apply to MU Extension employees transferring from one position to another or to MU Extension employees selected for a position through an internal or external search (these situations would be considered transfers, not hires). These employees would need to apply for promotion through the usual promotion system.

b) Concurrent Extension Faculty

(1) The primary college or school Dean and the Vice Chancellor for Extension and Engagement share authority for Concurrent Extension Faculty appointments, and must mutually agree to the following for such appointments:

(a) Parameters of appointment duties, funding, space, and support;

(b) Parameters of searches for new college or school faculty, conducted according to the policies and procedures of the primary college or school, typically with participation of Extension Faculty and administrators in search committees and interviews; and

(c) Parameters of recruitment and appointment for current college or school faculty not presently holding a Concurrent Extension Faculty appointment.

(2) Final recommendations for appointment will be made by the primary college or school Dean, with concurrence of the Vice Chancellor for Extension and Engagement, and approval of the Provost.

c) Courtesy Extension Faculty

(1) Courtesy Extension Faculty may be nominated, by themselves or others, for the designation through an application and recommendation process specified by the Extension Faculty Policy and Standards Committee.

(2) Recommendations of the committee are given to the Vice Chancellor for Extension and Engagement for approval.

(3) Appointment to the Courtesy Extension Faculty brings no expectation for additional remuneration, space, or support

d) Use of Extension Faculty Titles. Within any unit of the University of Missouri, appointment to the Courtesy, Concurrent, or Direct Extension Faculty is required for use of any academic title modified by the word Extension, including but not limited to ranked, non-tenure track faculty titles within the Extension Professor or Extension Professional series or any unranked academic title, including but not limited to Extension Specialist, Extension Educator, or Extension Associate.

2. Parameters of Appointments

a) Length

(1) Unranked and Ranked NTT (Term) Appointments for Direct Extension Faculty and Concurrent Extension Faculty. Term Faculty appointments 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 may be for a period longer than three years.

(2) T/TT (Regular) Appointments for Concurrent Extension Faculty. Appointments for Concurrent Extension Faculty on the tenure track may begin and terminate for the same length of the probationary term appointment or may be for a specified shorter length. Appointments for Concurrent Extension Faculty with tenure may be for a continuous appointment or may be for a specified shorter length.

b) Duties

(1) Extension Faculty members are expected to perform all duties generally associated in a position description, an appointment letter, and in an annual plan of work, in keeping with the Standards for Extension Faculty.

(2) Specific responsibilities and duties for each individual faculty member will be discussed at least annually at the time of performance appraisal and through collective and individual planning and may be specified in writing through an appointment letter and an approved plan of work that specifies the faculty workload.

3. Reappointment

a) Renewal of the appointment of Extension Faculty will be at the discretion of the university, upon the recommendation of the Vice Chancellor for Extension and Engagement and, in the case of Concurrent Extension Faculty, the primary college or school Dean. Notice of contract renewal and acceptance by the faculty member must be in writing prior to the start date of the term appointment.

b) Decisions to reappoint term faculty will generally be made in advance of the appointment end date. Ranked 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.

c) Decisions to continue the Extension share of appointments of T/TT faculty, and at what share, will generally be revisited during probationary period or post-tenure reviews, or during annual planning.

d) Academic Freedom

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

(2) Accordingly, adequate cause for dismissal prior to the stated ending date of 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 CRR 310.020 and related sections in the campus bylaws.

G. Evaluation of Extension Faculty

1. Parameters of Evaluation.

a) Evaluation of Unranked and Ranked NTT Extension Faculty is limited to only the primary responsibility (Extension) of their appointment, as well as service and professional activities related to that primary responsibility. Only T/TT Concurrent Extension Faculty may be evaluated based upon all three main areas of faculty work – teaching, research, and service.

b) Evaluation of Extension Faculty is based upon the Standards of Extension Faculty, including demonstration of the Core Competencies and execution of the Core Duties.

c) It is an expectation that Extension Faculty continually improve extension education products and services through disciplined inquiry into the efficacy of their work. It is the responsibility of each Extension Faculty member to:

(1) Develop collective and individual plans of work for extension education products and services;

(2) Contribute to the development, collection, and analysis of individual and program data for the improvement of individual practice and collective impacts; and

(3) Document individual accomplishments for evaluation.

d) Peer review; feedback from learners, clients, and stakeholders; and measures of outputs, outcomes, and impacts are the most important sources of formative evaluation for continuous improvement.

e) Administrative and academic supervisors provide support for faculty development, facilitate continuous improvement processes including peer review and mentoring, and conduct summative performance appraisals of faculty effectiveness.

2. Annual Evaluation.

a) A summative performance appraisal will be conducted annually to assess each Extension Faculty member.

b) Formative performance appraisals may be conducted periodically throughout the year to provide developmental support to Extension Faculty.

c) Criteria of evaluations will be based upon the written position description, parameters of the appointment letter, the faculty workload as specified in the plan of work, and the Standards for Extension Faculty.

d) Performance of faculty will be evaluated based upon evidence submitted as documentation of accomplishments. Inadequate documentation or noncompliance in submission of evaluation materials will presumptively be assessed negatively.

3. Evaluation Process.

a) For Direct Extension Faculty, the Vice Chancellor for Extension and Engagement, in consultation with the Extension Faculty Policy and Standards Committee, will publish Annual Guidelines for Extension Faculty Evaluation and Promotion.

(1) The Annual Guidelines will adhere to these Extension Faculty Bylaws and further specify the timeline, required documentation, technical directions for submission, and other details related to the annual evaluation process.

(2) Results of the annual evaluation may affect the parameters and duties of future appointments, compensation, and decisions regarding reappointment and promotion.

b) For Concurrent Extension Faculty, annual evaluations will be conducted according to the policies and procedures of the primary college or school.

(1) Extension faculty peers, program area leaders, and administrators may provide appraisals of the work of the Concurrent Extension Faculty member in relation to the extension portion of the faculty appointment.

(2) The process by which appraisal of Extension work is created and incorporated in college or school evaluations must be agreed to by the primary college or school Dean and the Vice Chancellor for Extension and Engagement, in consultation with their respective faculty policy committees.

(3) Results of the annual evaluation may affect the parameters and duties of future appointments, compensation, decisions regarding reappointment, and, in accord with policies of the primary college or school, future promotions, tenure decisions, and post-tenure reviews.

c) For Courtesy Extension Faculty, annual summaries of extension-related accomplishments may be submitted in a format and process specified by the Extension Faculty Policy and Standards Committee. Results of the annual evaluation may affect decisions regarding reappointment, and may be used in evaluation processes of the primary college or school at the discretion of the primary college or school.

H. Promotion of Ranked NTT Direct Extension Faculty

1. The Promotion Process

a) Progress. At least once each year, at the time of annual performance appraisals, the Vice Chancellor for Extension and Engagement 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, scholarship, 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.

b) Guidelines. The Vice Chancellor for Extension and Engagement will disseminate Annual Guidelines for Extension Faculty Evaluation and Promotion. The Annual Guidelines will adhere to these Extension Faculty Bylaws and further specify the timeline, required documentation, technical directions for submission, and other details related to the promotion process, in alignment with policies, timelines, documentation, and other expectations disseminated by the Provost in the annual promotion call.

c) Dossier. The application for promotion is in the form of a dossier prepared in accordance with the Vice Chancellor for Extension and Engagement's Annual Guidelines for Extension Faculty Evaluation and Promotion and the Provost's call for promotion applications. The dossier documents the accomplishments of the Extension Faculty member. The Annual Guidelines describe the required components of the dossier, suggestions for the types of documentation to include, and the technical parameters for submission. The dossier contains the following elements:

(1) Promotion Recommendation Summary and History, including signatures and votes.

(2) Appointment History, including written position descriptions, appointment letters, plans of work, and annual evaluation self-assessments and supervisor evaluations.

(3) Promotion committee and Vice Chancellor recommendation letters, appeals, and responses.

(4) Curriculum vita.

(5) Summary Statement of Extension Philosophy, Goals, Accomplishments, and Improvements.

(6) Professional Assessments, particularly focused on the Core Competencies of Extension Faculty, from reviewers qualified based on criteria established by the Extension Faculty Policy and Standards Committee, including:

- (a) Review letters from programmatic and, if applicable, any regional or direct supervisors;
- (b) Two external (outside of Missouri) letters of academic peer review;
- (c) One internal (from among the Extension Faculty) letter of peer review; and
- (d) One external (from outside of the Extension Faculty) letter of partner, collaborator, or stakeholder review.

(7) Evidence of Outputs, Outcomes, Impacts, Quality, and Improvements, particularly focused on the Core Duties of Extension Faculty to Educate, Create, and Connect, including:

- (a) Quantitative and qualitative reports of outputs, outcomes, and impacts, including any annual reports and summary reports for the promotion period;
- (b) Evidence of outcomes, impacts, and quality of delivered extension education and services as derived from learners, clients, communities, and stakeholders;
- (c) Evidence of disciplined inquiry and improvement of the efficacy of extension education and services;
- (d) Evidence of the application of research in the creation of educational resources, scholarly products, and other means of effective dissemination of knowledge;
- (e) Evidence of engagement with the needs of diverse learners, clients, communities, stakeholders, partners, funders, and the public; and
- (f) Evidence of service to and engagement with the University, the profession, and the discipline.

d) Decision to Apply. 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 achievement for the requested ranked title; however, it will normally take five or more years before an applicant is able to demonstrate sufficiently consistent or 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 primarily consider documented achievements since the last submission of a dossier for promotion, and, when applicable, prior relevant academic experience if approved for consideration by the Vice Chancellor for Extension and Engagement in the initial appointment letter.

2. Recommendations, Decision, and Appeals

a) Recommendations and Decision.

(1) The Extension Faculty Policy and Standards Committee shall make its recommendations regarding promotion to the Vice Chancellor for Extension and Engagement with a recorded vote and rationale for the recommendation, with notification to the candidate of the committee's recommendation.

(2) The Vice Chancellor shall then forward his/her and the committee's recommendations to the Provost, with notification to the candidate of his/her recommendation.

(3) The Provost will make the final decision on the application for promotion and inform the candidate.

b) Committee Recommendation Voting. The following guidelines apply to the recommendation vote of the Faculty Policy and Standards Committee:

(1) Recommendations for promotion will be based on all eligible committee members voting on a given candidate, requiring a majority of those voting to recommend promotion.

(2) Written ballots will be used.

(3) 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.

(4) Only committee members at the rank of Professor, Extension Professor, or Extension Professional are eligible to vote on faculty applications for the rank of Extension Professional.

(5) Should sufficient numbers of the committee be considered ineligible or unavailable to vote, a majority of the committee may elect *ad hoc* representatives to the committee, from among the voting Extension Faculty, for the purpose of assessing and voting on promotion recommendations.

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

(7) Upon conclusion of deliberation and voting, the chair of the committee will record the votes, place a letter of recommendation in the candidate's file.

(8) Committee deliberations will be confidential.

c) Appeals.

(1) A candidate receiving notice of a negative promotion recommendation has the right to appeal to the Promotion Committee, and to the Vice Chancellor. A candidate may ask the Provost to reconsider the decision made at that level. No appeal is available beyond the Provost. A candidate may also allow the application to proceed without appeal, or may withdraw the application, as provided herein.

(2) Recommendation Appeal Process to the Extension Faculty Policy and Standards Committee

(a) A candidate, who receives notice that the Extension Faculty Policy and Standards Committee is not recommending a promotion, may request an appeal by letter to the chair of the committee. Upon receipt of that letter, the 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 within the committee's initial letter of recommendation.

(b) 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 the 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 within the dossier.

(c) 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 present a brief prepared opening statement and answer questions posed by the promotion committee, but must allow the candidate to speak for himself or herself. Additional statements or documents from advocates are not a part of the process.

(d) 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 Vice Chancellor to become a part of the official dossier and record.

(e) 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 Chancellor and then by the Provost.

(3) Recommendation Appeal Process to the Vice Chancellor for Extension and Engagement.

(a) The Vice Chancellor will review all dossiers forwarded to the office of the Vice Chancellor. The Vice Chancellor 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 Vice Chancellor to the candidate informing him or her of the decision to either uphold the recommendation of the committee or make another decision.

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

(c) The Vice Chancellor 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 Chancellor may ask the Associate Vice Chancellor and key individuals with supervisory authority over the candidate, such as program leaders or regional directors, 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, the Vice Chancellor 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.

(4) Decision and Appeal Process to the Provost

The Vice Chancellor 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 Chancellor. 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.

d) Application Withdrawal

A candidate may withdraw at any time from the promotion process. Withdrawal must be made in writing and submitted to the Extension Faculty Policy and Standards Committee Chair and the Vice Chancellor. No materials will be returned once a dossier has been submitted.

I. Extension Bylaws Effective Date and Transition

1. This section is temporarily effective during the transition of these bylaws and may be excised from future publication and dissemination of these bylaws upon completion of the transition.
2. These bylaws will become effective immediately upon the approval by the Vice Chancellor for Extension and Engagement and the Provost, following majority vote of the extension faculty. However, applications for promotion during the cycle immediately following approval of these bylaws will be considered based upon policies and requirements in place prior to the approval.
3. Conversion from Unranked Specialist Titles to Ranked NTT Titles.
 - a) Direct Extension Faculty in unranked Specialist titles, of whatever modification, at the time of passage of these bylaws, who are otherwise eligible for a ranked NTT title in accordance with these bylaws, will be converted, as soon as is practicable but not later than appointment renewal, to the rank of Assistant Extension Professional, without an application process.
 - b) For Specialists who are converted to Assistant Extension Professional titles without an application, future applications for promotion to Associate Extension Professional may consider all years of service and evidence of accomplishment as an unranked Specialist and as an Assistant Extension Professional. Subsequent application for promotion to Extension Professional may only consider years of service and evidence of accomplishment while an Associate Extension Professional.
 - c) For Specialists who are converted to Assistant Extension Professional titles without an application, future applications for promotion directly to the rank of Extension Professional, without first achieving the rank of Associate Extension Professional, will be considered only during the first annual promotion cycle immediately following conversion, and may consider all years of service and evidence of accomplishment as an unranked Specialist. If this one-time exception is not taken, then any application for promotion in future annual promotion cycles will only be considered at the rank of Associate Extension Professional, but may still consider all years of service and evidence of accomplishment as an unranked Specialist and as an Assistant Extension Professional.

4. Future Promotion Considerations for Currently Ranked Assistant and Associate Extension Professionals.

a) For ranked Assistant Extension Professionals in that title at the time of approval of these bylaws, any future applications for promotion to Associate Extension Professional may consider all years of service and evidence of accomplishment as an unranked Specialist and as an Assistant Extension Professional.

b) For ranked Associate Extension Professionals in that title at the time of approval of these bylaws, any future applications for promotion to Extension Professional may consider all years of service and evidence of accomplishment as an unranked Specialist, as an Assistant Extension Professional, and as an Associate Extension Professional.

5. The NTT Promotion Committee as it exists at the time of the approval of these bylaws may establish the process for transition elections of the successor Extension Faculty Policy and Standards Committee.