

University of Tennessee Extension

Promotion Guidelines
for
State Extension Personnel (non-tenure track)

Institute of Agriculture

(revised May 2009)

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Promotion Guidelines for State Extension Personnel (non-tenure track)

Introduction

State Extension Personnel (non-tenure track) provide vital support and educational services to University of Tennessee Extension. The work of these personnel is important in achieving the mission of UT Extension. This document contains guidelines for promotion appropriate to these non-tenure track professionals.

It is important to note the diverse nature of the job descriptions applied to State Extension Personnel (non-tenure track). These personnel may be administered in one of the following ways:

- candidate supervised by faculty;
- candidate supervised by state Extension personnel (non-tenure track);
- candidate supervised by department head, director or manager; or
- candidate supervised by an assistant/associate dean.

Diverse activities and the wide variety of job assignments categorized as State Extension Personnel (non-tenure track) represent important contributions to the success of the overall mission of UT Extension. Due to the wide variety and dynamic nature of job assignments, evaluation of these personnel must be based on job descriptions.

Titles that are used for non-tenure track Extension professionals include Extension Assistant and Extension Specialist, among others.

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Summary of Promotion Review Process for State Extension Personnel (non-tenure track)

August 1	All State Extension Personnel (non-tenure track) notified by supervisor ¹ of promotion policy and deadlines. Dossiers are prepared and updated.
September 1	No later than September 1, supervisor meets with candidate(s) eligible for promotion and assigns a mentor and/or a Departmental Promotion Advisory Committee to assist with dossier preparation. ²
October 1	Candidate's dossier due to supervisor, who makes the dossier available to Departmental Promotion Review Committee ³ by October 15.
November 15	Supervisor receives dossier and committee report (Adm F-153) from Departmental Promotion Review Committee
December 1	Supervisor prepares and submits recommendation (Adm F-154) regarding candidates' promotion to the Associate/Assistant Dean.
December 15	Dossier and Associate/Assistant Dean's recommendation forwarded to Dean for distribution to State Extension Personnel (non-tenure track) Promotion Review Committee ⁴ . State Extension Personnel (non-tenure track) Promotion Review Committee reviews dossiers and prepares its recommendation.
February 1	State Extension Personnel (non-tenure track) Promotion Review Committee forwards dossier and recommendation (Adm F-155) to the Dean.
February	Dean meets with Extension Administrative Council.
February-March	Dean prepares recommendation and meets with supervisors.
April	Dean submits recommendation to Vice President for Agriculture.
June	Board of Trustees act on promotion recommendations.

¹Supervisor is generally a department head, but may be a director, dean or other administrator.

²Refer to page 12 for discussion of "Departmental Promotion Advisory Committee"

³Refer to page 12 for discussion of "Departmental Promotion Review Committee"

⁴Refer to page 12 for discussion of "State Extension Personnel (non-tenure track) Promotion Review Committee"

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Guidelines for Submitting Promotion Materials

Candidate will submit promotion materials to his or her supervisor in triplicate by October 1. The candidate must use the following guidelines for submitting promotion review materials. Please note that a *dossier checklist* is shown on pages 6 and 7 listing ALL items to be included in the promotion packet. The checklist must be followed at the candidate, department and state level. Individuals who submit a dossier that does not follow guidelines will not be recommended for promotion.

Begin the dossier with a Table of Contents. Information provided by the candidate for promotion should be arranged in the following order (use dividers to separate sections, numbered with Roman numerals):

I. JOB DESCRIPTION

- A. Include all up-to-date, applicable job descriptions(s) reflecting responsibilities reported in the dossier. For State Extension Personnel (non-tenure track), this is extremely important due to the variety of tasks performed by individuals who fall in this job category. All job descriptions must be approved by the Dean of Extension.
- B. On a separate page, include a brief summary of how the candidate spends most of his/her time, with a focus on major responsibilities and day-to-day contributions to Extension programs (number of demonstrations prepared, presentations, publications, etc.) This summary should not exceed one page.

II. BIOGRAPHICAL DATA

Submit current biographical data including formal education and work experience (include dates of employment and highest degree completed).

III. EVIDENCE OF EFFECTIVENESS *

State Extension Personnel (non-tenure track) will be evaluated using criteria established in this document. **Evaluation of State Extension Personnel (non-tenure track) will be based on how well they perform job duties as set forth in their job descriptions and annual planning documents. Impacts and outcomes should be documented as appropriate.** It is recognized that priorities and performance criteria are dynamic. Therefore individuals should be kept informed of current expectations and their evaluation should be conducted in a consistent manner. Department heads/immediate supervisors will provide individuals with written appraisals regarding their performance annually. A mentoring program is highly recommended to assist individual performance and development.

- * Impact for at least the preceding three years plus the most recent eight months (January-August) prior to submitting dossier should be included.

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Evidence of effectiveness includes, but is not limited to, the following:

- A. Documented competence in responsibilities. State Extension Personnel (non-tenure track) are critical to many educational programs and organizational operations and are expected to contribute to organizational priorities, goals and/or operational efforts. Evaluations should attest to usefulness, effectiveness, impact, creativity and other dimensions of value. Evaluations may be internal and/or external and emanate from target audiences, users and peers.
 - B. Evidence that the professional has been a catalyst for the initiation or adoption of new technologies, methodologies or products (including products, programs, processes and systems listed in Appendix A), including those that result from interaction with other professionals, faculty and external cooperators.
 - C. Evidence of competence in the discipline and increasingly sophisticated use and application of subject matter and technology as appropriate.
 - D. Sharing of relevant expertise within the organization and through activity in professional and industry organizations.
 - E. Leadership in networking internally with faculty and administrators, as well as externally with industry professionals and groups.
 - F. Recognition by other professionals from industry, governmental and/or university peers.
 - G. Receipt of awards for outstanding performance, products, programs or services.
- IV. ADMINISTRATIVE RESPONSIBILITY **
Any management, supervisory or budgetary duties of the candidate should be included in this section.
- ** Do not include this section if you do not have administrative responsibilities.
- V. PROFESSIONAL DEVELOPMENT ACTIVITIES
Include in-service education and other professional development activities since last promotion or in recent years. List in reverse chronological order and include title, content description, date, the number of days involved, and the units and types of credits received (if any). Group activities as follows:
- A. Personal professional development plan, updated and current
 - B. Education received: list specific educational activities attended by title and date.

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- C. Participation in other professional development activities¹. Include names of organizations offering the programs.
 - D. Graduate credits earned beyond the last degree awarded. Title this section “Courses for Credit.” Include the institution and year credit was received, and include independent study courses and on-line course work for credit.
- VI. SPECIAL EXTENSION ASSIGNMENTS
List special department, state, regional and national Extension assignments. Be specific and include dates. Specify the candidate’s role in each assignment.
- VII. PROFESSIONAL ORGANIZATIONS, HONORS AND AWARDS RECEIVED
List membership in national and/or state organizations and societies. Indicate offices/committees held, or other specific assignments (give dates). List awards or honors received (give dates). List presentations and/or other duties (give dates).
- VIII. OTHER ACTIVITIES
Include activities in organizations (public, community, etc.), governmental agencies and industrial organizations.
- IX. LETTERS OF SUPPORT
Three letters of reference from individuals who have knowledge of the candidate’s performance as related to the job description. If appropriate, one of the three letters should be from an external stakeholder.
- X. APPENDIX: SUPPORT MATERIALS
The following are guidelines for supporting materials:
- A. Use tabs to separate sections.
 - B. Organize support materials to coordinate with specific program narratives and information in the dossier, and label these materials to correspond with the narratives.
 - C. Include samples of evaluation instruments used (if applicable).

¹Professional development opportunities for State Extension Personnel (non-tenure track) are often limited by budgetary constraints. The level of funding for professional development should be considered when evaluating performance in this category. Budgetary constraints might also limit participation in professional organizations (see Paragraph VII below).

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- D. Be very selective in materials chosen as support materials. **CONSIDER QUALITY, not quantity.** Three or four examples of supporting materials are generally adequate.
- E. Limit support material to recent significant items that relate directly to the educational program conducted by the candidate, showing program impact. Limit materials to the documentation of educational programs, **NOT** a scrapbook of activities and events.
- F. Do not include slide sets or videos. A script may be included if appropriate, but a brief outline would be better.
- G. Do not include thesis or publications. Abstracts, however, are appropriate, if applicable.

DOSSIER CHECKLIST AND FORMAT

A dossier checklist is provided on the following page to make sure all necessary items are included in the candidate's promotion packet. The checklist will be followed at the candidate, department and state levels.

The promotion material must be presented in triplicate (one original and two quality machine copies). Use black, 1-inch, three-ring binder notebooks for the dossiers. The use of other binders is unacceptable.

In developing promotional materials, the candidate should use the following information:

- Use a 10-point or larger font;
- Index each notebook;
- Label the outside of all three notebooks with the candidate's name;
- Follow the outline provided; and
- Include a Table of Contents.

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**The University of Tennessee Extension
Dossier Development Checklist**

_____	Table of Contents
_____	I. Job Description
_____	II. Biographical Data
_____	III. Evidence of Effectiveness
_____	IV. Administrative Responsibility
_____	V. Professional Development Activities
_____	VI. Special Extension Assignments
_____	VII. Professional Organizations, Honors and Awards Received
_____	VIII. Other Activities
_____	IX. Letters of Program Support
_____	X. Appendix

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Sequence of Events

1. Supervisor coaches candidate regarding promotion opportunities, policy and procedures. Departmental Promotion Advisory Committee is appointed and candidate begins to assemble dossier materials in August.
2. Departmental Promotion Advisory Committee meets with candidate and his/her supervisor, advising candidate on ways to prepare the dossier by the end of September.
3. Candidate prepares dossier and submits to supervisor by October 1.
4. Supervisor appoints and meets with Departmental Promotion Review Committee to review dossier and submit recommendation (Adm F-153). Supervisor prepares recommendation (Adm F-154), and submits to Assistant/Associate Dean by November 15.
5. Assistant/Associate Dean forwards dossiers and recommendations to Dean in December.
6. Dean makes dossiers available to State Extension Personnel (non-tenure track) Promotion Review Committee in December.
7. State Extension Personnel (non-tenure track) Promotion Review Committee reviews all dossiers and completes Form Adm F-155, outlining its recommendation and justification for that recommendation.
8. State Extension Personnel (non-tenure track) Promotion Review Committee returns its recommendations (Adm F-155) and dossiers to Dean by February 1.
9. Dean meets with Extension Administrative Council and receives its input in the review process.
10. Dean prepares recommendation and meets with appropriate supervisor to discuss recommendation as necessary.
11. Dean submits recommendation for promotion to Vice President for Agriculture.
12. UT Board of Trustees acts on promotion recommendations.

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Policies and Procedures for Promotion Review Process

The Dean of UT Extension makes recommendations for the promotion of State Extension Personnel (non-tenure track) to the Vice President for Agriculture and the university. Promotion is based on an evaluation of the candidate's dossier and recommendations of the appropriate supervisor, review committee and administration.

I. ELIGIBILITY REQUIREMENTS

Eligibility for promotion of non-tenure track Extension personnel is specified in the Handbook for County, District, Area and State Extension Agents and Specialists.

II. DOSSIER PREPARATION AND EVALUATION

It is the candidate's responsibility to develop and submit documentation for promotion. It is intended for the dossier to contain evidence of program impact and educational effectiveness. The candidate's dossier shall be independently evaluated during each step of the evaluation and regardless of the recommendations received, will continue through all levels of evaluation. Only the candidate is permitted to interrupt and halt the process.

III. PEER EVALUATION

Peer evaluations will be conducted at two levels: the "department" level and the state level.

A Departmental Promotion Review Committee shall be appointed by the supervisor. Committee composition is discussed in Section V, page 12. This committee will submit its recommendation to the candidate and the supervisor using Adm F-153.

The State Extension Personnel (non-tenure track) Promotion Review Committee appointed by the dean will prepare a written report (Adm F-155), including recommendations for or against promotion, and submit it to the Dean. The report will evaluate the effectiveness of the candidate's performance. Also, it will contain a summary of the committee vote (number for and number against). The report shall be signed by the committee chairperson.

All proceedings of the Departmental and State Review Committees will be confidential.

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IV. PROMOTION REVIEW SEQUENCE AND PARTICIPANTS' ROLES

A. Candidate

1. Is responsible for initiating the promotion process.
2. Meets with mentor or Departmental Promotion Advisory Committee (no later than September 1) if he or she desires to apply for promotion and would like assistance in preparing a promotion dossier.
3. Maintains appropriate documentation for promotion and prepares dossier prior to October 1.
4. Submits dossier to supervisor by October 1.

B. Supervisor¹

1. Meets with candidate for promotion no later than September 1 to discuss promotion eligibility. Supervisor should provide counseling and assign a mentor or Departmental Promotion Advisory Committee.
2. Coaches candidate prior to October 1.
3. Requests and assembles three letters of recommendation to be placed in Section IX of the candidate's dossier.
4. Convenes Departmental Promotion Review Committee to vote on candidate for promotion. Completes the recommendation with "substantial statements" justifying recommendation. "Substantial statements" means that information must be provided to show the extent of the candidate's accomplishments and effectiveness as an Extension educator. A recommendation without evidence and documentation is of little value.
5. Submits recommendation form Adm F-154 and candidate's dossier to Assistant/Associate Dean by November 15.

¹Supervisors of State Extension Personnel (non-tenure track) vary, depending on the nature of the assignment/job description. In some instances, the candidate may be directly supervised by the Assistant/Associate Dean. In other situations a candidate may be supervised by a State Extension Personnel (non-tenure track) of a grade above the candidate, i.e., a Specialist III supervising an Extension Assistant I. In most cases, the candidate is supervised by a department head.

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- C. Mentor/Departmental Promotion Advisory Committee
1. Meets with all interested qualified candidates for promotion and their supervisor to assist them with dossier preparation (no later than September 1).
 2. Reviews the dossier and advises candidate. If necessary, the dossier may be returned to candidate for consideration of changes. Dossier should be returned to the Departmental Promotion Advisory Committee by specified date.
 3. Departmental Promotion Advisory Committee distributes copy of review form Adm. F-153 to:
 - Candidate
 - Supervisor
 - Assistant/Associate Dean (if appropriate)
- D. Departmental Promotion Review Committee
1. Receives candidates' dossier for review immediately after October 15.
 2. Reviews dossier.
 3. Completes recommendation with substantial statements to justify recommendation, using Adm F-153.
 4. Dossier and recommendation submitted to the Assistant/Associate Dean (where appropriate) by November 15 for evaluation, recommendation and transmittal to the Dean.
- E. State Extension Personnel (non-tenure track) Promotion Review Committee
1. Receives dossier from the Dean's office.
 2. Reviews dossier.
 3. Completes recommendation with substantial statements to justify recommendation on Adm F-155.
 4. The chair of the State Extension Personnel (non-tenure track) Promotion Review Committee forwards dossier and committee recommendation to

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the Dean by February 1.

F. Dean

1. The Dean, following consultation with the Extension Administrative Council, prepares a recommendation for each candidate.
2. Dean meets with each supervisor to discuss his/her recommendation(s) prior to forwarding them to the Vice President for Agriculture.
3. Dean submits recommendation(s) for promotion to the Vice President for Agriculture in April.

V. COMMITTEE COMPOSITION AND ELECTION_

- A. **Mentor/Departmental Promotion Advisory Committee** should be assembled by the supervisor. The mentor/committee should be comprised of a person or persons (including coworkers) in contact with the candidate on a regular basis. Such persons should have direct knowledge and experience with the candidate's conduct and performance on the job and the results of the candidate's work. The Mentor/Departmental Promotion Advisory Committee serves in an advisory capacity and may or may not include members(s) of the Departmental Promotion Review Committee.
- B. **Departmental Promotion Review Committee** should be assembled by the supervisor. The committee should be composed of all tenured Extension faculty within the department, and other tenured faculty familiar with the candidate's expertise and work performance. Departments with few Extension faculty may include members of Extension faculty from other departments. In addition, the Departmental Promotion Review Committee must include State Extension Personnel (non-tenure track) with rank greater than the candidate. For example, if a candidate is being considered for promotion from Extension Assistant I to Extension Assistant II, then individuals in the Department with titles of Extension Assistant II and Extension Specialist I, II and III are eligible for committee appointment. Hierarchy of State Extension Personnel (non-tenure track) is specified in the Handbook for County, District, Area and State Extension Agents and Specialists.
- C. **State Extension Personnel (non-tenure track) Promotion Review Committee:** The committee shall be appointed by the Dean to review promotion recommendations from the Associate/Assistant Deans. The State Extension Personnel (non-tenure track) Promotion Review Committee should have broad representation from the departments and include at least three tenured Extension faculty holding the rank of professor and at least one individual with the rank of

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Extension Specialist III. Approximately equal numbers of tenured faculty and State Extension Personnel (non-tenure track) are desired, if enough individuals with the title Extension Specialist III exist. Faculty with joint appointments (Extension/Teaching and/or Research) are eligible. Members should serve for three years. Once a term is completed, a person should not serve again until one year has lapsed. The Dean shall announce membership of the State Extension Personnel (non-tenure track) Promotion Committee by October 15.

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Appendix A

Example Products, Programs, Processes and Systems Considered in the Promotion of State Extension Personnel (non-tenure track)

The development of products, programs, processes and systems is what State Extension Personnel (non-tenure track) contribute to UT Extension. This appendix offers general definitions of these categories and examples for reference. **The list is not exhaustive, but provides examples for consideration.**

Products

Products are tangible materials developed for use (reading, viewing, listening, interacting, etc.) by end-users. Examples of products produced by State Extension Personnel (non-tenure track) include the following:

- Peer-reviewed, numbered series publication materials
- News stories for newspapers and magazines
- Feature stories for newspapers and magazines
- News and educational videos
- Interviews for newspapers, magazines, television and radio
- Educational publications (leaflets, booklets, factsheets, etc.)
- Newsletters and articles for periodicals
- Graphics (print, electronic and display)
- Photographs
- Multimedia materials (CDs, DVDs, PowerPoint presentations, etc.)
- Training materials
- Marketing items
- Analytical test results/reports
- Web content contributions
- Web design and maintenance
- Demonstration installation/information
- Software, including software documentation
- Hardware consulting
- Grants and contracts

Programs

A **program** is a course of action to accomplish particular goals during a designated period of time. A program involves extensive planning, production and coordination of multiple activities and products. Examples include the following:

- Agricultural pest monitoring (e.g., Cooperative Agricultural Pest Survey, National Agricultural Pest Information System)

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- Agricultural pesticide monitoring (e.g., Pesticide Impact Assessment Program)
- Farming systems (e.g., Integrated Pest Management, Dairy Herd Improvement Association [DHIA], Sustainable Agriculture)
- Intensive training (e.g., Beemaster, Master Wildlifer, Tax Preparer Training, Pesticide Application Training, Master Gardeners)
- Demonstrations in the field
- Soil, forage and container media evaluation
- Event programs
- Public information campaigns
- Fee-based programs

Processes

Processes are activities that culminate in the delivery and effective use of appropriate products. A process is a particular method of doing something. Development of a process is often an integral part of producing products. Examples of processes include the following:

- Sample evaluation (e.g., mechanics of correctly, sagely and efficiently analyzing samples)
- Sample processing (e.g., mechanics of sample preparation, storage, disposal)
- Reporting of analytical results
- Demonstration implementation/funding
- Prepress processes
- Computer animation
- Video special effects
- Production management processes
- Software analysis (e.g., feasibility analysis, cost analysis, alternative analysis)
- Software development (e.g., team management techniques, structured development)
- Software testing (e.g., unit testing, field testing, predistribution testing, beta testing)
- Software installation and support (e.g., field installation and support, telephone support)
- Software consulting (e.g., advising clientele on software applications, utilities, languages)

Systems

A **system** can be defined as a regular, orderly way of doing something. Professional staff must often create and maintain systems in the form of ongoing “services” to distribute the materials produced to the media, to faculty within Extension, to end-users and to the rapidly expanding universe of people using on-line media. Examples of systems include the following:

- Computerized news release system
- Electronic publication systems (e.g., PDF publications, Web pages)
- Database products, including software
- Laboratory services (e.g., implementation of soil test procedures/accounting and reporting systems)
- In-service training

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- Presentations to groups
- Demonstrations (results, method)
- Plant and Pest Diagnostic Center operations
- DHIA Lab operations
- On-site clientele assistance (home, farm, office)
- Surveys, development of questionnaires, sampling, administration and analysis

Departmental Promotion Review Committee Report

Name _____ Department _____

Present Rank _____

- Dossier to be submitted as is.
- Return to candidate with following suggestions for improvement. Dossier to be returned to committee by _____.
Date

Suggestions: (Attach additional pages as necessary.)

Copy to: _____ Candidate
 _____ Department Head

(This form is not to be submitted to the Dean.)

**Department Head
Recommendation on Promotion**

Name _____ Department _____

Present Rank _____ Year of Appointment _____

Recommended for promotion Yes No

Justification: Include “substantial statements” that provide sufficient information to allow the Dean to determine how effective the candidate has been in his/her position.
(Attach additional pages if necessary.)

Department Head

Date

**State Extension Personnel (Non-Tenure Track)
Promotion Review Committee Recommendation**

Name _____ Department _____

Present Rank _____ Recommended for Promotion to _____

Candidate has received a satisfactory or better performance rating each of the past three years

Yes No

Recommended for promotion: Yes No

Date of committee discussion: _____

Result of discussion: For _____ Against _____ Recuse _____*

Justification: Include “substantial statements” that provide sufficient information to allow the Dean to determine how effective the candidate has been in his/her position.
(Attach additional pages as necessary.)

Signature, Chairperson

Date

(Attach dissenting report, if any)

*Applicable only in cases of conflict of interest or a committee member from candidate’s department.