

Policy and Procedures for Promotion, Tenure, Evaluations, Dismissals, Terminations, and Non-renewals

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/VPAA)
- 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/Director AES)
- g. Director of the North Dakota State University Extension Service (Director NDSU Ext. Ser.)
- h. School of Natural Resource Sciences (SNRS)
- i. Natural Resource 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 non-renewals for the Soils, Natural Resources Management, Range Science, and Entomology programs embedded within SNRS. This document is in agreement with policies and procedures documented in the CAFSNR PTE guidelines.

1.3 Promotion and the awarding of tenure 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's 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 producing an assessment of his or her ability to match department/program, SNRS, CAFSNR and university 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 References

2.1 The information in this document is in agreement with CAFSNR policies and procedures for implementing the following NDSU policies dealing with promotion, tenure, evaluation, dismissal, termination, and nonrenewal of faculty, academic staff, and administrators.

2.2 NDSU Policies:

https://www.ndsu.edu/policy/section_3_non_banded_staff_employment_faculty_and_other/.

350.1- Board Regulations on Academic Freedom and Tenure, Academic Appointments

350.3 -Board Regulations on Nonrenewal, Termination or Dismissal of Academic Staff 352- Promotion, Tenure, and Evaluation

Additional information on university policies affecting faculty rights, hearings and appeals, grievances, and mediation options is available in the following sections of the NDSU policies:

350.2 -Board Regulations on Standing Committee on Faculty Rights; Special Review

350.4 -Board Regulations on Hearings and Appeals 353-Grievances -Faculty

2.3 Related North Dakota State Board of Higher Education (SBHE) Policies:

<http://www.ndus.edu/makers/procedures/sbhe/>.

605.1 Academic Freedom and Tenure; Academic Appointments

605.2 Standing Committee on Faculty Rights

605.3 Nonrenewal, Termination, or Dismissal of Faculty

605.4 Hearings and Appeals

605.5 Mediation

2.4 Guidelines for Promotion and Tenure Portfolio Preparation

Guidelines for Promotion and Tenure Portfolio Preparation are available on the website of the Office of the NDSU Provost. Candidates should access and use the most recent (calendar year) guidelines in compiling their packet. The guidelines for the academic year 2016-2017 are

available at

https://www.ndsu.edu/fileadmin/provost/PTE/PTE_Guidelines_Portfolio_Prep_2016.pdf.

3.0 Evaluation Philosophy

3.1 Faculty mentoring and evaluation philosophy within the SNRS

Faculty and administrator evaluations are important to NDSU to carry out its mission. Formal and informal evaluations provide important feedback to faculty and administrators on their performance. Formal, periodic, and comprehensive evaluations are used for administrative decisions such as pay increases, workload adjustments, promotion and tenure. The SNRS uses formal evaluations to document the accountability expected by stakeholders, taxpayers, students, administrators and faculty. Formal performance evaluations can be useful in prioritizing efforts, maintaining focus, monitoring progress, relating assignment expectations with performance expectations, and recognizing superior achievements. This process should be honest, open, forthright, with an acknowledgement of the employee's achievements and a determination of areas needing improvement. The SNRS utilizes mentoring of probationary faculty by established, tenured faculty members to aid in developing their program and achieve job description requirements. The probationary faculty member should use their official job descriptions and appointments as guidelines to achieve promotion and tenure success at NDSU. The original job description is 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 determines that a change is required based on the needs of the SNRS or NDSU. A change in appointment requires the approval of CAFNSR administration.

3.2 SNRS Mentoring Process

3.2.1 Mentoring Team Membership and Responsibilities

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 on mentoring team membership. 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. Informal discussions between the mentors and the probationary faculty in addition to more formal meetings are encouraged.

3.2.2 Mentoring Team Duties

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 mentoring 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 SNRS 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 mentoring team member.

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

Annual reviews of non-tenured faculty must be completed according to guidelines in NDSU Policy 352. Table 1 provides timelines for the annual reviews of probationary faculty, the third year review process, and the promotion and tenure application process. For review purposes, a year is July 1 to June 30. Evaluations due each 'tenure year' are conducted during the indicated year. Because the tenure clock for new faculty members generally starts on July 1 subsequent to their hire, 'Tenure Year 1' may actually span a period of as many as 24 months and as few as 12 months. Faculty members hired after July 1 and before March 1 receive an annual review for the period that is not included within their tenure clock (See Section 5.1).

4.1.1 Annual reviews

4.1.1.1 An annual review 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 Probationary 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/Director AES and Director NDSU Extension Service 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, two photocopies, and 8 electronic copies on flash drives of the third-year review document must be provided to the Dean/Dir. AES by February 1 of the appropriate year. Faculty with an NDSU Extension Service Appointment should also send a copy to the Director NDSU Ext. Ser.

4.1.2.2 The CAFSNR PTE committee and the Dean/Director AES (and Director Extension Service if applicable) will conduct separate independent evaluation and recommendations. Copies of the evaluation reports by the CAFSNR PTE Committee will be forwarded to the Dean/Director AES (and Director Extension Service, if applicable), the SNRS Director, and the faculty member being evaluated by April 1. The amended portfolio will be submitted to the Provost/VPAA for final evaluation.

4.1.2.3 Faculty that have been granted credit towards 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. Please refer to section 5.2.1 for more information.

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

Tenure Year 7/1-6/30	Letter Submitted by SNRS Mentoring Team	Letter Completed by SNRS Director	Submitted to SNRS PTE Committee	Completed by SNRS PTE Committee	Submitted to Dean/Director AES and Director Extension Service**	Submitted To CAFSNR PTE Committee*	Submitted to Provost/VPAA
1	12/31	2/1	-----	-----	2/10	-----	5/1
2	12/31	2/1	-----	-----	2/10	-----	5/1
3	12/31	1/31	12/31	1/31	2/1	2/8	5/1
4	12/31	2/1		-----	2/10	-----	5/1
5	12/31	2/1		-----	2/10	-----	5/1
6	8/20	8/20	9/1	10/1	10/7	10/14	12/23

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

** Effective as of February 25, 2017. Check for current dates at:
http://www.ndsu.edu/provost/academic_resources/promotion_and_tenure/

4.2 Tenured faculty

4.2.1 Annual reviews of tenured faculty will be conducted by the SNRS Director or designee, and will be completed by March 1 of each year. If the faculty member is applying for promotion, the faculty member would submit the promotion portfolio according to the timeline for the PTE process (Table 1).

4.2.2 Reviews of tenured faculty should contain sufficient detail relative to performance that the faculty member has an honest and realistic appraisal of progress or standing. Annual reviews will be based on the current approved job description. Faculty will receive copies of their performance reviews, and faculty members have the right to submit a letter of comment, rebuttal, or amplification to the VPAG, Director NDSU Extension Service (if appropriate) and SNRS Director within 10 business days following receipt of the review. Reviews of tenured faculty should contain at least: 1) separate evaluations for each job component; 2) goals and expectations for the upcoming year; 3) descriptions of significant changes in assignment, responsibility, or research/teaching/service direction; 4) a statement on progress toward promotion if appropriate; and 5) signatures of the faculty member, SNRS Director, VPAG, and Director of NDSU Extension Service (if appropriate) indicating that the review has been transmitted (does not necessarily imply agreement). If a review indicates unsatisfactory performance, a recommended plan for improvement must be included.

4.2.3 Post Tenure Reviews

4.2.3.1 There is an expectation that tenured faculty will continue to develop professionally and be productive within the scope of their unique job description. The primary goal of the post-tenure review (PTR) is to formally recognize the continued excellence of faculty members through a process that includes several levels of administrative- and peer-review. Secondly, PTR is in formal recognition of the need for some faculty to remediate areas of unsatisfactory performance. The post-tenure review process begins with the award of tenure, and the first PTR occurs five years after the faculty member is tenured (in the 6th year) and is repeated every five years unless a promotion review takes place. A promotion will re-start the PTR clock.

4.2.3.2 The PTR will consist of the last five annual reviews as described in section 4.2.2 and a 5-year summary review document developed by the SNRS Director with emphasis on continued excellence. If any area of performance was deemed unsatisfactory, the progress achieved within the plan for improvement if specified in the annual review. The PTR document will also include any responses to any of the annual reviews by the faculty member. The SNRS Director will provide a 'satisfactory' or 'unsatisfactory' evaluation of the faculty member's performance in each PTR. If the Director provides a 'satisfactory' review, the PTR is concluded with the signatures of both the Director and the faculty member. A copy is retained by the director and the faculty member, and a copy of the signed PTR is forwarded to the VPAG, the Director NDSU

Extension Service (if appropriate), and the Provost.

4.2.3.3 If the SNRS Director provides an 'unsatisfactory' evaluation, both the Director and the faculty member shall sign the review to acknowledge that the document has been reviewed by each party. The faculty member has 14 calendar days to submit a formal written response to the 5-Year summary PTR and the response will be included in the PTR document for subsequent evaluation. The PTR document is then forwarded to the VPAG and the Director NDSU Extension Service (if applicable). The VPAG and Director NDSU Extension Service (if applicable) will distribute the PTR document with any associated faculty member responses to the CAFSNR PTE Committee. The CAFSNR PTE Committee and the VPAG and the Director NDSU Extension Service (if appropriate), will each make an independent review. If the VPAG and Director NDSU Extension Service (if appropriate) or CAFSNR PTE Committee disagrees with the Director of SNRS and provides a 'satisfactory' evaluation, the review is complete for another 5 years and the SNRS Director, the faculty member, and the VPAG, Director NDSU Extension Service (if appropriate), and CAFSR PTE Committee evaluations, are signed by the VPAG, CAFSNR PTE members, and the faculty member, who will not be reviewed again for 5 years. Copies of the signed PTR are then forwarded to the Provost, the SNRS Director, and the faculty member.

4.2.3.4 If the evaluations by VPAG, Director NDSU Extension Service (if appropriate), and CAFSNR PTE Committee are unsatisfactory, a letter is written detailing the reasons and the amended PTR, with the VPAG, Director NDSU Extension Service, and CAFSNR PTE Committee evaluations, is forwarded to the Provost. If the Provost determines that the faculty member performance is satisfactory, the review is complete for another 5 years and the SNRS Director, the faculty member, and the VPAG and Director NDSU Extension Service (if appropriate) receive a copy of the final PTR review with the Provost's comments. If the Provost agrees that the performance of the faculty member is 'unsatisfactory', a letter with the review comments is distributed to the SNRS Director, faculty member, VPAG, and Director NDSU Extension Service (if appropriate).

4.2.3.5 A final review determination of 'unsatisfactory' triggers the formation of a CAFSNR faculty member Remedial Activities Committee (RAC). The RAC, consisting of the SNRS Director and CAFSNR faculty members selected by the VPAG and Director NDSU Extension Service (if appropriate) in consultation with the CAFSNR PTE Committee, constructs a 24-month remedial plan to bring the faculty member back to satisfactory performance. Performance will be reviewed by the RAC at the end of the first 12 months, and adjustments in the schedule of remedial activities may be made at that time. At the end of 24 months, the faculty member will provide a report demonstrating accomplishments in the remedial plan that will be reviewed by RAC. If no improvements have been made and the remedial activity plan for the faculty member has not been followed, a letter detailing the continued unsatisfactory performance is written by RAC and forwarded to the VPAG and Director NDSU Extension Service (if appropriate), and the Provost. Any further action by the VPAG, Director NDSU Extension Service or the Provost should be in consultation with the RAC.

4.2.3.6 If progress has been made by the faculty member, but satisfactory performance has not

yet been fully achieved, the RAC may determine to extend the remedial activities for a third year. If, at the end of the third year the RAC still determines that the performance is unsatisfactory, the RAC will provide the VPAG, Director NDSU Extension Service (if appropriate), and the Provost with a letter detailing the circumstances for continued unsatisfactory performance. Again, any further action by the VPAG, NDSU Extension Service Director or Provost should be in consultation with the RAC.

4.2.3.7 If at any point during the PTR process the faculty member believes that the provisions for the rules are being unfairly applied, or that the reviews are defective, a grievance may be filed under NDSU Policy 353.

4.3 Procedures for Evaluation of Administrators (NDSU Policy Manual 327)

<https://www.ndus.edu/fileadmin/policy/327.pdf>

4.3.1.1 All administrators covered under policy 327 will undergo comprehensive review. The first comprehensive review will be completed by the end of the administrator's third year of appointment.

4.3.1.2 The SNRS Director and SNRS Department Leaders will annually prepare and share with their faculty by April 1 a written annual report that summarizes the administrator's accomplishments and goals.

4.3.1.3 It is expected that administrators will be evaluated formally at least every 5 years. The Provost initiates evaluations of Deans and Directors. The SNRS PTE committee or an employee may request an evaluation. Faculty can petition the Provost, VPAG, or the Director NDSU Extension Service (if appropriate) for a special review of an administrator by a simple majority vote from the faculty of the unit.

4.3.1.4 In CAFSNR, the VPAG and Provost have the responsibility for conducting periodic and special reviews of administrators including the Director SNRS, and other units within SNRS in a manner that provides fair and comprehensive evaluation by those they serve and to whom they report. Evaluation of administrators will include input from an appropriate sampling of external constituency groups.

4.3.1.5 Administrative reviews are to be based on the administrator's job description, and administrators should ensure that their current approved job descriptions are submitted to the Provost and are available to faculty and staff.

4.3.1.6 Whereas performance standards may vary among administrators, the following considerations are designed to help guide evaluation committees in conducting their evaluations: Leadership, planning, administration, and management, affirmative action, instruction, outreach, development, personnel development, and assessment. These considerations are more thoroughly explained in NDSU Policy 327.

4.3.2 SNRS Director Evaluation

4.3.2.1 The VPAG will initiate the formal evaluation process by the end of the third year of administrative appointment and thereafter at least every 5 years. The VPAG, in conjunction with the faculty of SNRS, will form an *ad hoc* evaluation committee consisting of four SNRS faculty members; one member from each of the Departments/Programs within SNRS. The evaluation committee will compose a written evaluation form based on the administrator's current job description, statement of goals and accomplishments, and a statement of self-assessment. A draft of this proposed evaluation form will be provided to the administrator, who will be invited to offer input before the document is finalized. The final evaluation form will be used to solicit responses from faculty, peer administrators, and others, including classified staff, students, recent graduates, and an appropriate sampling of external constituents.

4.3.2.2 The evaluation committee will analyze the completed evaluation and submit a summary report to the VPAG, who will then will analyze and summarize the data. Evaluation Committee members who do not agree with the majority report may append a dissenting report. If the evaluation committee believes that the needs of SNRS have changed, it may recommend that the position description be changed.

4.3.2.3 Upon receipt of the report from the Evaluation Committee, the VPAG will analyze and summarize the data. The VPAG will meet with the Evaluation Committee to determine the consensus views and discuss differences. A draft report will be sent to the Director of SNRS. The VPAG will meet with the Director of SNRS to complete the evaluation. Following the meeting, a final report will be written, which will become a public document. To ensure that the process remains open and positive, it is strongly suggested that the Director of SNRS discuss the evaluation at a subsequent SNRS faculty meeting.

4.3.2.4 At any time, faculty or staff not on the Evaluation Committee may contact the VPAG directly with comments relating to the administrator being evaluated.

4.3.2.5 The VPAG will evaluate Research Extension Center (REC) Directors.

4.3.3 Dean/Associate Deans/Assistant Deans/Extension Director/Experiment Station Director/Extension Ag Program Leader

4.3.3.1 The Provost will initiate the formal evaluation process at least every 5 years. The Provost, in conjunction with the CAFSNR PTE Committee, will form an *ad hoc* evaluation committee consisting of at least five full-time, non-administrative faculty members for the Dean, Associate Deans and Assistant Deans. The VPAG, in conjunction with the CAFSNR PTE Committee, will form an *ad hoc* evaluation committee consisting of at least five full-time, non-administrative faculty or other staff served by the administrator for the VPAG. Members of the CAFSNR PTE Committee cannot serve on the evaluation committee. Evaluation committee members should decide at an initial meeting the number of members constituting a quorum.

4.3.3.2 The evaluation committee will compose a written evaluation form based on the administrator's current job description, statement of goals and accomplishments, and a statement of self-assessment. A draft of this proposed evaluation form will be provided to the administrator, who will be invited to offer input before the document is finalized. The final evaluation form will be used to solicit responses from faculty, administrators, and others including classified staff, and appropriate sampling of external constituents.

4.3.3.3 The evaluation committee will analyze the completed evaluation forms and prepare a report summarizing the findings. The report on academic programs should be submitted to the Provost and other programs to the VPAG Evaluation Committee members who do not agree with the majority report may append a dissenting report. If the evaluation committee believes that the needs of the unit have changed, it may recommend to the Provost and/or VPAG that the position description be changed.

4.3.3.4 Upon receipt of the report from the evaluation committee, the Provost or VPAG will also analyze and summarize the data. The Provost or VPAG will then meet with the Evaluation Committee to determine consensus and discuss differences. The Provost or VPAG will prepare a draft report and provide it to the administrator prior to the evaluation meeting. Following the meeting, a final report will be written, which will become a public document. To ensure that the process remains open and positive, it is strongly suggested that the administrator discuss the evaluation with the appropriate Chairs/Directors and REC Directors.

4.3.3.5 At any time, faculty or staff not on the Evaluation Committee may contact the VPAG or Provost directly with any comments relating to the person being evaluated.

4.3.4 Vice President for Agricultural Affairs

4.3.4.1 The NDSU President will annually evaluate the performance of the VPAG in a manner similar to the other President's cabinet members.

4.3.4.2 At any time, faculty or staff may contact the NDSU President directly with comments relating to the VPAG.

5.0 Promotion and Tenure Process (NDSU Policy Manual 350.1 & 352)

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 VPAG.

5.2 Special circumstances

5.2.1 In agreement with NDSU Policy 350.1.4.a1, a new faculty member with relevant previous professional experience may be given credit toward tenure and promotion for this experience in an amount not to exceed three years. This credit is negotiated and must be specified as part of the initial hiring contract issued by the Provost. If years-toward-tenure is authorized by the Provost and the NDSU President, contributions, experience, and credentials of the candidate gained prior to employment at NDSU will be considered as service to SNRS, and will be evaluated as if the individual were faculty member of NDSU during that time period. For example, if two years of credit were granted, the contributions during the previous two years will be considered and evaluated. There are 2 options available: 1) Faculty may deduct approved credit years-toward-tenure from the 6-year probationary period; or 2) The faculty member may be given the 6-year probationary period with the option of applying for tenure anytime the years-toward-tenure plus years in service in the academic unit equals or exceeds 6, but does not exceed the 6-year probationary period initiated at the time of hire. For either option, failure to achieve tenure will lead to a terminal contract. Any exceptions to 5.2.1 must be approved by the NDSU President. If credit is not granted, contributions prior to NDSU employment will not be evaluated as part of the evaluation period. Prior professional experience is noted, but is not considered as part of the specific evaluation period. Any changes to the time toward tenure must be approved by the VPAG, the Provost, and the NDSU President, and copies of the authorization must be included with promotion and/or tenure portfolio materials. 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 (Administrators or faculty with prior experience) are made by the SNRS Director and the CAFSNR PTE Committee. The process of review is initiated by the SNRS Director.

In compliance with Policy 350.1, the candidate must document their record of outstanding achievement and consistent excellence in a discipline or profession gained through teaching, research, scholarly or professional activities, or service. This documentation should include a current job description, CV, and a Statement of Context and Accomplishment as described in the Guidelines for Promotion and Tenure Portfolio Preparation. This statement should 'provide a succinct context statement for academic record (maximum of three pages) describing philosophy, accomplishments, and other comments about major achievements in the areas of teaching, research, and service.' A candidate coming from an administration background should address leadership, planning, administration and management, affirmative action, instruction,

outreach, development, personnel development, and assessment as described in 4.3.1.5 of Policy and Procedures for Promotion, Tenure, Evaluations, Dismissals, Terminations, and Non-renewals, CAFSNR.

5.2.3 Faculty member desiring an extension of the 6-year probationary period or a waiver of the continuous service requirement, based on exceptional personal or family circumstances, will make a written request for an extension or waiver to the Director of SNRS prior to the 6th year in which the portfolio is due. The written request generally will be made within 90 days from the time of the exceptional circumstances justifying the extension or waiver request. If the faculty member becomes a parent by birth or adoption, the probationary period is automatically extended one year provided the Director of SNRS and Dean/Director(s) notify the Provost within one year of the event, and prior to the year in which the portfolio is due; however, the faculty member may elect to return to the regular tenure clock. The Director of SNRS will forward a recommendation on the request to the Provost. Approval or denial of the request rests with the Provost and the NDSU President. Denial of an extension or waiver request is a matter related to promotion and tenure and is appealable under University Policy 350.4. Any extension granted prior to the third probationary year 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 6-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."

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 Section 352.6)

5.3.1 Probationary Assistant Professors are normally eligible to apply for promotion to Associate Professor and for tenure in the 6th year. Successful applicants generally will receive tenure and promotion to Associate Professor at the same time. Promotion to Professor is typically considered after the completion of 5 years of service in rank as Associate Professor. The application is typically made during their 6th year at the rank of Associate Professor or later. The faculty member has the option of waiting and seeking promotion to Professor any time after the 6th year. A faculty member who demonstrates exceptional achievement and consistent excellence that satisfies the criteria for promotion to Associate Professor or Professor may be granted promotion prior to the completion of 5 years of service in rank. The

application process and timelines for the application are the same for the application for tenure and promotion to Associate Professor or Professor. One original and one hard copy and eight electronic copies of the candidate’s application are forwarded to the VPAg in addition to one copy to the Director NDSU Extension Service for faculty with an Extension Appointment. Table 2 describes the timeline for the promotion and tenure application process.

Table 2. Due dates and actions related to dates, NDSU Promotion and Tenure Process.

Due dates	Actions required by due date
October 7 or as directed by the Dean	SNRS Director and SNRS PTE Committee recommendations made and candidate is informed in writing. Candidate has 14 calendar days to respond.
October 7 or as directed by the Dean	SNRS Director and SNRS PTE Committee written recommendations, and candidate responses are added to portfolio and sent to VPAg. VPAg’s office makes materials available to CAFSNR PTE Committee.
December 1	VPAg’s recommendations are made and candidates are informed in writing. Candidate has 14 calendar days to respond. CAFSNR PTE Committee’s recommendations are made and candidate is informed in writing. Candidate has 14 calendar days to respond.
December 21	VPAg and CAFSNR PTE Committee written recommendations, and candidate responses are added to portfolios and sent to the Office of the Provost.
December 30	Office of the Provost makes promotion and tenure files available for review by the Provost’s PTE Advisory Committee (Policy 352.6.10).
Late January	Provost PTE Advisory Committee meets with Provost.
February 10	Provost’s recommendations are made and Office of the Provost informs candidates in writing of Provost’s recommendations. Candidate has 14 calendar days to respond.
February 24	Provost’s written recommendations, candidate responses, and promotion and tenure materials sent to the Office of the President
April	President’s decisions on promotion and recommendations for tenure are made and candidates are informed in writing. See below for appeals. President’s positive recommendations on tenure are forwarded to SBHE in time for action at its spring meeting.
Summer	Promotion and tenure decision becomes effective on July 1 for 12-month faculty and on August 16 for 9-month faculty.

5.4 Promotion and Tenure Application and Review Process

5.4.1 Candidates will be evaluated for tenure and promotion under the approved PTE documents at each level of consideration at the time of their hire. Candidates have the option to be evaluated under the PTE documents currently approved at the time of their application for tenure and/or promotion. Including the SNRS PTE document in the application packet is the responsibility of the candidate.

5.4.2 Each faculty member is responsible for understanding the processes, elements, and contributions that demonstrate productivity. Also, each faculty member should record and explain contributions in ways that convey value and impact. Portfolios may be returned to the candidate if they do not follow the specified format.

5.4.3 The SNRS Director and SNRS PTE Committee will conduct separate evaluations and formulate independent written recommendations. The CAFSNR PTE Committee and the VPAG/Director NDSU Extension Service (if appropriate) will perform separate evaluations and formulate independent written recommendations.

5.4.4 The Director NDSU Extension Service will provide an evaluation of faculty with extension appointments and the VPAG will provide an evaluation of faculty with teaching appointments in the NDSU AES. The Director NDSU Extension Service (if appropriate) and the VPAG will perform separate evaluations and may formulate independent written recommendations for faculty with research-extension or teaching-extension appointments, or they may collaborate in joint recommendations.

5.4.5 The candidate will have 14 calendar days to append a response to each recommendation, or to any new material added to the portfolio during the review process.

5.4.6 The portfolio and administrative recommendation will be forwarded by the VPAG and the Director NDSU Extension Service (if appropriate) to the Provost by December 1.

5.4.7 The CAFSNR PTE Committee will separately forward its recommendation to the Provost by December 23. The Provost's recommendation will be forwarded to the NDSU President by February 24.

5.4.8 Procedures for appeal of non-promotion decisions are outlined in Sections 350.3 and 352 of NDSU Policy Manual. The Provost's Office oversees the appeals process for any candidate who wishes to appeal a negative decision. Within 20 calendar days, candidate may request review of the President's decision and hearing by Standing Committee on Faculty Rights. The President considers the appeal, makes the final decision and informs the candidate in writing.

5.4.9 Added Materials

'Materials collected as part of the evaluation process must be added to the portfolio before being sent forward to the next level of review. At the time that any written materials are added to the candidate's portfolio, copies of the added material must be sent to the candidate for review. The candidate shall have 14 calendar days to respond in writing to the additional materials.' Policy 352.6.4.

5.4.10 Allegations of Misconduct- Policy 352.6.5

When an allegation of misconduct is made against a candidate, the PTE process is suspended until such allegation is resolved.

5.5 Promotion and Tenure Criteria

5.5.1 The evaluation of a candidate's performance will be based on the individual's job description. The job description which amplifies general duties and responsibilities outlined in the position description and in the hiring contract comprises the tenure plan. Weights assigned to contributions are generally in line with appointment distribution among the college, NDSU AES and the NDSU Extension Service with consideration for supplemental duties such as administration. Job descriptions may also contain additional weights or priorities that assist the candidate in establishing realistic expectations of performance. For faculty with split appointments, the predominant appointment will determine the review track. Generally, job descriptions are congruent with SNRS missions and University guidelines for promotion. Whenever inconsistencies occur, those University guidelines and policies in effect at the time of hire will govern the evaluations.

5.5.2 Promotion and Tenure Criteria in SNRS

The SNRS is responsible for developing specific promotion and tenure criteria.

5.5.2.1 SNRS General Expectations

5.5.2.1a Abide by all rules and regulations outlined in the NDSU Policy Manual.

5.5.2.1b Develop and maintain an active teaching program as appropriate, considering the candidates 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.

5.5.2.1c Develop or maintain an active, productive research program as appropriate, considering the candidates 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.

5.5.2.1d 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.

5.5.2.1e Participate in special SNRS projects or research activities, or other activities assigned by the School Director.

5.5.2.1f 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.

5.5.2.1g Participate in various service related activities to the University, College, and SNRS, and to the general public.

5.5.2.1.1 SNRS Teaching Expectations

5.5.2.1.1a 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.

5.5.2.1.1b Teaching embraces both resident instruction and student advising/mentoring.

5.5.2.1.1c Resident instruction includes undergraduate and graduate instruction in formal courses, seminars, and individual studies.

5.5.2.1.1d Student advising and mentoring includes academic and career counseling.

5.5.2.1.1e Directing student research is considered both a research and teaching activity.

5.5.2.1.1f 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.

5.5.2.1.1g The SNRS faculty emphasizes that undergraduate and graduate students should have a basic knowledge and understanding of the core areas of entomology, natural resource management, range science, soil science or climatology, and should be able to apply this information.

5.5.2.1.1h 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.

5.5.2.1.2 Specific criteria or indicators for evaluating teaching may include:

5.5.2.1.2a Organizes and presents course material with clarity, logic, conviction, and enthusiasm to motivate and interest students.

5.5.2.1.2b Maintains subject matter integrity and completeness.

5.5.2.1.2c Conducts student and peer evaluations of course material, and presentation style and methods.

5.5.2.1.2d Continually evaluates and improves course materials and/or presentation methodologies for classroom and/or non-classroom teaching.

5.5.2.1.2e Revises course materials, presentation styles or methods in response to student or peer evaluations.

5.5.2.1.2f Revises existing curricula, programs, or courses in response to evaluation or when otherwise appropriate.

5.5.2.1.2g Improves teaching programs through development of new courses, curricula, or innovative teaching methods.

5.5.2.1.2h Participates in professional growth activities related to teaching.

5.5.2.1.2i Conducts or participates in teaching related research.

5.5.2.1.2j Uses and/or develops instruments to assess student learning.

5.5.2.1.2k Demonstrates effective undergraduate and/or graduate student advising and mentoring.

5.5.2.1.2l Observes and supports student rights, freedoms, and responsibilities in the classroom.

5.5.2.1.2m Includes professional ethics in classroom discussions.

5.5.2.1.2n Demonstrates success working with student organizations.

5.5.2.1.3 Evaluation of teaching, advising, and mentoring performance of the candidate, may include any of the following evidence or documentation:

5.5.2.2.3a Student evaluations of course materials and teaching.

5.5.2.2.3b Peer reviews of educational course materials, documents, and/or presentation styles.

5.5.2.2.3c Attendance or participation in teaching development workshops, symposiums, and other development opportunities.

5.5.2.2.3d Development of innovative teaching methodologies.

5.5.2.2.3e Regular reading/study of teaching related books, magazines, and other instructional materials.

5.5.2.2.3f Certification and licensing received.

5.5.2.2.3g Maintaining a teaching portfolio.

5.5.2.2.3h Guest lectures, presentations, seminars, keynote talks, etc.

5.5.2.2.3i Mentoring evaluations (i.e. student-faculty, special topics, clubs, faculty-faculty, team teaching.)

5.5.2.2.3j Student evaluations of advising.

5.5.2.2.3k Graduate student exit interviews on education/training quality.

5.5.2.2.3l Awards or special recognition received.

5.5.2.2.3m Award nominations prepared, service on award committees, and awards earned by candidate, advised graduate students, clubs, or student groups.

5.5.2.2.3n Teaching related grants / research

5.5.2.2.3o Unsolicited letters of support by peers, students, advisees.

5.5.2.2.3p Active membership in professional teaching organizations.

5.5.2.2.3q Editing / refereeing instructional journal manuscripts.

5.5.2.2.3r Refereed publications and/or presentations related to teaching.

5.5.2.3 SNRS Research Expectations

5.5.2.3a The primary expectation in research is production of original contributions to knowledge.

5.5.2.3b Contributions may involve discovery, development, or application within the particular specialty of the faculty member as delineated in the job description.

5.5.2.3c The SNRS program mission, in addition to the job description, may further define specific research targets.

5.5.2.3d Publication and presentation of the original work, including advised graduate student contributions, are expected.

5.5.2.3e 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.

5.5.2.3f Links between the original research results and support funds from extramural and intramural sources should be documented.

5.5.2.3g Unfunded proposals should be documented.

5.5.2.3h Additional specific indicators as listed below may all be considered by the PTE committee in individual context.

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

5.5.2.3.1a Regular refereed journal article publications from tenure track and tenured individuals appropriate to job description and appointment.

5.5.2.3.1b Researchers are expected to submit grant proposals and obtain intramural and extramural funding to support their research needs or requirements.

5.5.2.3.1c Edited published materials: books; book chapters; dissertations of advised graduate students; bulletins; project reports; patents; competitive grant applications that have been funded.

5.5.2.3.1d Invited or volunteered presentations at scientific meetings.

5.5.2.3.1e Publication of abstracts and proceedings from scientific meeting

5.5.2.3.1f 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.

5.5.2.3.1g Items that may indicate success are: citation indexes; reprint requests; reputation of

journal; acknowledgments; economic impact statistics.

5.5.2.3.1h 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.

5.5.2.3.1i Graduate student assistantships and post-doctoral positions arranged.

5.5.2.3.1j In-kind services for research purposes and regional research committee activity.

5.5.2.3.1k 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.

5.5.2.3.1l Access and use of appropriate National Laboratory facilities and attendant support obtained.

5.5.2.4 SNRS Extension Expectations

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. 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.

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

5.5.2.4.1a Identify, study, and interpret research as it relates to Extension specialty.

5.5.2.4.1b Coordinate, implement, teach, conduct outreach programs and evaluate programs in the area of specialty.

5.5.2.4.1c 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.

5.5.2.4.1d Conduct demonstrations and applied research programs in the area of specialty commensurate with the job description or associated Research appointment.

5.5.2.4.1e If funding of research programs is substantial, publication of results in peer-reviewed journals would be expected.

5.5.2.4.1f 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 expectations in section 5.5.2.3.1.

5.5.2.4.1g Results of demonstrations and applied research should be published in appropriate media, such as proceedings, edited publications, and/or on the web.

5.5.2.4.1h Coordinate educational activities and recommendation development with appropriate faculty.

5.5.2.4.1i Conduct training for appropriate clientele, including Extension Service personnel, ag-industry representatives, and representatives of government and private entities.

5.5.2.4.1j Prepare and disseminate information on specialty area.

5.5.2.4.1k Prepare teaching materials, write circulars and bulletins, use mass media, electronic methods of communication, and respond to questions from individuals.

5.5.2.4.1l Identify timely issues for study or evaluation.

5.5.2.4.1m Work with others in solving problems, organizing programs, initiating research, and writing.

5.5.2.4.1n Presents appropriate materials at speaking engagements.

5.5.2.4.1o Actively engages in writing of educational materials for general distribution and use in the area of specialty.

5.5.2.4.1p Written materials are easy to understand, and contain timely and up-to-date information.

5.5.2.4.1q Presents professional radio/TV information when asked to do so.

5.5.2.4.1r Conducts appropriate educational activities.

5.5.2.4.1s Changes in recommendations are made with the approval of a majority of faculty members and others that may have expertise in the subject.

5.5.2.4.1t Conducts applied research and demonstration projects in issues of current and future interest.

5.5.2.4.1u Participates in the research discovery process through interactions with others, direct research, or disseminating the results to appropriate audiences with permission from

discovery group.

5.5.2.4.1v Assess and evaluate non-traditional products and ideas.

5.5.2.4.2 To evaluate the Extension performance of the candidate, the following specific indicators provide evidence or documentation of performance:

5.5.2.4.2a Audience evaluation of speaking presentations.

5.5.2.4.2b Peer evaluation of presentations.

5.5.2.4.2c Evidence of participation in professional development activities.

5.5.2.4.2d Development of circulars, bulletins and other printed materials designed for ag-producers, ag-industry, the environmental community or the public at large.

5.5.2.4.2e 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.

5.5.2.4.2f Research record, including number of projects, funding received, and publications.

5.5.2.4.2g Awards for Extension publication quality.

5.5.2.4.2h Awards for Extension programming.

5.5.2.4.2i Awards from commodity groups or other non-University entities.

5.5.2.4.2j Letters of support from peers, ag-producers, ag-industry, the environmental community or government agencies.

5.5.2.4.2k Active membership in professional organizations.

5.5.2.4.2l Leadership roles in professional organizations.

5.5.2.4.2m Editing, reviewing in professional journals.

5.5.2.4.2n Planning, coordination and delivery of Extension programs.

5.5.2.4.2o Development of news releases, use of websites and other methods for dispensing information on specialty area.

5.5.2.4.2p 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

5.5.2.5.1a Participation in SNRS Committees and SNRS promotional activities

5.5.2.5.1b 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.

5.5.2.5.1c Teaching for faculty members who are absent, ill, or on leave.

5.5.2.5.1d Advising a student organization.

5.5.2.5.1e Reviewing articles written by colleagues in the SNRS.

5.5.2.5.1f 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

5.5.2.5.2a Participation in College, University, or University System-level committees.

5.5.2.5.2b 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.

5.5.2.5.2c 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

5.5.2.5.3a Serving as a reviewer of peer-reviewed journal articles.

5.5.2.5.3b Serving as an editor of a peer-reviewed journal.

5.5.2.5.3c Serving on committees of professional societies.

5.5.2.5.3d Assisting with the organization of professional meetings or symposia.

5.5.2.5.4 Service to the greater public

5.5.2.5.4a Support of the programs of the NDSU Cooperative Extension Service.

5.5.2.5.4b Speaking at NDSU-organized field days or educational events.

5.5.2.5.4c Preparation of educational materials in cooperation with Extension personnel.

5.5.2.5.4d 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.

5.5.2.5.5a Providing professional assistance to other units of state or federal government, such as the State Department of Agriculture, Health Department, or the USDA.

5.5.2.5.5b Providing professional assistance to other universities.

5.5.2.5.5c Providing interviews for newspapers or other media on issues relating to the faculty member's area of expertise.

5.5.2.5.5d Speaking at grower meetings organized by entities other than the NDSU Extension Service.

5.5.2.5.5e 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 Promotion and Evaluation for Special Appointments (see 4c of Section 350.1) for CAFSNR.

Two categories for consideration include:

Research Professorships (see 4.c.12 of Section 350.1): Research Assistant Professor, Research Associate Professor, and Research Professor

Professor of Practice (see 4.c.13 of Section 350.1): Assistant Professor of Practice, Associate Professor of Practice, Professor of Practice

5.6.1 Years of Credit

In agreement with NDSU policy 350.1.4.a1, a new faculty member with relevant previous professional experience may be given credit toward promotion for this experience in an amount not to exceed 3 years. This credit is negotiated and must be specified as part of the initial hiring contract issued by the Provost. If years-toward-promotion is authorized by the Provost and the NDSU President, experience, and credentials of the candidate gained prior to employment at NDSU will be considered as service to SNRS and CAFSNR, and will be evaluated as if the individual were a faculty member of NDSU during that time period.

5.6.2 Rank at Hiring

Recommendations for new appointments at a higher rank than Assistant (administrators or faculty with prior experience) are made by SNRS and the CAFSNR PTE Committee. The process of review is initiated by the Director of SNRS.

5.6.3 Guidelines for Promotion

Each faculty member has the option of waiting and seeking promotion any time after a period of service of not less than 5 years at the previous rank. A faculty member who demonstrates outstanding exceptional achievement and consistent excellence that satisfies the criteria for promotion to Associate Professor may be granted promotion prior to the completion of the probationary 6 years. The application process and timelines for the application are the same for the application for promotion of tenure-track or tenured faculty.

Each faculty member is expected to make contributions of high quality to the areas of teaching or research, depending on their job description. Teaching includes all forms of instruction both on- and off-campus. Research includes basic and applied research and other creative activities. These categories are further defined in Section 5.5.2, Promotion and Tenure Criteria in SNRS

5.6.4 Research Professorships

In the area of research, the following criteria will serve as a general guide for evaluation of contributions by a candidate for promotion. A candidate demonstrates quality of research by providing evidence of furthering of, or original contributes to, knowledge, either by discovery or application, resulting from the candidate's research, and/or creative activities that are related to the candidate's discipline. Publication of research results and communication to stakeholders are expected. Professional service (eg., reviewing submissions; presenting at conferences) is expected since it is an inherent responsibility of the position.

Promotion of Research Professors

Promotion is initiated via the recommendation of SNRS. Typically, promotion cannot be achieved until the candidate has spent a minimum of 5 years in rank. A faculty member who demonstrates exceptional achievement and consistent excellence that satisfies the criteria for promotion to Associate Research Professor or Research Professor may be granted promotion prior to the completion of 5 years of service in rank. Promotion shall be based primarily on demonstrated success in research, publications and extramural funding (i.e. demonstration of knowledge dissemination in his/her field, supervision of graduate researchers, and/or continued funding support).

Research Assistant Professors who have demonstrated productivity and scholarship in research and show potential for sustained productivity, scholarship, and professional growth are eligible for promotion to Research Associate Professor.

Associate Research Professors who have demonstrated sustained productivity and scholarship in research are eligible for promotion to Research Professor. For promotion to Professor, the candidate is expected to demonstrate an increase in assumed and designated responsibilities, growth in expertise and capability, evidence of regional and/or national scope of activities and scholarship, and demonstrated competence in leadership, management, and supervising.

5.6.5 Professor of Practice

In the area of teaching the following criteria will serve as a general guide for evaluation of contributions by a candidate for promotion. A candidate with a professional teaching appointment must demonstrate quality of teaching (encompassing both instruction and advising) by providing evidence of the following: the effective delivery of instruction to, and the stimulation of learning by, students and/or clients; the continuous improvement of courses or instructional programs; and the effective advising and mentoring of undergraduate and/or graduate students.

Promotion of Professors of Practice

The positions of Assistant and Associate Professor of Practice are eligible for promotion through ranks, based on time in rank and satisfactory evaluation of assigned responsibilities. Promotion is initiated via the recommendation of SNRS. Typically, the promotion cannot be achieved until the candidate has spent a minimum of 5 years in rank. A faculty member who demonstrates exceptional achievement and consistent excellence that satisfies the criteria for promotion to Associate Professor of Practice or Professor of Practice may be granted promotion prior to the completion of 5 years of service in rank. Promotion shall be based primarily on demonstrated success in instructional activities and other assigned responsibilities.

Assistant Professors of Practice who have demonstrated productivity and scholarship in teaching and show potential for sustained productivity, scholarship, and professional growth are eligible for promotion to Associate Professor of Practice.

Associate Professors of Practice who demonstrated sustained productivity and scholarship in teaching are eligible for promotion to Professor of Practice. For promotion to professor, the candidate is expected to demonstrate an increase in assumed and designated responsibilities, growth in expertise and capability, evidence of regional and/or national scope of activities and scholarship, and demonstrated competence in leadership, management, and supervising.

5.7 Inclusion of Materials in Promotion and Tenure Portfolios

5.7.1 The format prescribed by the University, outlined in the current NDSU Guidelines for Promotion and Tenure Portfolio Preparation https://www.ndsu.edu/provost/academic_resources/promotion_and_tenure/ serves as the official guideline to prepare the application for promotion and tenure. This standard format is intended to expedite the review process. Some categories within the format may not be applicable to all portfolios and blanks are not necessarily considered deficiencies. When entries could justifiably be listed in any of several categories, applicants should exercise judgement, but record the accomplishment only once. The candidate's entire record at NDSU should be included in the Portfolio, but the primary focus of the evaluation will be on the period of review. Because of the unique relationship among faculty in the CAFSNR and clientele (commodity groups, agri-businesses, and others), candidates should identify and maintain clear records of these service/extension activities. Internal letters of support from peer scientists and/or clientele are required for promotion to Associate Professor and Professor. External letters are not required for tenure or promotion from Assistant Professor to Associate Professor, but two external letters are required for promotion from Associate Professor to Professor. A 'peer scientist' that provides a support letter should have a rank similar to or higher than the rank being sought by the candidate, have a focus in scholarship similar to the candidate, and should not have a conflict of interest with the candidate (e.g. advisee, advisor, co-author, co-investigator). The letters are solicited by the Director of SNRS, but the candidate may suggest persons to provide letters. A minimum of two letters should be included. Applicants are encouraged to annotate, expand, or explain any portion of the Portfolio to increase clarity, justify inclusion, or in some other way help reviewers evaluate the Portfolio.

5.7.2 Applicants are entrusted to prepare accurate and concise representations and/or summaries of activities. Candidates must have available, if requested, a copy, or parts thereof, of supplemental materials that illustrate the candidate's achievements in teaching, research, and service referred to in the Portfolio. Submitting such documents in an appendix is necessary only if requested.

5.7.3 Additions to the Portfolio subsequent to November 1 will be written and be limited to 1) evaluations and recommendations by the CAFSNR PTE Committee, the VPAG, and the Director NDSU Extension Service (if appropriate); 2) the candidate's responses to those evaluations (if desired); and 3) materials requested by the CAFSNR PTE Committee, the VPAG, or the Director

of the NDSU Extension Service (if appropriate). (Note: Items in 2 and 3 will be reciprocally shared so the CAFSNR PTE Committee, VPAG, and Director of the NDSU Extension Service (if appropriate) will review identical Portfolios). The candidate may respond to these additions in writing within 14 calendar days after receipt. In addition, the candidate may petition the Dean/Directors and the CAFSNR PTE Committee for inclusion of materials, but these materials will be allowed only if the both the Dean/Directors and the CAFSNR PTE Committee agree to the inclusion, and if the inclusion pertains to materials already in the Portfolio such as pending publications or grant proposals.

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, the VPAG, Director of the NDSU Extension Service (if appropriate) to the Provost for recommendation to the President. Nonrenewals of probationary faculty may be initiated at any time.

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 The SNRS Director will review appropriate administrative procedures, then meet with the faculty member, discuss the proposed nonrenewal recommendation, and give the faculty member 10 calendar days to respond, in writing, to the proposed nonrenewal recommendation. This meeting should be summarized by the SNRS Director in writing and given to the faculty member with acknowledgement of receipt. A neutral third person should be invited to be present at the meeting.

6.5 The SNRS Director will prepare a formal letter of nonrenewal recommendation. The faculty member's written responses and any additional material the faculty member wishes to include will accompany the recommendation. The SNRS Director will include all periodic reviews and any other materials from the faculty member's official personnel file that he/she deems relevant. The timelines and procedures of NDSU Policy 352.6 (promotion and tenure application timelines) do not apply to nonrenewals prior to the sixth year. The SNRS Director's letter of recommendation for nonrenewal is forwarded to the VPAG and the Director of the NDSU Extension Service (if appropriate).

6.6 The VPAG, and the Director of the NDSU Extension Service (if appropriate) will formulate a recommendation and forward it to the Provost. Copies of the recommendation will be provided

to the faculty member and the SNRS Director. The faculty member or SNRS Director will have 10 calendar days after receipt to respond to the recommendation with responses sent directly to the Provost and copies to the affected parties such as the faculty member, SNRS Director, and Directors AES and Extension Service if appropriate.

6.7 The decision for non-renewal will be made by the University President. Upon receipt of the non-renewal decision, the faculty member may within 10 calendar days request in writing reconsideration, or incorporated within the request, seek mediation. The University has 10 calendar days to respond to the request(s).

6.8 If a CAFNSR non-renewed faculty member is in her/his first year of probationary service, termination will be effective at the end of 90 days following determination of non-renewal. If a faculty member is in his/her second year of probationary service, termination will be effective at the end of 180 days, and if a faculty member is in the third to sixth year, termination will be effective at the end of one year following non-renewal. The SNRS Director can petition the VPAG and the Director of the NDSU Extension Service (if appropriate) for delayed termination provided the rationale is for the good of the SNRS and CAFNSR.

7.0 Dismissal of Tenured Faculty (NDSU Policy Manual 350.3)

7.1 Appointments of tenured faculty may be terminated following a determination that a financial exigency exists which requires such action at NDSU or upon determination by NDSU that such action is necessary because of loss of legislative appropriations, loss of institutional or program enrollment, consolidation of academic units or program areas, or elimination of a course or courses. In such cases, significant consideration shall be given to length of service and tenure status in the retention of faculty members within the affected academic unit or program area, curriculum requirements, professional achievements, breadth of competence, and equal employment opportunity. A tenured faculty member terminated pursuant to this subsection shall be given written notice of termination, including the reason(s) for the action, at least twelve months prior to the date of termination.

7.1.1 A tenured faculty member given notice of termination under a financial exigency may request that the institution circulate his/her vita to other academic units or program areas within NDSU. In addition, NDSU shall ensure that fair consideration is given to the faculty member, during the period of the terminal appointment, for vacant academic positions in the employing institution for which the faculty member is qualified. If a tenured faculty member accepts an appointment in a different academic unit or program area, the faculty member shall retain his or her tenure status, subject to approval of the ND State Board of Higher Education.

7.1.2 A position terminated under a financial exigency shall not be filled by a replacement within two years, unless the released faculty member has been offered appointment with tenure and a reasonable time within which to accept or decline it.

7.1.3 The faculty member may, within twenty calendar days of receipt of notice of termination, file a request for review under processes established at NDSU for that purpose.

7.2 The faculty governance structure at NDSU shall adopt procedures by which faculty participation is solicited before notice of termination is given any tenured faculty member under a financial exigency. Faculty participation shall be solicited concerning:

7.2.1 The extent to which there are grounds for termination of the tenured appointments;

7.2.2 Judgements determining where within the overall academic program, termination of appointments may occur; and

7.2.3 The procedure and criteria for identifying the individuals whose appointments are to be terminated.

7.3 An administrative decision to terminate a tenured faculty member under a financial exigency shall be preceded by the following steps:

7.3.1 Consultation with the Executive Committee of the Faculty Senate regarding the extent to which there are grounds for termination of tenured appointments.

7.3.2 Consultation with the Academic Affairs Committee of the Faculty Senate regarding the justification for terminating tenured appointments, if that is consequence of the decisions.

7.3.3 Consultation with the Academic Affairs Committee of CAFNSR or equivalent unit involved regarding the justification for terminating tenured appointments.

7.3.4 Consultation with the faculty in an academic unit or program regarding the consequences of the decision.

7.3.5 Once the administration is finalized following these consultations, the identification of faculty members for termination shall be made by the President of NDSU.

7.4 A faculty member may be dismissed for adequate cause. Adequate cause means: (a) demonstrated incompetence or dishonesty in teaching, research, or other professional activity related to institutional responsibilities, (b) substantial and manifest neglect of duty, (c) conduct which substantially impairs the individual's fulfillment of his or her institutional responsibilities or the institutional responsibilities of others, (d) a physical or mental inability to perform assigned duties, provided that such action is consistent with laws prohibiting discrimination based upon disability, or (e) significant or continued violation of Board policy or NDSU policy, provided that, for violations of NDSU policy, NDSU must notify the faculty member in advance in writing that violation would constitute grounds for dismissal, or the NDSU policy must provide specifically for dismissal as a sanction.

7.4.1 Prior to a dismissal recommendation based on adequate cause other than the PTR review for which procedures for dismissal have been detailed previously, the SNRS Director will review appropriate administrative procedures, and meet with the faculty member to discuss a proposed dismissal. At the same time, the SNRS Director will request the SNRS PTE Committee complete an evaluation of the faculty member within 10 business days, which becomes part of the official personnel file.

7.4.2 The SNRS Director will subsequently meet with the faculty member and determine if the problems that led to the proposed dismissal for adequate cause can be corrected or overcome. If the SNRS Director determines that the dismissal for adequate cause can be corrected or overcome. If the SNRS Director determines that the dismissal process will continue, the SNRS Director will provide the faculty member with a written notice of intent to dismiss and the SNRS PTE Committee evaluation. The notice shall state that the faculty member has 20 calendar days after receipt of the notice to request a hearing before the NDSU Standing Committee on Faculty Rights. The notice of intent to dismiss and the SNRS PTE Committee evaluation shall be sent to the VPAG and the Director of the NDSU Extension Service (if appropriate) at the same time that they are given to the faculty member. The faculty member must notify the SNRS Director, the VPAG, and the Director of the NDSU Extension Service (if appropriate) of intent to request a hearing with the NDSU Standing Committee on Faculty Rights. The faculty member will have 10 business days after receipt of the notice of intent to dismiss and the SNRS PTE Committee evaluation to add a written response to the SNRS Director, the VPAG, and the Director of the NDSU Extension Service (if appropriate).

7.4.3 The VPAG and the Director NDSU Extension Service (if appropriate) will request that CAFSNR PTE Committee complete an evaluation of the proposed dismissal for adequate cause within 10 business days. The VPAG and the Director of the NDSU Extension Service (if appropriate) will formulate a recommendation within 10 business days after receiving the proposed dismissal for adequate cause and related materials. Copies of all materials relating to the proposed dismissal shall be sent to the Provost. The CAFSNR PTE Committee report and the recommendation from the VPAG and the Director of the NDSU Extension Service (if appropriate) will be sent to the faculty member and to the SNRS Director.

7.4.4 The written notice of termination or dismissal from the NDSU President must in any event be given within 60 calendar days of the initial written notice of intent to terminate or dismiss.

7.4.5 Pending a final decision on dismissal for adequate cause, the faculty member may be suspended by the NDSU President, or assigned to other duties in lieu of suspension. The faculty member's salary and fringe benefits shall continue during a period of suspension. The faculty member's salary and fringe benefits shall continue by the NDSU President to dismiss the faculty member following conclusion of proceedings at NDSU.

8.0 School of Natural Resource Sciences PTE Committee

8.0.1 The mission of the SNRS PTE Committee is to promote fair and unbiased evaluation of the accomplishments of SNRS faculty for consideration of requests for promotion and tenure at NDSU.

8.0.2 The job description, SNRS PTE evaluation criteria detailed in this document, performance documentation, and evaluations shall be used by the SNRS PTE Committee in evaluating candidates for promotion and/or tenure.

8.1 SNRS PTE Committee Membership

8.1.1 The SNRS PTE Committee shall consist of all full Professors within the SNRS that do not have an administrative appointment. Apart from the SNRS Director, each Department in SNRS has a Program Leader.

8.1.2 The Chair of the SNRS PTE Committee shall be selected to serve by the SNRS Director.

9.0 Changes to CAFNSR PTE Policy and Procedures for Promotion, Tenure, Evaluations, Dismissals, Terminations, and Non-renewals

9.1 Periodically, the SNRS PTE Policy and Procedures for Promotion, Tenure, Evaluations, Dismissals, Terminations, and Non-renewals must be modified to comply with the SBHE and/or NDSU policies, to correct errors, to edit for clarity, and to respond to issues that are not well addressed. To provide greater responsiveness, the faculty of SNRS grant to the representatives of the SNRS PTE Committee the authority to make editorial changes, correct errors, inconsistencies, or format, and to make those changes that bring our policies in line with those of NDSU, SBHE and CAFNSR, and call for ratification by the SNRS faculty at a future SNRS faculty meeting. The proposed changes will be shared with the SNRS faculty at least 10 business days prior to the vote. A majority vote is required to amend previously adopted policies and procedures. A summary of the corrections/edits will be forwarded to the VPAG, Director of the NDSU Extension Service and Provost, for their approval and signature. Upon approval, faculty will be informed of the changes to the policy. The SNRS Policy and Procedures for Promotion, Tenure, Evaluations, Dismissals, Terminations, and Non-renewals will be placed on the SNRS Website by the VPAG.