Policy and Procedures for Promotion, Tenure, Evaluations, Dismissals, Terminations, and Nonrenewals

School of Natural Resource Sciences (SNRS)
College of Agriculture, Food Systems, and Natural Resources (CAFSNR)

1.0 Introduction

1.1 Abbreviations used in this document include:

a. North Dakota State University (NDSU)
b. North Dakota State Board of Higher Education (SBHE)
c. Provost and Vice President Academic Affairs (Provost/VPAAA)
d. Vice President of Agriculture and University Extension (VP Ag./Ext.)
e. College of Agriculture, Food Systems, and Natural Resources (CAFSNR)
f. Dean of the College of Agriculture, Food Systems, and Natural Resources/Director of the Agricultural Experiment Station (Dean/Dir. AES)
g. Director of the North Dakota State University Extension Service (Dir. NDSU Ext. Serv.)
h. School of Natural Resource Sciences (SNRS)
i. Natural Resources Management Program (NRM)
j. Promotion, Tenure, and Evaluation (PTE)
k. Promotion, Tenure, and Evaluation Committee (PTE Committee)

1.2 This document describes SNRS policy and procedures for promotion, tenure, evaluations, dismissals, terminations, and nonrenewals for the Entomology, Natural Resources Management, Range Science, and Soil Science programs embedded within SNRS. This document is in agreement with policies and procedures documented in the CAFSNR PTE guidelines.

1.3 Promotion recognizes the quality of a faculty member’s scholarship and contributions in the areas of teaching, research, and service. Promotion acknowledges that the faculty member’s contribution to the school and university is of increasing value. Tenure assures academic freedom and enhances economic security for faculty members who show promise of sustained contributions. Tenure recognizes a candidate’s potential long-term value to the institution as evidenced by professional performance and growth, and to provide the expectation of continued employment (NDSU Policy 352.1). Fair, open, and honest evaluation, promotion, and tenure reflect on the SNRS’ integrity and are extremely important to faculty productivity,
morale, and professional development. It is also imperative that new faculty clearly understand Department, College, and University expectations.

1.4 Each of the faculty in SNRS deserves regular evaluation of his or her professional duties as they relate to a formal job description and the needs of SNRS and CAFSNR. This process should be honest, open, and forthright, an acknowledgment of the faculty's achievements, as well as an assessment of his or her ability to match the program expectations, and a determination of areas needing improvement.

1.5 This document also provides policy and procedures for implementing NDSU and CAFSNR policies for dismissal, termination, and nonrenewal of faculty within SNRS. It also specifies the mission, membership, policy, and procedures of the SNRS PTE committee.

2.0 The information in this document is in agreement with CAFSNR policies and procedures for implementing the NDSU policies described in CAFSNR PTE document sections 2.1-2.4.

3.0 Faculty mentoring and evaluation philosophy within the SNRS

The probationary faculty member should use their official job descriptions and appointments as their guides to achieving promotion and tenure success at NDSU. The original job description is initially developed by the hiring committee, but it can be changed at the time of hiring, or at any time that the SNRS Director and the faculty member determine that a change is required based on the needs of the SNRS or NDSU. A change in percentage effort of appointment requires the approval of CAFSNR administration.

3.1 A team of two mentors for a probationary candidate is chosen no later than 6 months after employment. Within the first 6 months after employment, the SNRS Director and the probationary faculty member will meet and discuss which Associate Professor or Full Professor rank tenured faculty members should serve as the mentoring team, but the Director makes the final decision. The mentoring team's responsibility is to aid the professional development of the new faculty member. The new faculty member and mentoring team will communicate when either has questions, concerns, needs advice, or requires assistance, but they should meet regularly. Informal discussions between the mentors and the probationary faculty in addition to more formal meetings are encouraged.

The mentoring team will meet formally with the probationary faculty member annually to discuss and evaluate his or her progress toward promotion and tenure. The mentor team will provide the SNRS Director and the SNRS PTE Committee an annual written evaluation of the faculty member's progress toward promotion and tenure prior to the Director's annual evaluation of the probationary faculty member. The mentoring team review document is intended only to improve the candidate's performance and will not become part of their PTE portfolio. The SNRS Director will also provide the mentoring team with a copy of the faculty member's annual review. The mentoring team members will not be held responsible for the performance or lack of performance of the probationary faculty member. Mentoring will be
considered service to the SNRS and should be noted in annual reports of each mentor team member.

3.2 Mentoring team, faculty, and administrative evaluations are important for feedback to the probationary candidate. The mentoring team evaluation will go to only the SNRS Director and the faculty member, and will not be included in the PTE portfolio. Faculty and administrative evaluations are included in the PTE portfolio. Formal written evaluations from faculty and administration are used not only for PTE, but for administrative decisions such as salary increases, alteration of job description, and accountability to the State legislature, tax payers, and other stakeholders of NDSU. The process of evaluation should be honest, open, direct, and conducted without malice and with the regard for the future welfare of the faculty member, SNRS, CAFSNR, and NDSU.

4.0 Procedures for Periodic Reviews of Faculty (NDSU Policy Manual 352.4) and Administrators (NDSU Policy Manual 327)

4.1 Tenure Track Probationary Faculty Reviews

4.1.1 Annual reviews

4.1.1.1 A letter from the mentoring team will be submitted to the SNRS Director and the chair of the SNRS PTE committee during each year of the tenure track process by the date shown in Table 1. The SNRS Director will provide annual written reviews of probationary faculty by the deadlines shown in Table 1. The reviews should contain: (1) an overall recommendation for contract renewal or non-renewal (NDSU policy 352.4.5); (2) a statement on progress toward promotion and tenure; (3) a separate evaluation of each job component; (4) goals and expectations for the upcoming review period; and (5) signatures of the faculty member and School Director indicating that the review has been transmitted (the signature of the faculty member does not necessarily imply agreement with the review).

4.1.1.2 Faculty will receive copies of their performance reviews from both their mentoring team and the SNRS Director. The faculty member has the right to submit a letter of comment, rebuttal, or amplification to the Dean/Dir. AES and Dir. NDSU Ext. Serv. if the candidate has an Extension appointment (with copy to the SNRS Director) within 10 business days following receipt of the review (NDSU policy 353.4.7).

4.1.1.3 Faculty members may receive under certain agreements an extension of their probationary time (see NDSU Policy 350.1). Faculty members with a probationary extension agreement will be reviewed annually for the extended years, and may request an adjustment to their tenure clock to allow for an appropriately timed third year review and application for promotion and tenure.
4.1.2 Third year reviews

4.1.2.1 The primary function of the third year review is to provide guidance for the probationary faculty member toward attaining promotion and tenure. The third year review portfolio will have a similar format to that of the full period review (see current NDSU Guidelines for Promotion and Tenure Application Preparation), except letters of evaluation are not required. The faculty member must submit the portfolio to the SNRS Director and the SNRS PTE committee for review by December 31. The SNRS Director and the SNRS PTE committee will submit separate evaluation letters by January 31. The SNRS Director and SNRS PTE committee evaluation letters will be included in the amended portfolio submitted to the CAFSNR PTE committee. The original and eight (8) copies of the third-year review document must be provided to the Dean/Dir. AES by February 1 of the appropriate year.

4.1.2.2 The CAFSNR PTE committee and the Dean/Dir. AES (and Dir. NDSU Ext. Serv., if applicable) will conduct separate, independent evaluations and recommendations. Copies of the evaluation reports by the CAFSNR PTE Committee will be forwarded to the Dean/Dir. AES (and Dir. NDSU Ext. Serv., if applicable), the SNRS Director, and the person being evaluated by April 1. The SNRS Director and SNRS PTE committee evaluation letters, and the CAFSNR PTE committee and the Dean/Dir. AES (and Dir. NDSU Ext. Serv., if applicable) evaluations and recommendations will be submitted to the Provost/VPAA for final evaluation.

4.1.2.3 Faculty that have been granted credit toward tenure in their employment document or through some other official arrangement will have their third year review based on years of tenure including years of credit. As an example, if a faculty member is granted two years toward tenure, the third year review will be conducted after one year at NDSU. Faculty with three years or more credit will be reviewed at the first cycle of opportunity.

Table 1. Timeline for annual reviews of tenure track probationary faculty, the third-year review process, and the promotion and tenure application process.

<table>
<thead>
<tr>
<th>Tenure Year 7/1-6/30</th>
<th>Letter Submitted by Mentoring Team</th>
<th>Letter Completed by School Director</th>
<th>Submitted To SNRS PTE Committee</th>
<th>Completed By SNRS PTE Committee</th>
<th>Submitted To Dean/Dir. AES and Dir. NDSU Ext. Serv.</th>
<th>Submitted to CAFSNR PTE Committee*</th>
<th>Submitted to Provost/VPAA</th>
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<tr>
<td>1</td>
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<td>10/31</td>
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<td>11/8</td>
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</table>

* The third year review and full term portfolios are forwarded from the Dean/Dir. AES office to the CAFSNR PTE committee directly. The faculty member does not submit a portfolio directly to the CAFSNR PTE committee.
4.2 Tenured faculty

Reviews of faculty should include sufficient details related to performance so that the candidate has an honest and clear record of progress and achievement. Reviews of the faculty member should be based on the relationship of the metrics of achievement with the current approved job description. Faculty will receive copies of their performance reviews. A faculty member may submit a letter of comment, rebuttal, or amplification to the Dean/Director, AES, Director, NSDU Ext. Serv. (if appropriate), and the SNRS Director within 10 business days following receipt of the review. Review of tenured faculty should include: (1) separate evaluations of each job description component; (2) goals and expectations for the next year; (3) descriptions of significant changes in assignment, responsibility, or research/teaching/service direction; (4) statement regarding progress towards promotion if appropriate; (5) signatures of the faculty member and the SNRS Director indicating that the review has been transmitted. The signatures do not necessarily imply agreement between the SNRS Director and the faculty member. If a review is unsatisfactory, a recommended plan for performance improvement must be included.

5.0 Promotion and Tenure Process

5.1 Time Accounting

5.1.1 Time toward tenure begins July 1 and ends June 30 each year, or as stated in the contract appointment agreement. Year 1 begins July 1 after the person is hired. For example, for a person hired November 1, 2010, the tenure clock begins July 1, 2011. For faculty granted credit for previous experience, the tenure clock with credit granted starts July 1 following the appointment date. For example, the faculty member with two years granted credit beginning work November 1, 2010, the tenure clock began July 1, 2009. Therefore, July 1, 2012, the faculty member will have 3 years tenure credit. Faculty currently on tenure track at the time of approval of this document will have the option of continuing their existing tenure time credit or changing to the tenure clock described in this policy and procedures document with the change documented in writing by the Dean/Director AES.

5.2 Special circumstances

5.2.1 A faculty member with relevant professional/academic experience may be given credit toward tenure and promotion when negotiated as a provision in their original hiring contract. There are two options:

(1) Faculty may be given one to a maximum of three years of credit and could then apply for promotion and tenure at an earlier date. For example, given one year of credit, the promotion and tenure application would be due in the fifth year of service; given three years, the application would be due in the third year of service. However, failure to achieve tenure will lead to a one-year terminal contract.
(2) Faculty may be given the full six year probationary period with the option of applying for promotion and/or tenure at any time following three years of academic service. However, failure to achieve tenure will lead to a one-year terminal contract.

Any agreement regarding credits towards promotion and tenure must be approved by the NDSU president. Any changes to time toward tenure must be approved by the Dean/Dir. AES, Provost/VPAA, and the President, and copies of the authorization must be included in the promotion and/or tenure portfolio.

5.2.2 Tenure recommendations and recommendations for initial hiring appointment at the associate professor or professor rank are made by the SNRS Director and the CAFSNR PTE Committee. The process of review is initiated by the SNRS Director.

5.2.3 A faculty member may, due to exceptional personal or family circumstance, make a written request for extension or waiver of the 6-year probationary period. The request for extension or waiver must be made before the sixth year and within 90 days from the time of exceptional circumstances. The probationary period is automatically extended one year if the faculty member becomes a parent by birth or adoption; however, in this case the faculty member may choose to return to the regular tenure clock. The SNRS Director will forward a recommendation on the request to the Dean/Dir. AES, (Dir. NDSU Ext. Serv. for faculty with an Extension appointment), who will review the request and forward a recommendation to the Provost/VPAA. Approval or denial of the request rests with the VPAA and the President. Denial is appealable under University Policy 350.4. An extension granted prior to the third year review extends the third year review by an equivalent period.

5.2.4 A faculty member who is demonstrating outstanding achievement and consistent excellence in accordance with promotion to associate professor may be granted early promotion prior to the end of the six year probationary period. The SNRS and CAFSNR follows NDSU Policy 352, Section 3.4 “For a faculty member without previous academic-relevant experience, eligibility for tenure requires a probationary period of six years. Evaluations for promotion to Associate Professor and granting of tenure will ordinarily be conducted concurrently. However, exceptional academic accomplishments may warrant early promotion prior to the completion of the six years of probationary period. Petitions for early promotion shall be initiated by department heads/chairs, and not by faculty members themselves.” Early tenure applications must provide sufficient detail to qualify performance as outstanding and consistently excellent.

5.2.5 If the initial hiring contract provides opportunity to apply for promotion or tenure after 3 years, but before 6 years, the application will not be considered early tenure or promotion.

5.3 Timeline for the Promotion and Tenure Application Process (NDSU Policy Manual 352.6)
The timeline for probationary Assistant Professors is shown in Table 1. Successful candidates usually receive promotion to Associate Professor and tenure at the same time. Promotion from Associate Professor to Professor may be considered after five years of service as Associate
Professor, or during their sixth year of Associate Professor rank. The faculty member has the option to defer seeking promotion anytime after the sixth year. The application process and the timeline for submission for promotion from Associate Professor to Professor are the same as the promotion and tenure process described in section 4 and Table 1. The portfolio is reviewed by both the SNRS Director and the SNRS PTE committee. After review, the recommendation letters for the SNRS PTE committee and the SNRS Director are included in the portfolio and the original and eight (8) copies, plus one (1) copy if the candidate has an Extension appointment are submitted to the Dean/Dir. AES. The timeline of submission for promotion from Associate Professor to Professor is provided in Table 2.

<table>
<thead>
<tr>
<th>Years of Service as Associate Professor</th>
<th>Letter Completed by School Director</th>
<th>Submitted to SNRS PTE Committee</th>
<th>Completed by SNRS PTE Committee</th>
<th>Submitted to Dean/Dir. AES and Dir. NDSU Ext. Serv.</th>
<th>Submitted to CAFSNR PTE Committee</th>
<th>Submitted to Provost/VPAA</th>
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<tr>
<td>5+</td>
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<td>10/31</td>
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*The third year review and full term portfolios are forwarded from the Dean/Dir. AES office to the CAFSNR PTE committee directly. The faculty member does not submit a portfolio directly to the CAFSNR PTE committee.

Copies of the CAFSNR PTE committee report will be sent to the SNRS Director and the candidate by December 30. The Provost/VPAA provides a recommendation to the President by March 31, and provides copies of the letter to the candidate, the Dean/Dir. AES (Dir. NDSU Ext. Serv. if applicable). The President provides SBHE with a recommendation in spring, and tenure/promotion is awarded effective July 1 for 12-month faculty and August 16 for 9-month faculty.

5.4 Promotion and Tenure Application and Review Process

5.4.1 The faculty member is responsible for understanding the processes, activities, and achievements that demonstrate productivity in relation to their job description. The faculty member should document their activities and explain in their portfolios the ways that the activities are related to the job description and their value and impact. Portfolios may be returned to the faculty member if they do not follow the required format.

5.4.2 The SNRS Director and the SNRS PTE committee will conduct separate evaluations and provide independent written recommendations. The SNRS Director and the SNRS PTE Committee may consult with each other prior to submitting final evaluations and recommendations to the CAFSNR PTE Committee and the Dean/Dir. AES (Dir. NDSU Ext. Serv. if applicable). The SNRS PTE committee will consist of all Full Professors in the SNRS, including the Entomology, Natural Resources Management, Range Science, and Soil Science programs.
5.4.3 The faculty member, the SNRS Director, and the SNRS PTE committee will follow the
deadlines provided in Table 1 for promotion and tenure and Table 2 for promotion from
Associate Professor to Professor.

5.4.4 The faculty member will have 14 calendar days to include a response to any
recommendation, or add any new materials to the portfolio during the review process.

5.4.5 Procedures for appeal of non-promotion decisions are provided in the NDSU Policy
5.5 Promotion and Tenure Criteria

5.5.1 Evaluation of faculty member’s performance is based on activities and achievements in
relation to the job description at the time of review. Relative weights for the activities and
achievements are roughly in line with the percentage appointment for each of teaching,
extension, research, and service, with consideration of supplemental duties such as
administration and promotion. Criteria used for promotion and tenure evaluations should
enable the candidate to fairly present appropriate contributions, accomplishments, and/or
achievements in teaching, research, extension, and service. Criteria established by the
Programs within SNRS are intended to allow an unbiased and reasonable appraisal of the
candidate’s application for promotion and tenure. Specific criteria or indicators listed in this
document provide examples of appropriate documentation of achievement that may be used in
candidates’ PTE tenure and promotion portfolios. These items are not exclusive and no single
application will include all of them. It is expected that all applications will contain some of
these, but other materials not listed may also be appropriate. As stated in NDSU policy, no
quotas or formulas will apply.

5.5.2 Promotion and Tenure Criteria

5.5.2.1 SNRS General Expectations


b. Develop and maintain an active teaching program as appropriate, considering the
candidate’s job description and appointment. Teach appropriate material in assigned
courses enthusiastically, while constantly striving to improve instruction and student
learning. Search out and attend teaching support seminars, workshops, and other teaching
related campus programs.

c. Develop or maintain an active, productive research program as appropriate, considering
the candidate’s job description and appointment. Participate in activities that will lead to
new research ideas, cooperative activities with Department colleagues or others in related
disciplines, enhanced funding prospects, program visibility, and personal growth and
development. If possible, participate in regional research projects where experienced
colleagues can often provide valuable expertise and ideas on researchable projects. Strive to become an expert, the go-to person, in one aspect of your discipline.

d. Search out appropriate local, state, regional, and national funding sources for your projects. Strive to obtain intramural and extramural funding for research projects. Write, submit, revise, etc. proposals and learn from subsequent reviews and/or rejections. Cooperate with more experienced colleagues, if possible, to write joint proposals which often have better chances of approval.

e. Participate in special SNRS projects or research activities, or other activities assigned by the School Director.

f. Contribute to a positive work environment through cooperation and collaboration with others. Maintain good working relationships with faculty, staff, employees, and students. Universities consist of widely diversified people and disciplines where not everyone will agree on every issue. However, universities are places where scientists, administrators, educators, and students can disagree with each other and still remain productive colleagues and/or collaborators.

g. Participate in various service related activities to the University, College, and SNRS, and to the general public.

5.5.2.2 SNRS Teaching Expectations

5.5.2.2.1 SNRS General Teaching Expectations

a. Effective teaching is an essential responsibility of all Department faculty. Teaching quality is an explicit factor in the evaluation of faculty performance for promotion and tenure.

b. Teaching embraces both resident instruction and student advising/mentoring.

c. Resident instruction includes undergraduate and graduate instruction in formal courses, seminars, and individual studies.

d. Student advising and mentoring includes academic and career counseling.

e. Directing student research is considered both a research and teaching activity.

f. Faculty with teaching appointments or responsibilities must demonstrate quality instruction through the effective design and presentation of course materials, improvement of courses, methods, or instructional programs over time, and effective advising and mentoring of undergraduate and graduate students.

g. The SNRS faculty emphasizes that undergraduate and graduate students should have a basic knowledge and understanding of the core areas of Entomology, Natural Resources Management, Range Science, Soil Science or Climatology, and should be able to apply this information.

h. The ability of students to apply their knowledge is the true test of understanding.
Students should be able to think critically, analyze, summarize, and/or synthesize facts and information, and make inferences, draw conclusions, and/or solve problems.

5.5.2.2.2 Specific Criteria or Indicators for Evaluating Teaching
a. Organizes and presents course material with clarity, logic, conviction, and enthusiasm to motivate and interest students.
b. Maintains subject matter integrity and completeness.
c. Conducts student and peer evaluations of course material, and presentation style and methods.
d. Continually evaluates and improves course materials and/or presentation methodologies for classroom and/or non-classroom teaching.
e. Revises course materials, presentation styles or methods in response to student or peer evaluations.
f. Revises existing curricula, programs, or courses in response to evaluation or when otherwise appropriate.
g. Improves teaching programs through development of new courses, curricula, or innovative teaching methods.
h. Participates in professional growth activities related to teaching.
i. Conducts or participates in teaching related research.
j. Uses and/or develops instruments to assess student learning.
k. Demonstrates effective undergraduate and/or graduate student advising and mentoring.
l. Observes and supports student rights, freedoms, and responsibilities in the classroom.
m. Includes professional ethics in classroom discussions.
n. Demonstrates success working with student organizations.

5.5.2.2.3 To evaluate the teaching, advising, and mentoring performance of the candidate, the following evidence or documentation is appropriate:
a. Student evaluations of course materials and teaching.
b. Peer reviews of educational course materials, documents, and/or presentation styles.
c. Attendance or participation in teaching development workshops, symposiums, and other development opportunities.
d. Development of innovative teaching methodologies.
e. Regular reading/study of teaching related books, magazines, and other instructional materials.
f. Certification and licensing received.
g. Maintaining a teaching portfolio.
h. Guest lectures, presentations, seminars, keynote talks, etc.
i. Mentoring evaluations (i.e. student-faculty, special topics, clubs, faculty-faculty, team teaching.)
j. Student evaluations of advising.
k. Graduate student exit interviews on education/training quality.
l. Awards or special recognition received.
m. Award nominations prepared, service on award committees, and awards earned by
candidate-advised graduate students, clubs, or student groups.

n. Teaching related grants / research

o. Unsolicited letters of support by peers, students, advisees.

p. Active membership in professional teaching organizations.

q. Editing / refereeing instructional journal manuscripts.

r. Refereed publications and/or presentations related to teaching.

5.5.2.3 SNRS Research Expectations

5.5.2.3.1 SNRS General Research Expectations

a. The primary expectation in research is production of original contributions to knowledge.

b. Contributions may involve discovery, development, or application within the particular specialty of the faculty member as delineated in the job description.

c. The SNRS program mission, in addition to the job description, may further define specific research targets.

d. Publication and presentation of the original work, including advised graduate student contributions, are expected.

e. The full context of the publication record should be taken into account by the SNRS PTE committee. The importance of contributions will be evaluated partially by publication type, with substantial weight allocated to peer reviewed publication in scientific journals. Factors to be considered in quantifying the importance of contributions include proportional authorship, the significance of the topic, and the reputation of the journal. Edited publications usually will need more contextual evaluation, since the range of importance is greater. Edited publications include books, book chapters, bulletins, presentations, abstracts of presentations, and project reports. When considered in context, an edited publication such as a widely referenced book could be ranked greater in importance than a refereed publication.

f. Links between the original research results and support funds from extramural and intramural sources should be documented.

g. Unfunded proposals should be documented.

h. Additional specific indicators as listed below may all be considered by the PTE committee in individual context.

5.5.2.3.2 Specific indicators of research as listed below may all be considered in consideration of promotion and tenure.

a. Regular refereed journal article publications from tenure track and tenured individuals appropriate considering job description and appointment.

b. Researchers are expected to submit grant proposals and obtain intramural and extramural funding to support their research needs or requirements.

c. Edited published materials: books; book chapters; dissertations of advised graduate students; bulletins; project reports; patents; competitive grant applications that have been funded.

d. Invited or volunteered presentations at scientific meetings.

e. Publication of abstracts and proceedings from scientific meeting

f. Additional information, including but not necessarily limited to: honors; awards; journal
editorial activities; scientific meeting organization and management; evidence of leadership in research project management; and performance of professional society responsibilities.

g. Items that may indicate success are: citation indexes; reprint requests; reputation of journal; acknowledgments; economic impact statistics.

h. Grants obtained considering the proportional contribution to origination and subsequent work and listing of unfunded grant applications. The listings of grants applied for and obtained should include information on the funding and resulting research activity directly attributable to the individual.

i. Graduate student assistantships and post-doctoral positions arranged.

j. In-kind services for research purposes and regional research committee activity.

k. Competency in grant fund management, professional development in grantsmanship, including participation in grantsmanship seminars or serving on grant proposal review panels and other independent reviewer activity.

l. Access and use of appropriate National Laboratory facilities and attendant support obtained.

5.5.2.4 SNRS Extension Expectations

5.5.2.4.1 SNRS General Extension Expectations

a. Effective Extension programming is essential to the mission of the Land Grant Institution. The quality of Extension programming and delivery is an explicit factor in the evaluation of faculty performance for promotion and tenure.

b. Extension embraces several functions: working with others to help improve our knowledge of natural resource sciences and their interactions with animals, plants and people; gathering knowledge from past and present work and integrating it into an understandable system of principles; dissemination of the new knowledge through different types of appropriate media; and evaluation of the education efforts.

5.5.2.4.2 Specific indicators of research as listed below may all be considered in consideration of promotion and tenure.

a. Identify, study, and interpret research as it relates to Extension specialty.

b. Coordinate, implement, teach, conduct outreach programs and evaluate programs in the area of specialty.

c. Work with others within the SNRS, the College of Agriculture, off-campus Research and Extension Centers, county agents, ag-business representatives, ag producers, and other government and private entities in the area of specialty.

d. Conduct demonstrations and applied research programs in the area of specialty commensurate with the job description or associated Research appointment.

e. If an Extension and Research appointment were jointly held, publication of results in peer-reviewed journals commensurate with the appointment would be expected. Please refer to the Research expectation in section 5.5.2.3.2.

f. Results of demonstrations and applied research should be published in appropriate
media, such as proceedings, edited publications, and/or on the web.
g. Coordinate educational activities and recommendation development with appropriate faculty.
h. Conduct training for appropriate clientele, including Extension Service personnel, ag-
industry representatives, and representatives of government and private entities.
i. Prepare and disseminate information on specialty area.
j. Prepare teaching materials, write circulars and bulletins, use mass media,
electronic methods of communication, and respond to questions from individuals.
k. Identify timely issues for study or evaluation.
l. Work with others in solving problems, organizing programs, initiating research, and
writing.
m. Presents appropriate materials at speaking engagements.
n. Actively engages in writing of educational materials for general distribution and use in
the area of specialty.
o. Written materials are easy to understand, and contain timely and up-to-date
information.
p. Presents professional radio/TV information when asked to do so.
q. Conducts appropriate educational activities.
r. Changes in recommendations are made with the approval of a majority of faculty
members and others that may have expertise in the subject.
s. Conducts applied research and demonstration projects in issues of current and future
interest.
t. Participates in the research discovery process through interactions with others, direct
research, or disseminating the results to appropriate audiences with permission from
discovery group.
u. Assess and evaluate non-traditional products and ideas.

5.5.2.4.3 To evaluate the Extension performance of the candidate, the following specific
indicators provide evidence or documentation of performance:
a. Audience evaluation of speaking presentations.
b. Peer evaluation of presentations.
c. Evidence of participation in professional development activities.
d. Development of circulars, bulletins and other printed materials designed for ag-
producers, ag-industry, the environmental community or the public at large.
e. Maintenance of respectable numbers of invited Extension speaking engagements over
time. A minimum of twelve per year is expected, but if initial numbers were higher than
twelve, maintenance or an increase in those numbers would be one indication of
speaking excellence and delivery of appropriate and useful information.
f. Research record, including number of projects, funding received, and publications.
g. Awards for Extension publication quality.
h. Awards for Extension programming.
i. Awards from commodity groups or other non-University entities.
j. Letters of support from peers, ag-producers, ag-industry, the environmental community
or government agencies.
k. Active membership in professional organizations.
l. Leadership roles in professional organizations.
m. Editing, reviewing in professional journals.
n. Planning, coordination and delivery of Extension programs.
o. Development of news releases, use of websites and other methods for dispensing information on specialty area.
p. Regional, national, and international recognition by peers.

5.5.2.5 SNRS Service Expectations: Service refers to work provided by the faculty member, to the Department, College, University, University System, professional societies, or to the general public, that is above and beyond the narrow definition of the faculty member's teaching, research, or extension job requirements. Service is necessary for the functioning of the University, the professional development of the faculty member, and fulfilling the University's Land Grant mission. Service can take many forms, and it is recognized that each faculty member's service will be unique. It is expected that at least 5% of a faculty member's time will be spent in appropriate forms of service.

5.5.2.5.1 Service to the SNRS

a. Participation in SNRS Committees and SNRS promotional activities
b. Performing additional SNRS assignments, such as organization of safety meetings, or the management of common SNRS resources, such as equipment, plot or greenhouse space, etc.
c. Teaching for faculty members who are absent, ill, or on leave.
d. Advising a student organization.
e. Reviewing articles written by colleagues in the SNRS
f. For non-extension faculty, taking phone calls and other inquiries from the general public in the absence of extension faculty.

5.5.2.5.2 Service to the College, University, or University System

a. Participation in College, University, or University System-level committees
b. Assisting other Departments on campus. Examples would be serving on search committees for faculty in other Departments, or serving as a reviewer of publications produced in other Departments.
c. Acceptance of additional College or University assignments, such as assistance with promotional or educational events, giving tours to prospective students, or serving on review panels.

5.5.2.5.3 Service to professional societies

a. Serving as a reviewer of peer-reviewed journal articles.
b. Serving as an editor of a peer-reviewed journal.
c. Serving on committees of professional societies.
d. Assisting with the organization of professional meetings or symposia.

5.5.2.5.4 Service to the greater public

a. Support of the programs of the NDSU Cooperative Extension Service.
b. Speaking at NDSU-organized field days or educational events.
c. Preparation of educational materials in cooperation with Extension personnel.
d. Assisting Extension personnel in responding to constituent questions and inquiries.

5.5.2.5.5 Service to the public outside of programs sponsored by the NDSU Extension Service.

a. Providing professional assistance to other units of state or federal government, such as the State Department of Agriculture, Health Department, or the USDA.
b. Providing professional assistance to other universities.
c. Providing interviews for newspapers or other media on issues relating to the faculty member’s area of expertise.
d. Speaking at grower meetings organized by entities other than the NDSU Extension Service.
e. Assisting with science education at the K-12 level.

5.5.2.5.6 Activities that are not considered service for consideration with a PT&E portfolio: Community service in areas outside of the faculty member’s area of professional expertise, such as service to civic, church, charities, or other community organizations, however commendable, does not fall under areas of service to be included in a faculty member’s promotion and tenure application.

5.5.3 Tenure track Assistant Professors and non-tenured Associate Professors who are preparing to secure promotion and/or tenure should strive to show sustained productivity to achieve that goal.

5.5.4 Associate Professors who are striving to achieve the rank of Professor should demonstrate an increase in responsibilities, growth in their professional careers, show evidence of regional/national/international scope of their activities and scholarship and demonstrate quality leadership, management and supervision skills.

5.6 Inclusion of Materials in Promotion and Tenure Portfolios


5.6.2 Candidates must have available supplemental materials referred to within the portfolio, but should not include these supplemental materials in their binder. The portfolio binder is limited in thickness to one-inch from the outside measurement of the
binder spine.

6.0 Policy on Nonrenewals and Terminations of Probationary Faculty Prior to the Sixth Year (NDSU Policy Manual Section 350.3)

6.1 A probationary appointment may be terminated, without cause, with notice to the faculty member that the appointment will not be renewed. (NDSU Policy Manual 350.3.1)

6.2 In accordance with NDSU Policy 350.3(1)(b), non-renewal recommendations of a probationary faculty member prior to the final probationary year will be made by the SNRS Director and the Dean/Dir. AES to the Provost for recommendation to the President.

6.3 The SNRS Director may request the SNRS PTE committee complete an evaluation, which becomes part of the official file. The faculty member will have 10 calendar days after receipt of the Committee’s evaluation to provide a written response.

6.4 For more details, See Section 6.0 of the CAFSNR Policy and Procedures for Promotion, Tenure, Evaluations, Dismissals, Terminations, and Non-renewals. The guidelines can be found on the internet at: http://www.ag.ndsu.nodak.edu/policy/.

7.0 Dismissal of Tenured Faculty

7.1 Appointments of tenured faculty may be terminated due to financial limitations, workload reductions, unit consolidations, or as otherwise stated in NDSU Policy 350.3.6. The SNRS will comply with definitions and provisions of Policy 350.3 in enacting dismissals for those reasons. Non-renewal of tenured faculty due to reasons as stated in NDSU Policy 350.3.6 will be made by the President following recommendations by the Dean/Dir. AES, but only after going through a review process as outlined in policies 350.3.6 and 350.3.7.

7.2 A faculty member may be dismissed at any time for adequate cause as outlined in NDSU policy 350.3.8. This process will be initiated by an appropriate administrative officer (SNRS Director or Dean/Dir. AES). Procedures to be followed are presented in NDSU policy 350.3.8 and the CAFSNR PTE document, sections 7.3 through 7.9.

7.2.1 The SNRS Director will have sent the faculty member a written notice of substandard performance, including criteria for satisfactory performance. The faculty member will be given adequate opportunity to respond in a written document to the outlined performance problems.

7.2.2 The SNRS Director will request the SNRS PTE Committee to review the faculty member’s performance which will be become part of the official
personnel file. The faculty member will have 10 business days to respond to the SNRS PTE committee evaluation.

7.2.3 For more details, see Section 6.0 of the CAFSNR Policy and Procedures for Promotion, Tenure, Evaluations, Dismissals, Terminations, and Non-renewals. The guidelines can be found on the internet at: (http://www.ag.ndsu.nodak.edu/policy/).