

**DIVISION OF AGRICULTURAL FOOD AND ENVIRONMENTAL
EDUCATION**

Goals and Expectations Related to Faculty Performance

Promotion and Tenure Criteria and Procedures

Procedures for Annual Performance Review, Salary Adjustment and Post-Tenure Review

Hiring and Contract Renewal

Adjunct Faculty

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INTRODUCTION

This document includes the Division policy statements related to goals and expectations for faculty (Section I), criteria and procedures for promotion and tenure (Section II) and procedures for annual and special performance reviews (Section III). Section IV describes procedures for hiring and contract renewal. The document includes procedures that apply to Professional and Administrative staff as well as faculty in tenure-track positions. The following University of Minnesota governing documents are the basis for the Divisional policies described herein:

Regents Policy on *Faculty Tenure*

Procedures for Reviewing Candidates for Tenure and/or Promotion: Tenure-Track and Tenured Faculty

Faculty Compensation Policy

Rules and Procedures for Annual and Special Post-Tenure Review

Performance Reviews for Academic Professional and Administrative Employees

This document expires 10 years from the date of approval by the faculty and must be reviewed and re-approved by a vote of the faculty of AFEE, and the interdisciplinary AFEE tenure committee (including both tenured and probationary members) at that time.

DIVISIONAL MISSION STATEMENT

The Division of Agricultural, Food and Environmental Education (AFEE) at the University of Minnesota is dedicated to excellence in undergraduate, graduate and extension education, in basic and applied research, in agricultural teacher education and licensure, and in international service. The mission of the Division is to prepare professionals concerned with education and training that will enable youth and adults to carry out responsibilities in their profession of agricultural, food and environmental education, in their workplace and the community. This mission is accomplished by continually improving quality in teaching, research and service in local, state, national and global contexts. Although accomplishment in all three areas must be demonstrated by each faculty member, scholarly productivity and effective teaching will be considered primary.

I. STATEMENT OF GOALS AND EXPECTATIONS

Every faculty member in the Division of Agricultural Food and Environmental Education (AFEE) is expected to contribute to all three duties of university faculty: (1) research; (2) teaching; and (3) service activities. There may, however, be considerable variation for an individual faculty member in effort devoted these duties from semester to semester and year to year, as well as on the basis of a faculty member's appointment (i.e., his or her "split"). In the spring of each year, the distribution of effort for each faculty member is planned for the following academic year with private consultation with the Department Head and used as the basis for performance evaluation at

the end of the year. The goal is to optimize the contribution of each faculty member to the overall mission of the Department, College, and University.

The following policies and practices guide the development of annual faculty workloads. They also define the minimum goals and expectations for faculty performance. As explained in Section III, performance that falls below these goals and expectations will trigger post-tenure review. The procedure for evaluation and post-tenure review is outlined in Section III.

Note that these minimum goals and expectations are not intended to define excellent or even average performance by faculty. The performance guidelines and criteria for assistant professors are the same as the Performance Guidelines for Tenure described in Section II.F. The performance guidelines and criteria for associate and full professors are the same as the Performance Guidelines for Promotion to Professor described in Section II.F.

1. Research, teaching, and service comprise the bulk of the faculty workload in the Division of Agricultural Food and Environmental Education (AFEE). The Department Head will see to it that the total workload is distributed equitably among the faculty, based on faculty expertise, and on the needs of the Division.
2. Faculty are expected to teach courses as assigned by the Department Head consistent with their teaching appointment.
3. Appropriate course load reductions are made for those with service or administrative responsibilities in the Division, such as being Department Head, Director of Graduate Studies, Undergraduate Major Coordinator, and the profession, such as serving as president of a major professional association or editor of a leading scientific journal. Similar course load reductions are made for faculty with major service or administrative responsibilities at the University outside the Division. In such cases, a faculty member is expected to arrange for the unit where the service or administration is performed to reimburse the Department faculty member's time. Faculty new to the department will receive a reduced course load (typically, one semester-course during the first year of appointment) to allow them to establish their research and/or extension programs more quickly.
4. Course loads for a specific faculty member need not be distributed evenly over the academic year (i.e., the same number of courses each term), if a different distribution makes it possible for the faculty member to increase his or her overall contribution while still meeting his or her teaching obligation to students and the Division.
5. Faculty are expected to teach high quality courses and Extension programs. Syllabi, readings, course materials, exams, and Extension curricula should reflect the current state of disciplinary knowledge. Instruction should effectively accomplish educational objectives. Course quality will be determined through student (or Extension program participant) evaluations and other information including, but not limited to, peer evaluations of teaching and course materials. A minimum of one peer evaluation should be completed every three years. Faculty are expected to provide materials when requested for evaluation. Faculty are also expected to evaluate their colleagues' courses upon request.
6. Every faculty member with a research appointment is expected to produce scholarly work in one or more of the Division's research areas of education and communication. Scholarly work is considered to be original, investigative, written work that is validated by and communicated to peers. Peer validation and communication can occur in a variety of ways as

noted in the criteria and standards for promotion and tenure discussed elsewhere in this document including, but not limited to, peer-refereed publications. A faculty member with a 50 percent research appointment who publishes at least one article in a peer-refereed, recognized journal in their field within a three-year period is considered to have satisfied this criterion for that period. The requirement is prorated up (down) for higher (lower) percentage appointments. Alternately, the faculty member may demonstrate by producing output, such as peer-validated book chapters, working papers, conference papers, or reports, that s/he has an active, relevant research program.

7. Every faculty member is expected to contribute to the governance and administration of the Division by regular attendance at and participation in faculty meetings and by accepting responsibility for an equitable share of assignments to standing committees and various special duties.
8. Associate and full professors are expected to formally mentor lower-ranked faculty, providing feedback on research and personal encouragement.
9. Faculty who are on authorized and approved leaves are relieved of all teaching, service and administrative responsibilities for the period of the leave, unless an exception is made by mutual agreement between the faculty member concerned and the Department Head. However, faculty on leave may still have obligations to external funding agencies and graduate students during the leave. Except in the case of formal medical, family, or disability leave, faculty members are responsible for meeting those obligations personally or by arranging for them to be satisfied by another suitable faculty member. In medical and disability cases, the Division administration arranges for such obligations to be met. Faculty members on leave have the right, but not the obligation, to vote on matters of Divisional governance, hiring, and promotion and tenure questions.
10. Faculty who are not on leave, but do not have formal course responsibilities during the semester, are not relieved of other teaching, advising, research, service or administrative responsibilities during that semester. It is understood that authorized professional travel may be undertaken, but travel must be arranged so that all other responsibilities are met.
11. Faculty are expected to be regularly accessible during business hours on University work days during the course of their 9- or 12-month appointment, except when teaching, research or service responsibilities require them to be off campus.
12. The university values diverse cultural and interdisciplinary perspectives. Faculty are expected to reflect that value in their work.
13. Faculty are expected to comply with all University of Minnesota policies.

II. SPECIFIC CRITERIA AND PROCEDURES FOR PROMOTION AND TENURE

This section describes the specific criteria and standards that will be used to evaluate whether candidates meet the general criteria in the current Regents Policy on *Faculty Tenure* (included as Appendix A). For a complete perspective, the reader is advised to review parts A through G of this section in their entirety for faculty and Appendix B for professional and administrative staff.

General Criteria. The criteria for promotion to the rank of professor are intended to comply with the current version of sections 7.11, 7.12, 9.2 and 5.5 of the university Regents Policy on *Faculty Tenure* (included as Appendix A). Above all, the University of Minnesota seeks intellectual distinction and academic integrity in its faculty members. The basis for awarding indefinite tenure to each candidate possessing these qualities is the determination that he or she has established and is likely to continue to develop a distinguished record of academic achievement that is the foundation for a national or international reputation or both.² This determination is reached through a qualitative evaluation of the candidate's record of scholarly research, teaching, and service.³ The primary emphasis is on demonstrated scholarly achievement and on teaching effectiveness. Service alone, without a distinguished record of teaching and scholarly research, is an insufficient basis to award tenure. Interdisciplinary work, public engagement, international activities and initiatives, attention to questions of diversity, technology transfer, and other special kinds of professional activity by the candidate should be considered when applicable. The awarding of indefinite tenure presupposes that the candidate's record shows strong promise of his or her achieving promotion to professor.

The standards set forth are for a broad range of professional activity. The relative importance of the criteria will vary with differing individual assignments. Each of the criteria should be considered in every decision.

A. TEACHING

Individuals will be evaluated in terms of the content and the effectiveness of their undergraduate, graduate and outreach teaching, and in student advising activities. "Teaching" is not limited to classroom instruction. It includes extension and outreach education, and other forms of communicating knowledge to both registered University students and persons in the extended community, as well as supervising, mentoring, and advising students.

1. GRADUATE AND UNDERGRADUATE TEACHING

<u>Criteria</u>	<u>Standards</u>
a. Course content	(1) Information is important, durable, correct, current, and professionally credible.

² "Academic achievement" includes teaching as well as scholarly research and other creative work.

³ The persons responsible and the process for making this determination are described below in the Promotion and Tenure Procedures section.

- (2) Appropriate for audience.
 - (3) Consistent with title and stated goals and objectives.
- b. Teaching materials (text, readings, videos, software, speakers, assignments, projects, papers, presentations, participation, assessment, instruments, strategies)
- (1) Provides challenges appropriate for the level of the course and the students.
 - (2) Promotes depth of understanding.
 - (3) Provides coherent and logically connected body of knowledge.
- c. Learning activities (reading, writing, listening, viewing, interviewing, discussing, case studies)
- (1) Learning activities are organized and material is clearly communicated.
 - (2) Activities are designed to facilitate learning.
 - (3) Student participation is fostered.
 - (4) Technical material is discussed in the context of its use.
 - (5) Timely and meaningful feedback is provided on student questions and assignments.
 - (6) Enables the students to be proficient in the subject by the time the course is finished.
- d. Advising
- (1) Available to students.
 - (2) Knowledgeable about their own and the students' responsibilities.
 - (3) Expresses concern about individual student's progress and a willingness to help.
- e. Curriculum design and updating
- (1) Periodically reevaluate course content, readings and goals, revise appropriately.

(2) Coordinate course content with related courses and programs in the Division, college and university.

f. Professional competence

(1) Demonstrates mastery of the subject matter.

(2) Creatively packages and uses existing educational materials developed by others.

(3) Develops timely, relevant and professionally accepted subject matter content.

g. Teaching improvement

(1) Responsive to student and peer evaluations.

(2) Periodically participates in seminar or structured programs designed to foster teaching excellence.

2. OUTREACH TEACHING

Criteria

Standards

a. Program content

(1) Information is important, durable, correct, current, and professionally credible.

(2) Appropriate for identified audience.

(3) Consistent with title and stated goals and objectives.

b. Program development

(1) Consults with other faculty.

(2) Involves members of the intended audience in program development.

c. Program presentation

(1) Serves as resource person in informal and formal meetings and workshops with individuals and groups seeking information.

(2) Serves as a resource person in print and on electronic media programs.

(3) Effectively communicates information and knowledge.

(4) Demonstrates sensitivity to needs of learners.

(5) Imaginative use of program delivery mechanisms.

d. Teaching materials

(1) Develops educational materials that are appropriate to the learner and to the setting.

(2) Provides challenges appropriate for the level of the course and the students.

(3) Promotes depth of understanding.

(4) Provides coherent and logically connected body of knowledge.

e. Learning activities (reading, writing, listening, viewing, interviewing, discussing, case studies)

(1) Learning activities are organized and material is clearly communicated.

(2) Activities are designed to facilitate learning.

(3) Learner participation is fostered.

(4) Technical material is discussed in the context of its use.

(5) Timely and meaningful feedback is provided on learner questions.

(6) Enables learners to meet education objectives in the subject by the time the extension program is finished.

f. Professional competence

(1) Demonstrates mastery of the subject

matter.

(2) Creatively packages and uses existing educational materials developed by others.

(3) Develops timely, relevant and professionally accepted subject matter content.

g. Teaching improvement

(1) Responds to target groups and peer evaluation.

(2) Participates in seminars or structured programs to improve instructional ability.

3. PROFESSIONAL GROWTH

Criteria

Standards

a. Professional activities

(1) Gives presentations at professional meetings and invited seminars.

(2) Receives special professional honors, recognition and achievements.

(3) Succeeds in obtaining funding for educational programs from external and/or internal sources.

b. Professional development

(1) Initiates investigations and research into new lines of inquiry.

(2) Periodically participates in seminars, courses or professional meetings to update teaching skills.

SOURCES FOR EVALUATION:

1. Candidate's current Curriculum Vitae and personal statement which describes program activities, accomplishments, professional activities and professional improvement.

2. Summary of teaching assignments, student evaluations, and participant teaching evaluations.
3. Peer evaluations.
4. Teaching materials.

B. RESEARCH

Theoretical and applied research that contributes to understanding, policy decision making, management decisions and/or educational programs will be expected.

Criteria

Standards

a. Research content

(1) Develops, interprets, and applies theory and basic research results to important social issues and problems.

(2) The research requires a high level of discipline-related expertise and is conducted in a scholarly manner with clear goals, adequate preparation and appropriate methodology with the results properly documented and disseminated.

(3) The research has significance beyond the individual context. It breaks new ground and can be replicated or elaborated.

b. Publications

(1) Publishes refereed articles in appropriate, major professional journals.

(2) Publishes books, chapters in books, and papers of comparable quality to professional journals or other science-oriented publications. Preferably, these should be peer reviewed.

(3) Publishes in other forms for the profession or the general public, including software.

(4) Promotes the use of research findings by industry, government, educators and other scholars.

- c. Advising graduate students
 - (1) Demonstrates the ability to supervise graduate student research.
 - (2) Facilitates the completion of degree programs by qualified students.

- d. Professional activities
 - (1) Gives presentations at professional meetings and invited seminars.
 - (2) Receives special professional honors, recognition and achievements.
 - (3) Succeeds in obtaining research funding from external and/or internal sources.

- e. Professional improvement
 - (1) Initiates research into new lines of inquiry.
 - (2) Periodically participates in seminars, courses, or professional meetings to update research skills.

SOURCES FOR EVALUATION:

1. Candidate's current Curriculum Vitae and personal statement which describes program activities, accomplishments, professional activities and professional improvement.
2. Copies of the candidate's research or scholarly publications.
3. Peer reviews.
4. Expert reviews.

C. SERVICE ACTIVITIES

Though of lesser importance, special "service-type" contributions made to the Division, the College or the University will be credited and evaluated, as will be contributions to professional associations and societies and to community or governmental units where the contribution has significant "professional" content. "Service" may be professional or institutional. Professional service, based on one's academic expertise, is that provided to the profession, to the University, or to the local, state, national, or international community. Institutional service may be administrative, committee, and related contributions to one's

division, or college, or the University. All faculty members are expected to engage in service activities, but only modest institutional service should be expected of probationary faculty.

Criteria

Standards

a. Service based on one's academic expertise to community, state or federal agencies

(1) Provides professional service to community, state or federal agencies.

b. Service to the profession

(1) Attends and participates in professional meetings.

(2) Serves on committees or boards or as an officer.⁴

(3) Engages in editorial work and/or reviews manuscripts in professional journals.

c. Service to the Division, College and/or University

(1) Serves on committees or task forces.

(2) Attends and participates in Divisional staff meetings, seminars and workshops.

(3) Responds to requests for voluntary tasks.

(4) Exhibits leadership towards resolution of Divisional issues or problems.

SOURCES FOR EVALUATION:

1. Candidate's current Curriculum Vitae and a statement of the candidate's professional activities.

2. Evaluation letters from organizations or individuals served.

D. INTERNATIONAL PROGRAM PARTICIPATION

Substantive contributions to international programs of the Division, the College, the University and/or government, will be evaluated relative to the nature of these contributions, i.e., whether they are teaching, research, extension or special service types of involvement. The weight given to contributions to international activities will be the same as that given to those

⁴ Where selection is based on recognition of the individual's scholarly achievements, these services to the profession may be considered as supporting documentation under the primary criterion of research as well.

with a domestic focus. Upon appointment of a faculty member to an international assignment longer than three months, a plan and method for evaluating performance of progress of the faculty member while abroad shall be incorporated into a written agreement between the faculty member and the Head.

SOURCES FOR EVALUATION:

1. Candidate's current Curriculum Vitae and a statement of the candidate's professional activities.
2. Peer evaluation.
3. Administrators.
4. Consumers of candidate's services.
5. Third party evaluators.

E. INTERDISCIPLINARY ACTIVITIES

For some faculty members, substantive contributions to interdisciplinary activities and research are an important component of their scholarship. Work done by faculty in interdisciplinary centers or team-teaching situations will count toward promotion and tenure. The sources of evaluation are the same as for other research, teaching and service activities but may include evaluations by appropriate faculty from the other discipline or division. Teaching in interdisciplinary teams or classes outside the Division will be evaluated appropriately. Faculty will receive credit for scholarly contributions to interdisciplinary or multidisciplinary journals or conferences. Faculty may request reviews in other fields and request review panels that include extra-divisional expertise. For faculty with a joint appointment in another department or division, the candidate's research, teaching and service activities for the other department or division will be recognized.

F. PERFORMANCE GUIDELINES

The following performance guidelines are used to summarize the candidates' performance in teaching, research, service, and international program participation for tenure and/or promotion consideration.

1. PERFORMANCE GUIDELINES FOR TENURE

- a. Development of a clearly defined research and teaching focus.
- b. Evidence of continuing professional growth.

- c. Demonstrated evidence of high quality research and scholarly achievement.
- d. Successful advising of students.
- e. Recognition of a distinguished record of academic achievement that is the foundation for a national or international reputation.
- f. Documented evaluation of high quality teaching with strong potential for academic excellence.
- g. Evidence of adoption and use of research results or extension information by decision makers, scholars, and/or teachers.

2. PERFORMANCE GUIDELINES FOR PROMOTION TO ASSOCIATE PROFESSOR

Promotion to Associate Professor is usually associated with a decision concerning tenure. Promotion to this rank must meet the above tenure guidelines.

3. PERFORMANCE GUIDELINES FOR PROMOTION TO PROFESSOR

The criteria for promotion to the rank of professor are intended to comply with the current version of section 9.2 of the university Regents Policy on *Faculty Tenure* (included as Appendix A).

The basis for promotion to the rank of professor is the determination that each candidate has (1) demonstrated the intellectual distinction and academic integrity expected of all faculty members, (2) added substantially to an already distinguished record of academic achievement,⁵ and (3) established the national or international reputation (or both) ordinarily resulting from such distinction and achievement. This determination is reached through a qualitative evaluation of the candidate's record of scholarly research, teaching, and service.⁶ Interdisciplinary work, public engagement, international activities and initiatives, attention to questions of diversity, technology transfer, and other special kinds of professional activity by the candidate should be considered when applicable. The primary emphasis must be on demonstrated scholarly or other creative achievement and on teaching effectiveness. Service alone cannot qualify the candidate for promotion.

The primary emphasis is on demonstrated scholarly achievement and on teaching effectiveness. Service standing alone, without a distinguished record of research and teaching as an associate professor, is an insufficient basis for promotion. A greater contribution in the area of institutional service is expected of candidates for the rank of professor than was expected for the award of tenure.

⁵ "Academic achievement" includes teaching as well as scholarly research and other creative work.

⁶ The persons responsible and the process for making this determination are described below in the Promotion and Tenure Procedures section.

Performance Guidelines for Promotion to Professor

The following performance guidelines are used to summarize the candidates' performance in teaching, research and service for promotion consideration.

- a. Demonstrated scholarship in several different research areas and teaching activities.
- b. Recognized national and/or international disciplinary reputation and leadership.
- c. Demonstrated ability to direct the research efforts of others.
- d. Effective contribution to interdisciplinary research and programs.
- e. Evidence of tangible successful collaboration such as on grant proposals or multi-author publications.
- f. Documented evaluation of extension and/or classroom teaching at an effective level.
- g. Demonstrated effectiveness in the advising of students.
- h. Evidence of adoption and use of research results or extension information by decision makers, scholars, and/or teachers.

G. PROMOTION AND TENURE PROCEDURES

The tenure and promotion process of this Division is intended to comply with the *Procedures for Reviewing Candidates for Tenure and/or Promotion: Tenure-Track and Tenured Faculty* contained in the Academic Administrative and Professional Manual.

The procedures involve three groups of individuals: (1) the Division Head; (2) the Faculty in AFEE (the tenured faculty or senior ranking faculty, depending on the decisions to be made); and (3) the AFEE Interdisciplinary Promotion and Tenure (P&T) Committee.⁷

⁷ According to the document entitled *Procedures for Reviewing Candidates for Promotion and/or Tenure: Tenure-Track and Tenured Faculty* (2007), (or as it may be amended from time to time), from the Office of the Executive Vice President and Provost:

In the cases of small units with very few faculty members at the rank of professor, especially if an associate professor is the unit head, it may be appropriate to include, in the discussion and vote on promotion, a professor or professors from another unit or units in the college, campus, or University. Including additional faculty members is warranted also in cases of candidates whose work encompasses multiple disciplines. In order for faculty members from outside the unit to participate, the initiating unit and/or the dean or chancellor must submit a written request to and obtain authorization in writing by the Executive Vice President and Provost.

1. P&T COMMITTEE SELECTION

The P&T Committee consists of four tenured faculty members, each of whom serves for two academic year terms. In the normal course of events, two members of the P&T Committee are elected each year, of which one must be a full professor. They replace two others who have already served two years. The appointment of the new members of the P&T Committee will take place at the initiation of the Division Head, during the spring semester prior to the fiscal year that service begins. The Division Head will call upon all faculty of AFEE to submit nominations of tenured faculty members who might serve in this capacity. Due to the small size of AFEE the committee will be multidisciplinary. The committee shall include at least one faculty member from Applied Economics, one faculty member from AFEE (this may not be possible in which case another faculty member from another unit may be nominated), one member from the College of Education and Human Development and one other faculty member from CFANS. The Division Head, at his/her discretion, and after obtaining agreement from nominees, will select no less than four names from those suggested to be voted upon by the Faculty. A mail-in ballot vote will be conducted, the ballots being counted by the existing P&T Committee. The two nominees receiving the greatest number of votes will be selected. In the event of a tie vote for second place, the P&T Committee will select one of the nominees at their discretion. One of the full professor members will be selected as committee chair by consensus of the committee at its first meeting each fall. In the event that there are not sufficient faculty members within AFEE to nominate or vote on candidates, the Division Head will consult with the CFANS Associate Dean for Academic Programs and Faculty Affairs, the Applied Economics Department P&T Committee, and if it exists the standing AFEE P&T Committee to identify, nominate, obtain agreement from nominees and then appoint nominees to serve on the next AFEE P&T Committee.

The Divisional process is discussed in three parts: (1) annual review of probationary faculty, (2) formal consideration for tenure, and (3) procedures for promotion.

2. ANNUAL REVIEW OF PROBATIONARY FACULTY

a. At the beginning of the probationary, tenure-track appointment, the Division Head will review the terms of employment with the probationary faculty. This review includes the following items of discussion:

(1) Making certain that credit for prior service has been granted and appropriately recorded, and that there is a common understanding about the maximum length of the probationary period.

(2) Supplying the candidate with copies of the Regents Policy on *Faculty Tenure, Procedures for Reviewing Candidates for Tenure and/or Promotion: Tenure-Track and Tenured Faculty*, and this Divisional Statement regarding specific criteria and procedures for promotion and tenure. If the candidate is unsure about the application of the criteria, the discussion should seek to make that as clear as possible.

(3) Informing the candidate about the procedures used in the Division to review teaching, research and service. The candidate must be informed about the annual review process and made familiar with the annual report on Appraisals of Probationary Faculty (President's Form 12) which will be completed. The candidate must also be informed about his or her right to inspect the file and right of access to information.

(4) It shall be the responsibility of the Division Head, working with the faculty member and the faculty member's other administrative leaders, as appropriate, to ensure that documentation requirements for evaluation are being met.

b. Beginning with the first year of the probationary period, the Division will gather data about the performance on all relevant criteria. This function will be performed by the AFEE P&T Committee with major assistance from the Candidate. The Candidate should supply to the P&T Committee, by November 1st, the following information for the current calendar year:

(1) The candidate's current Curriculum Vitae and a statement of the candidate's professional activities during the current year. The listing of publications should be categorized according to the nature of pre-publication review: refereed as a requirement for publication, external peer review, internal peer review, or no formal peer review. This listing should reflect the order of authorship of all co-authored material, and if senior authorship is not assigned, so indicate.

(2) Summaries of the candidate's teaching assignments, including any audience and peer evaluations, using the methods of evaluation that have been adopted by the Division. Candidates with formal appointments in Extension should furnish a summary of teaching and instructional activities including the number of separate publications, materials and packages developed.

Each Divisionally listed course (not seminar or independent study projects) taught by the candidate should be evaluated by students using the Divisionally adopted standardized evaluation form. Similarly, candidates with formal appointments in Extension should seek evaluation from the intended audience using a standardized evaluation form if possible. Candidates are also encouraged to have other courses and seminars evaluated using appropriate questionnaires.

The candidate is responsible for distributing and collecting the forms and having the results summarized.

The candidate should discuss all his/her teaching evaluations with the promotion and tenure committee members annually for the purpose of receiving further advice, help and encouragement in teaching excellence.

Candidates seeking promotion and tenure are required to put the raw data and a summary of each course evaluation in their tenure file. Non-tenured faculty are encouraged to invite one senior faculty member per year (preferably starting with those in their field) to evaluate their course outline(s) or extension program, learning materials and activities using the Divisional criteria and standards. The senior faculty member will provide advice to the non-tenured faculty member about their overall teaching performance. The senior faculty member will write a summary assessment of the non-tenured faculty member's teaching performance to be placed in the tenure file.

(3) Copies of the candidate's research or scholarly publications. These publications should be categorized according to the nature of prepublication review: refereed as a requirement for publication, external peer review, internal peer review, or no formal peer review. As a general rule, faculty are urged to seek review and to seek external rather than internal reviews. Tenure candidates are encouraged to invite one tenured faculty member per year to review their research programs, publication productivity and publication outlets.

(4) A statement describing attempts and results of acquiring external and internal funding.

(5) Summaries of the candidate's service activities.

(6) Summaries of the supplementary criteria which the candidate may have satisfied, such as participation in the governance of the University or Division.

(7) Copies of the Appraisal of Probationary Faculty forms for this and previous years.

(8) Any other relevant material relating to the satisfaction by the candidate of the requirements for tenure.

(9) Where relevant, evaluations of the candidate's discipline-related service activities.

From the information provided and from other sources, the AFEE P&T Committee will summarize the performance of the Candidate in terms of the relevant criteria for an eventual tenure decision. This summary will be made part of the Candidate's personnel file and be presented orally to the Tenured Faculty at the annual review meeting. If there are not sufficient faculty members to evaluate the report, the report will be presented to the Division Head by the entire AFEE P&T committee at the annual review meeting.

The Candidate has the right and responsibility to inspect the basic file and the P&T Committee summary, has the right to inspect individual evaluations contained in it, and has the opportunity to add to the file or respond (citing his/her authorship) to anything contained in it, before the Tenured Faculty's annual review meeting. The Tenured Faculty will have access to

the files of probationary faculty at least three days prior to the annual review meeting. These files will be maintained in the office of the Division Head. Tenured Faculty have a duty to annually review the progress of each Candidate. An annual meeting of the tenured faculty will be held in December each year at which the reappointment of the Candidate will be discussed. The Division Head will attend this meeting, but will not conduct it. The Tenured Faculty will vote at this meeting, on a recommendation from the P&T Committee to continue or discontinue the appointment of a Candidate. If there are not sufficient faculty members to conduct this vote, the AFEE P&T Committees recommendation will be the final recommendation on continuance.

Beginning in year two of the probationary period the Tenured Faculty will also cast a vote at this meeting on the following question: "Based on the record to date, how would you characterize the Candidate's progress in developing a tenurable case: questionable (score of 0) / normal (score of 1) / exceptional (score of 2)." An average score ranging from 0 to 2 will be conveyed in writing to the Candidate by the Division Head.

The Division Head, after the annual review meeting, will meet with the Candidate to discuss the Candidate's progress toward achieving tenure. The Division Head will review the progress, the evaluation and vote of the Tenured Faculty meeting regarding the Candidate, plus any other information relied upon. The Division Head will add the completed Annual Appraisal form to the Candidate's file, and include a written summary of matters discussed at this meeting including the summary of the evaluation and vote of the Tenured Faculty.

3. CONSIDERATION FOR TENURE

A tenure decision can be made at any time, but must be made by the sixth year of probation. A Candidate does not have a right to an early tenure review and decision. The Candidate may request such a review, but the Division will decide whether or not to conduct it. A formal review, however, can be initiated by the Division Head or by vote of the Tenured Faculty. Where such a decision is made to conduct a tenure review, the process must conform to the regular annual schedule for such reviews. See Section 5 for the annual schedule and required materials.

Stopping the tenure clock (or extending the maximum probationary period) is the right of probationary faculty under circumstances defined by current University policy as described in Section 5.5 of the Regents Policy on *Faculty Tenure*. When considering the record of probationary faculty who have stopped the tenure clock, criteria for promotion and tenure are no different than the criteria for those who do not have an extension to the tenure clock. That is, a record of six years post-hiring with a one-year stopping of the clock must be considered the same way that one considers a record of five years post-hiring with no stopping of the clock.

The Division will conform to the schedule for formal action on tenure decisions as set forth by the Academic Affairs office and the Dean of the College of Food, Agricultural and Natural Resource Sciences. The approximate dates and normal procedure of this Division are outlined below. If a Candidate is away from the campus during this period, some procedures may

need to be altered and/or the Candidate may be asked to waive some of the opportunities to personally review all materials in his/her file.

4. PROCEDURES FOR FACULTY PROMOTION

The procedures for promotion parallel those for consideration for tenure. Candidates may request consideration for promotion, but the Division will decide whether the promotion consideration process should be initiated. The Division Head or the Senior ranking faculty will initiate the process. See section 5 below for the annual schedule and required materials.

ANNUAL P&T CALENDAR

- | | |
|------------|---|
| February 1 | The Division Head will initiate the annual P&T process by requesting that potential candidates for promotion and/or tenure submit their request for review by March 1. |
| March 1 | Persons requesting consideration for tenure review (and/or promotion) will have submitted their request, in writing, to the Division Head. The request should set forth the basis for an early consideration, if this is the case. Potential candidates will also provide a current Curriculum Vitae by March 1 which will be made available to the senior ranking faculty. |
| March 2 | The Division Head will inform the AFEE P&T Committee of any requests received and offer additional suggestions of other potential candidates for tenure or promotion. |
| April 1 | The AFEE P&T Committee will meet with potential candidates to discuss their credentials and likelihood of success. The Division Head may participate in these discussions. The committee will prepare a report on these matters for consideration by the faculty. |
| April 25 | A meeting of the tenured faculty (and/or “senior ranking” faculty, for promotion consideration ⁸) will be held to determine by secret ballot whether a review process should be initiated for requesting candidates, and other candidates suggested by the Division Head or as moved by tenured faculty at this meeting. ⁹ |
| May 2 | The AFEE P&T Committee will initiate the review process by meeting with the Candidates, advising them of the criteria and standards, data needed and deadlines to be met. Candidates will be advised that they may withdraw from the process at any time. Candidates will be asked to submit a list of outside peer reviewers by May 7 and to prepare their file for consideration. |

⁸ See *Procedures for Reviewing Candidates for Tenure and/or Promotion: Tenure-Track and Tenured Faculty*.

⁹ The annual review of probationary faculty will be conducted at a faculty meeting in the October-December period.

This file encompasses the entire probationary period or period in current rank. Candidates should examine “Procedures/Timelines for Promotion and Tenure” (latest annual version) from the office of the Dean for detailed and current information on the material to be included in this file and the required organizational format. In general, the sections to be prepared by the candidate include:

- a. A brief Personal Statement of the candidate’s career history and personal philosophy.
- b. A complete and current Curriculum Vitae.
- c. An Education Section covering the instructional activity of the candidate.
- d. A Research Section covering the research and publication activity of the candidate.
- e. A Service Section highlighting the nature and significance of the candidate’s service contributions.
- f. Sample publications.

The file must also include:

- g. Evaluations of the candidate’s teaching, research or other scholarly contributions by persons inside and outside the University.

- May 10 The AFEE P&T Committee will select external peer reviewers of the candidates, selecting some of those provided by the candidate, some suggested by the Division Head, and others at their discretion. The Division Head will call the suggested peer reviewers. The Division Head will send a letter to these reviewers along with the Curriculum Vitae of the candidate and copies of his/her scholarly contributions, and request a letter of evaluation for the file. Such reviewers will be told that the letter they submit will be in a file open to the faculty and the candidate.
- May 25 All supporting materials and documentation developed by the candidate must be received by the AFEE P&T Committee. The AFEE P&T Committee will begin a review of these materials and may later ask the candidate to meet with them to explain or supplement these materials.
- September 1 All external reviews should be received by the AFEE P&T Committee, and, subject to their review and acceptance, be incorporated into the candidate’s file.¹⁰

¹⁰ All requested review letters will be accepted unless they are letters declining to evaluate the Candidate and which contain no information helpful to the decision process.

Any additional information or evaluations necessary for the decision process will be developed at this time. The candidate's file will be sent by the AFEE P&T Committee, with a ballot, to eligible voting faculty who will be unable to attend the forthcoming meeting at which tenured and/or senior-ranking faculty will vote on the candidate.

September 15 The complete file of each candidate will be made accessible to the tenured faculty (and/or senior-ranking faculty) and the candidates for their review. Eligible faculty may submit signed statements regarding the candidate to be incorporated into the file. Candidate may supplement the file and/or respond or comment on anything contained in it.

September 30 The AFEE P&T Committee will develop its summary and recommendation regarding each candidate, and will share these with the candidate in writing. The candidate has the right to respond in writing and have the response read to the voting faculty and made part of the file. This summary will be made available to tenured faculty (and/or senior ranking faculty) at least two working days prior to the meeting at which eligible faculty will vote on the proposed action.

October 5 A meeting of tenured faculty (and/or senior-ranking faculty) will be held. The meeting will be conducted by the AFEE P&T Committee. Each candidate will be reviewed in the following manner:

a. A AFEE P&T Committee member will present the action to be considered on behalf of each candidate, summarize the candidate's file,¹¹ state the recommendation of the AFEE P&T Committee including the results of their vote, and read the response of the candidate (if any) to the voting faculty.

b. A discussion of the candidate will be conducted in which comments will not be identified by the contributor, but will be noted and summarized by the AFEE P&T Committee.

c. A secret, written ballot will be distributed to eligible faculty for vote and will be collected by the AFEE P&T Committee at the end of the meeting. The ballot will set forth the questions to be decided, and the candidate's name.

d. Each candidate will be considered and voted on separately, assuring that only eligible voting faculty are present.

e. After the meeting, the AFEE P&T Committee will tabulate the vote and prepare an official, signed tally. The tally will include all absentee ballots

¹¹ The candidate will be permitted to orally summarize his/her own file by a statement before the faculty not to exceed fifteen (15) minutes in length, but will be excused from the meeting following this presentation.

received from eligible faculty unable to attend the meeting. All eligible faculty are expected to vote.

October 6-19

The AFEE P&T Committee will prepare a Divisional Report for each candidate that will include the following information: (1) P&T Committee file summary and recommendation; (2) Candidate response (if any); (3) Summary (without attribution) of faculty discussion; (4) the AFEE faculty vote tally (if conducted). This report will be submitted to the Division Head and will be placed in the candidate's file for review by voting faculty. Voting AFEE faculty and the candidate may supplement the file at this point with additional signed statements.

The Division Head will prepare a report to the Dean concerning each candidate and then will meet with each candidate to inform them of the contents of that report. The candidates will then be given the opportunity to review and supplement their file prior to it being forwarded to the Dean.

October 25

The Division Head will forward the entire file including the Divisional Report to the Dean. This will contain the following information: all documents read and relied upon by the AFEE faculty and Division Head in reaching their decisions, the Divisional report, the Division Head's report, and any supplemental statements or data presented to the file by AFEE faculty or the candidate. Copies of scholarly works will not be included unless requested by the Dean.

III. PROCEDURES FOR ANNUAL PERFORMANCE REVIEW, SALARY ADJUSTMENT AND POST-TENURE REVIEW

Every faculty member's performance is evaluated annually to review the individual's effectiveness in fulfilling the agreed upon responsibilities as well as his or her own growth and development. This evaluation provides the basis for the annual salary adjustment and, for tenured faculty, the post-tenure review. Recommendations for salary adjustments are made to the appropriate Deans and Directors by the Division Head based on these evaluations. Salary adjustments comply with the annual President's and collegiate memoranda regulating budget principles, floor salaries for faculty and faculty salary increases.

In January, all non-probationary faculty members submit a Summary of Professional Achievements for the past year, their proposed plans for the coming year, and an updated curriculum vita to the Division Head. Faculty members on international assignment are evaluated in the same manner as on-campus faculty. Probationary faculty members have the option of using material submitted for the Annual Review of Probationary Faculty for purposes of the annual performance review. If they choose to do so, they can update the Annual Review of Probationary Faculty with new information from the end of the year.

The performance guidelines and criteria for annual review of assistant professors are the same as the Performance Guidelines for Tenure described in Section F of this statement. The performance guidelines and criteria for annual review of associate and full professors are the same as the Performance Guidelines for Promotion to Professor described in Section F of this statement. However, failure to be promoted to (full) Professor does not in itself constitute a reason to invoke a special post-tenure review.

The Head meets with each faculty member to discuss past performance and future plans. This meeting constitutes the faculty member's annual review for compensation and, for tenured faculty, their post-tenure review. Plans for the next year may involve a redistribution of effort agreed upon by the faculty member and the Head. The Head summarizes the agreement and sends a copy to the faculty member. This agreement serves as the basis for the faculty member's merit and post-tenure review the following year.

If during an annual review the Head determines that a faculty member's performance may be substantially below the goals and expectations of the Division, the Head refers the case to the Divisional Post-Tenure Review Committee.

The duly elected (see section G) Divisional Promotion and Tenure Committee will serve as the Post-Tenure Review Committee.

The Committee meets upon notification that the Head has determined during the annual review that the performance of a particular tenured faculty member is substantially substandard in light of the goals and expectations of the Division. The Head will submit these findings to the Committee and to the faculty member in writing. The faculty member will have the right to respond in writing and/or orally before the Committee.

The Committee will conduct an independent inquiry. It may contact individuals both inside and outside the Division to obtain additional relevant information.

To complete its investigation, the Committee will vote, by secret ballot, to determine its findings. Possible findings (relative to the Goals and Expectations of the Division of Agricultural, Food and Environmental Education) include, but are not limited to: “the performance of the faculty member meets or exceeds expectations,” “there are minor deficiencies in the performance of the faculty member,” “there are major deficiencies in the performance of the faculty member,” and “the performance of the faculty member is substantially substandard.” A proposed finding will be discarded unless it received at least three votes, but the finding that “the performance of the faculty member is substantially substandard” must be unanimous to become the Committee’s finding.

If the Committee finds that there are problems with the performance of the faculty member, but does not find the performance to be “substantially substandard,” it should endeavor to find a procedure that both the faculty member and the Head agree can be expected to solve the problems with the faculty member’s performance, and the Head’s perception of it, by the next annual review.

If the Committee finds that the performance of the faculty member is “substantially substandard,” it should endeavor to find a remediation procedure to which both the faculty member and Head agree and which can be expected to produce the necessary improvement in performance within a certain time limit (usually a year from the time of the receipt of a letter from the Division head and the chair of the Post-tenure Review Committee.).

In all cases the Committee will issue a detailed written report of its investigation and its findings. This will be given to both the faculty member and the Head.

In the case the Committee’s finding is that the performance of the faculty member is “substantially substandard,” at the end of the time provided for remediation both the Committee and the Head must again review the performance. If they again find that it is substantially below the goals and expectations of the Division, the Committee and the Head may jointly request that the Dean initiate a special review as provided in *Rules and Procedures for Annual and Special Post-Tenure Review*, Tenure Subcommittee of the Senate Committee on Faculty Affairs, Revised March 5, 1998.

IV. HIRING AND CONTRACT RENEWAL

A. HIRING -- FACULTY

Criteria for each position are established in the position description / Form 16 and are specific to the job. Evaluation procedures follow established University and collegiate guidelines for equal employment opportunity and affirmative action.

B. CONTRACT RENEWAL -- FACULTY

Contract renewal for probationary faculty is conducted in accordance with the Regents Policy on *Faculty Tenure*. It consists of annual appraisals for all probationary faculty (see II. Promotion and Tenure, section F, "Promotion and Tenure Procedures" above).

V. ADJUNCT FACULTY

Nominations for adjunct faculty of a person who will make a direct contribution to the teaching, research, or outreach of the Division may be made by any member of the Division by submitting to the Division Head the CV and description of the contribution of the person to the Division. If the Division Head is in favor of the appointment, the Division Head will submit the nomination to a vote of the faculty, with a simple majority of those voting required for approval. Appointments are to be made on an annually recurring basis. Adjunct faculty appointment will be reviewed every five years by the faculty with a majority vote in favor of renewal required for continuation.

APPENDIX A

SECTIONS 7.11, 7.12, 9.2, AND 5.5 FROM THE REGENTS POLICY ON FACULTY TENURE

7.11 General Criteria. What the University of Minnesota seeks above all in its faculty members is intellectual distinction and academic integrity. The basis for awarding indefinite tenure to the candidates possessing these qualities is the determination that each has established and is likely to continue to develop a distinguished record of academic achievement that is the foundation for a national or international reputation or both [3] This determination is reached through a qualitative evaluation of the candidate's record of scholarly research or other creative work, teaching, and service [4]. The relative importance of these criteria may vary in different academic units, but each of the criteria must be considered in every decision [5]. Demonstrated scholarly or other creative achievement and teaching effectiveness must be given primary emphasis; service alone cannot qualify the candidate for tenure. Interdisciplinary work, public engagement, international activities and initiatives, attention to questions of diversity, technology transfer, and other special kinds of professional activity by the candidate should be considered when applicable. The awarding of indefinite tenure presupposes that the candidate's record shows strong promise of his or her achieving promotion to professor.

[3] "Academic achievement" includes teaching as well as scholarly research and other creative work. The definition and relative weight of the factors may vary with the mission of the individual campus.

[4] The persons responsible and the process for making this determination are described in subsections 7.3 through 7.6.

"Scholarly research" must include significant publications and, as appropriate, the development and dissemination by other means of new knowledge, technology, or scientific procedures resulting in innovative products, practices, and ideas of significance and value to society.

"Other creative work" refers to all forms of creative production across a wide range of disciplines, including, but not limited to, visual and performing arts, design, architecture of structures and environments, writing, media, and other modes of expression.

"Teaching" is not limited to classroom instruction. It includes extension and outreach education, and other forms of communicating knowledge to both registered University students and persons in the extended community, as well as supervising, mentoring, and advising students.

"Service" may be professional or institutional. Professional service, based on one's academic expertise, is that provided to the profession, to the University, or to the local, state, national, or international community. Institutional service may be administrative, committee, and related contributions to one's department, division or college, or the University. All faculty members are expected to engage in service activities, but only modest institutional service should be expected of probationary faculty.

[5] Indefinite tenure may be granted at any time the candidate has satisfied the requirements. A probationary appointment must be terminated when the appointee fails to satisfy the criteria in the last year of probationary service and may be terminated earlier if the appointee is not making satisfactory progress within that period toward meeting the criteria.

7.12 Departmental Statement. [6] Each department or equivalent academic unit must have a document that specifies (1) the indices and standards that will be used to determine whether candidates meet the threshold criteria of subsection 7.11 ("General Criteria" for the awarding of indefinite tenure) and (2) the indices and standards that will be used to determine whether candidates meet the threshold criteria of subsection 9.2 ("Criteria for Promotion to Professor"). The document must contain as an appendix the text and footnotes of subsections 7.11 and 9.2, and must be consistent with the criteria given there but may exceed them. Each departmental statement must be approved by a faculty vote (including both tenured and probationary members), the dean, and other appropriate academic administrators, including the Executive Vice President and Provost. The chair or head of each academic unit must provide each probationary faculty member with a copy of the Departmental Statement at the beginning of the probationary service.

9.2 Criteria for Promotion to Professor. The basis for promotion to the rank of professor is the determination that each candidate has (1) demonstrated the intellectual distinction and academic integrity expected of all faculty members, (2) added substantially to an already distinguished record of academic achievement, and (3) established the national or international reputation (or both) ordinarily resulting from such distinction and achievement [8]. This determination is reached through a qualitative evaluation of the candidate's record of scholarly research or other creative work, teaching, and service [9]. The relative importance of these criteria may vary in different academic units, but each of the criteria must be considered in every decision. Interdisciplinary work, public engagement, international activities and initiatives, attention to questions of diversity, technology transfer, and other special kinds of professional activity by the candidate should be considered when applicable. But the primary emphasis must be on demonstrated scholarly or other creative achievement and on teaching effectiveness, and service alone cannot qualify the candidate for promotion.

[8] "Academic achievement" includes teaching as well as scholarly research and other creative work. The definition and relative weight of the factors may vary with the mission of the individual campus. Not being promoted to the rank of professor will not in itself result in special post-tenure review of a tenured associate professor.

[9] The persons responsible for this determination are the full professors in the unit who are eligible to vote. The outcome of the vote is either promotion to the rank of professor or

continuation in rank as an associate professor. The procedures for voting are identical to those outlined in Section 7.4 for the granting of indefinite tenure, the nondisclosure of grounds for the decision (Section 7.5), and the review of recommendations (Section 7.6). In addition, a petition to the Judicial Committee for review of a recommendation of continuation in rank as an associate professor follows the procedures specified in Section 7.7 for decisions about promotion to associate professor and conferral of indefinite tenure.

5.5 Exception For New Parent Or Caregiver, Or for Personal Medical Reasons. The maximum period of probationary service will be extended by one year at the request of a probationary faculty member:

1. On the occasion of the birth of that faculty member's child or adoptive/foster placement of a child with that faculty member; or
2. When the faculty member is a major caregiver for a family member[2] who has an extended serious illness, injury, or debilitating condition. A faculty member may use this provision no more than two times; or
3. When the faculty member has an extended serious illness, injury, or debilitating condition.

The request for extension must be made in writing within one year of the events giving rise to the claim and no later than June 30 preceding the year a final decision would otherwise be made on an appointment with indefinite tenure for that faculty member.

APPENDIX B

DIVISIONAL POLICIES FOR PROFESSIONAL AND ADMINISTRATIVE STAFF

B.1. Promotion Criteria and Procedures for Professional and Administrative Staff

Division staff with P&A (professional and administrative) appointments, and who seek promotion in rank, are required to follow Divisional promotion procedures.

These procedures for P&A staff promotion set forth here are intended to parallel, where appropriate, those of tenure-track faculty. Criteria and standards, however, will be applied to the candidate only in terms of the particular work assignment(s) involved in their Job Descriptions.

The Divisional promotion procedures for P&A staff will be administered by the Division P&T Committee only at the time that P&A staff apply for promotion in rank.

1. Appointment as a Research Fellow requires, at a minimum, a Master of Science degree, and for a Research Associate, a Ph.D. A Senior Research Associate requires a Ph.D. with a distinguished national or international reputation. There are no promotional procedures from one title to another. Degree requirements are determined by the position description and this in turn determines the position title (i.e., if a Master's degree is required, the title will be Research Fellow).
2. Within the Extension Educator series, minimum requirements are as follows:
 - a. Extension Educator and Instructor: Bachelor's Degree
 - b. Extension Educator and Assistant Professor: Master's Degree and three years service by the following July 1.
 - c. Extension Educator and Associate Professor: Master's Degree and four years service by the following July 1.
 - d. Extension Educator and Professor: Master's Degree and five years service by the following July 1.
3. The Librarian series (Assistant Librarian, Associate Librarian and Librarian) requires a Masters of Library Science or Masters of Library Administration.

Procedures for promotion of Professional and Administrative Staff in the Extension Educator or Librarian series are as follows:

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| February 1 | The Division Head will initiate the annual P&T process by requesting that potential candidates for promotion submit their request for review by March 1. |
| March 1 | Persons requesting consideration for promotion will submit their request, in writing, to the Division Head. The request should set forth the basis for an early consideration, if this is the case. Potential candidates will also provide a current Curriculum Vitae by March 1 which will be made available to the senior ranking faculty. |

- March 2 The Division Head will inform the P&T Committee of any requests received and offer additional suggestions of other potential candidates for promotion.
- April 1 The P&T Committee will meet with potential candidates to discuss their credentials and likelihood of success. The Division Head may participate in these discussions. The committee will prepare a report on these matters for consideration by the faculty.
- April 25 A meeting of the senior ranking faculty will be held to determine by secret ballot whether a review process should be initiated for requesting candidates, and other candidates suggested by the Division Head or as moved by tenured faculty at this meeting.
- May 2 The P&T Committee will initiate the review process by meeting with the Candidates, advising them of the criteria and standards, data needed and deadlines to be met. Candidates will be advised that they may withdraw from the process at any time. Candidates will be asked to submit a list of outside peer reviews by September 6 and to prepare their file for consideration.
- This file encompasses the entire period in current rank. Candidates should examine “Procedures/Timelines for Promotion and Tenure” (latest annual version) from the office of the Dean for detailed and current information on the material to be included in this file and the required organizational format. In general, the sections to be prepared by the candidate include:
- a. A brief Personal Statement of the candidate’s career history and personal philosophy.
 - b. A complete and current Vita.
 - c. An Education Section covering the instructional activity of the candidate.
 - d. A Research Section covering the research and publication activity of the candidate.
 - e. A Service Section highlighting the nature and significance of the candidate’s service contributions.
 - f. Sample publications.
- The file must also include:
- g. Evaluations of the candidate’s teaching, research or other scholarly contributions by persons inside and outside the University.
- May 10 The P&T Committee will select external peer reviewers of the candidates, selecting some of those provided by the candidate, some suggested by the Division Head, and others at their discretion. The Division Head will call the suggested peer reviewers. The Division Head will send a letter to these reviewers along with the Curriculum Vitae of the candidate and copies of

his/her scholarly contributions, and request a letter of evaluation for the file. Such reviewers will be told that the letter they submit will be in a file open to the faculty and the candidate.

- May 25 All supporting materials and documentation developed by the candidate must be received by the P&T Committee. The P&T Committee will begin a review of these materials and may later ask the candidate to meet with them to explain or supplement these materials.
- September 1 All external reviews should be received by the P&T Committee, and, subject to their review and acceptance, be incorporated into the candidate's file.¹² Any additional information or evaluations necessary for the decision process will be developed at this time. An abbreviated version of the candidate's file will be sent by the P&T Committee, with a ballot, to eligible voting faculty who will be unable to attend the forthcoming meeting at which tenured and/or senior-ranking faculty will vote on the candidate.
- September 15 The complete file of each candidate will be made accessible to the senior-ranking faculty and the candidates for their review. Eligible faculty may submit signed statements regarding the candidate to be incorporated into the file. Candidates may supplement the file and/or respond or comment on anything contained in it.
- September 30 The P&T Committee will develop its summary and recommendation regarding each candidate, and will share these with the candidate in writing. The candidate has the right to respond in writing and have the response read to the voting faculty and made part of the file. This summary will be made available to senior-ranking faculty at least two working days prior to the meeting at which eligible faculty will vote on the proposed action.
- October 5 A meeting of senior-ranking faculty will be held. The meeting will be conducted by the P&T Committee. Each candidate will be reviewed in the following manner:
- a. A P&T Committee member will present the action to be considered on behalf of each candidate, summarize the candidate's file,¹³ state the recommendation of the P&T Committee including the results of their vote, and read the response of the candidate (if any) to the voting faculty.
 - b. A discussion of the candidate will be conducted in which comments will not be identified by the contributor, but will be noted and summarized by the P&T Committee.
 - c. A secret, written ballot will be distributed to eligible faculty for vote and will be collected by the P&T Committee at the end of the meeting. The ballot will set forth the questions to be decided, and the candidate's name.

¹² All requested review letters will be accepted unless they are letters declining to evaluate the Candidate and which contain no information helpful to the decision process.

d. Each candidate will be considered and voted on separately, assuring that only eligible voting faculty are present.

e. After the meeting, the P&T Committee will tabulate the vote and prepare an official, signed tally. The tally will include all absentee ballots received from eligible faculty unable to attend the meeting. All eligible faculty are expected to vote. If less than 75% of eligible faculty cast a vote (including abstentions), the vote is not valid.

October 6-19

The P&T Committee will prepare a Divisional Report for each candidate that will include the following information: (1) P&T Committee file summary and recommendation; (2) Candidate response (if any); (3) Summary (without attribution) of faculty discussion; (4) the faculty vote tally. This report will be submitted to the Division Head and will be placed in the candidate's file for review by voting faculty. Voting faculty and the candidate may supplement the file at this point with additional signed statements.

The Division Head will prepare a report to the Dean concerning each candidate and then will meet with each candidate to inform them of the contents of that report. The candidates will then be given the opportunity to review and supplement their file prior to it being forwarded to the Dean.

October 25

The Division Head will forward the entire file including the Divisional Report to the Dean. This will contain the following information: all documents read and relied upon by the faculty and Division Head in reaching their decisions, the Divisional report, the Division Head's report, and any supplemental statements or data presented to the file by faculty or the candidate. Copies of scholarly works will not be included unless requested by the Dean.

¹³ The candidate will be permitted to orally summarize his/her own file by a statement before the faculty not to exceed fifteen (15) minutes in length, but will be excused from the meeting following this presentation.

B.2 Procedures for Annual Performance Review and Salary Adjustment for Professional and Administrative Staff

Every academic professional and administrative staff member's performance is evaluated annually to review the individual's effectiveness in fulfilling the agreed upon responsibilities as well as his or her own growth and development. This evaluation provides the basis for the annual salary adjustment. Recommendations for salary adjustments are made to the appropriate Deans and Directors by the Division Head based on these evaluations. Salary adjustments comply with the annual President's and collegiate memoranda regulating budget principles, floor salaries and salary increases.

In January, staff members submit to the Division Head a Summary of Professional Achievements for the past year, their proposed plans for the coming year, and an updated curriculum vita. A discussion between the staff member and the supervisor follows and is part of the evaluation. A brief written summary of the evaluation is provided within 30 days to the staff member evaluated. If the staff member chooses, he or she may provide a written response. Both the evaluation summary and the staff member's response are forwarded to the Division Head and filed in the individual's Divisional personnel file.

B. 3. Hiring and Contract Renewal for Professional and Administrative Staff

A. HIRING

Criteria for each position are established in the position description / Form 16 and are specific to the job. Evaluation procedures follow established University and collegiate guidelines for equal employment opportunity and affirmative action.

B. CONTRACT RENEWAL

Annually renewable (K) appointments for Professional and Administrative Staff in Agricultural, Food and Environmental Education are date specific and are for one year or a portion thereof. Annual appointments are renewable at the discretion of the appointing authority (Division Head in Agricultural, Food and Environmental Education). Written notice of nonrenewal is provided in accordance with University policies on Notice of Nonrenewal of Date-Specific (J,K) Appointments in the *University of Minnesota Academic Administrative and Professional Manual*:

<u>Length of Employment</u>	<u>Length of Nonrenewal Notice</u>
1 st Year	One month
2 nd through 5 th Years	Three months
6 th through 10 th Years	Six months
11 th Year On	Twelve months (one paid contract year)

2014 revision: Minor edits.

2019 revision: Technical edits; minor updates to section on "Goals and Expectations"