



PROMOTION AND TENURE POLICY

Approved February 1982
Adopted September 20, 1996
Revised March 16, 1998
Revised May 20, 2008
Revised March 20, 2009
Revised June 1, 2016
Revised and Adopted August 18, 2016
Final Approval May, 2017

General Policy

The Department of Applied Economics and Statistics, College of Agriculture and Natural Resources seeks to recruit and retain faculty members who exhibit high degrees of competency and make significant contributions to department, college, cooperative extension and university programs and activities, both domestic and international, in the following areas:

Teaching: This area consists of two subareas: (a) Undergraduate and Graduate Teaching and Advisement and (b) Extension Teaching. Undergraduate and Graduate Teaching and Advisement entails the effective communication of relevant instructional material to graduate and undergraduate students and the development and guidance of graduate and undergraduate programs of study which lead to the development of the abilities required for effective performance in future professional positions. Extension Teaching consists of teaching activities that support the mission of Delaware Cooperative Extension, which is to help people improve their lives through an educational process which uses scientific knowledge focused on issues and needs.

Scholarly Achievement: This area consists of three subareas: (a) Research, (b) Extension Scholarly Activities and (c) Professional Activities and Development. Research entails the development, supervision, and performance of research activities of high professional and scholarly quality whose results are applicable to the problems currently facing society and contribute significant additions to the profession's body of knowledge. Extension Scholarly Activities consists of scholarly activities that support the mission of Delaware Cooperative Extension. Professional Activities entail the participation in and contribution to activities which are beneficial to the profession. Professional Development entails the participation in activities that contribute to the development of skills, knowledge and effectiveness of the individual.

Service: This area entails the interaction with, participation in, and service to activities and organizations at the department, college, cooperative extension, university and various local, state, and national levels.

The promotion and other employment considerations of the Department of Applied Economics and Statistics will be without regard to race, age, color, sex, creed, or national origin.

Promotion and Tenure Committee's Structure, Responsibilities and Procedures

The Department of Applied Economics and Statistics will maintain a Promotion and Tenure Committee (PTC) to be active in promotion and tenure decisions. The Promotion and Tenure Committee will be comprised of five full-time, tenured faculty members of the department. The goal is to represent the faculty in the department at associate and full professor levels. The preferred mix is two at the Associate

level and three at the Full Level and will be employed if possible. The Department Chair is not eligible to serve. An election will be held in time to effectively meet the requirements of the P&T timeline (typically, in April). A chairperson will be elected by the Promotion and Tenure Committee from its members. If the candidate being evaluated has an Extension appointment, the department chairperson in concert with the chairperson of the Promotion and Tenure Committee may appoint at least one faculty member with an Extension appointment from outside the department to serve as a member of the Promotion and Tenure Committee. If the candidate evaluated has a Continuing Track (CT) appointment, the department chairperson in concert with the chairperson of the Promotion and Tenure Committee may appoint at least one faculty member with an CT appointment from outside the department to serve as a member of the Promotion and Tenure Committee. The outside member(s) will be selected from a list of names submitted by the candidate, the department chairperson, and the Promotion and Tenure Committee. The candidate will be given a chance to comment on the final list of outside member(s).

Faculty members at all ranks are subject to periodic evaluations at reasonable intervals of time. The intervals are at least every two (2) years for Assistant Professors, every five (5) years for tenured Associate Professors, every seven (7) years for full Professors. The Promotion and Tenure Committee will function as a review body for these periodic evaluations. All evaluations shall be based on the same criteria as used for promotion (see below).

For Continuing Tract (CT) faculty the following review process will be followed. Peer reviews by the Department PTC will be required in the second and fourth years, as per all new faculty. In addition, the peer reviews will be conducted in the sixth and thirteenth years which lead to contract renewals with the approval of the Provost (repeated every 7 years). CT faculty may hold higher academic ranks and to do so must meet the same criteria for academic rank as is required for tenure track faculty.

The responsibilities and procedures of the Promotion and Tenure Committee are:

Evaluation. The Promotion and Tenure Committee will meet and review the performance and productivity of departmental faculty members (both tenure-track and CT) prior to the time of the renewal of their contracts. The criteria considered will be the same as the general criteria presented below for promotion and tenure. The Promotion and Tenure Committee will convey its recommendations in written form to the department chairperson and to the faculty member under consideration. If any deficiencies exist in a faculty member's performance and productivity when he or she is considered for contract renewal, the faculty member will be notified in writing of these deficiencies at the earliest possible time to give the faculty member the opportunity to correct these deficiencies.

Promotion and Tenure. The Promotion and Tenure Committee will meet annually during the month of October to review the professional capabilities and performance of departmental faculty members relative to their consideration for promotion in academic rank and granting of tenure. The Promotion and Tenure Committee will assist a candidate in preparation of the dossier if requested by the candidate.

The procedures for consideration for promotion and tenure are:

Initiation. Departmental faculty members wishing to be considered for promotion and tenure must inform the department chairperson, in writing, by April 30, of their intent to submit their credentials to the Committee. In addition, members of the Departmental Promotion and Tenure Committee may solicit departmental faculty members for promotion and tenure consideration.

Credentials. It is the responsibility of the faculty member being considered for promotion and tenure to provide the Promotion and Tenure Committee with a dossier containing information necessary for evaluation. The dossier must contain materials and be organized under the headings specified in Section IV, of the Faculty Handbook, Section [4.4.9](#).

The evidential material should reflect the candidate's professional competence and activities with respect to graduate and undergraduate teaching, scholarly achievement (research and professional activities

and development), cooperative extension and service as outlined more specifically in the following section entitled "Evaluation Criteria."

All candidates to the rank of Associate Professor will be required to include the 2- and 4-year reviews (i.e., reviews conducted by the corresponding department committee and reviews conducted by the department chair) in their dossiers starting in the 2008-09 P&T cycle; dossiers that do not include these reviews will be considered incomplete.

While all accomplishments and activity go into the formulation of a judgment on promotion and tenure, the faculty member should be careful to carefully delineate the specifics of both scholarship and grants to allow reviewers to determine the time and scope of the activity. Work that was done prior to the appointment, be it the starting date or since the last promotion, must be clearly delineated from work done after the appointment. Unless otherwise noted in the faculty appointment letter, all work in rank, even if conducted at other institutions of higher education, shall be considered for promotion and tenure. It shall be the faculty's responsibility to include evidence of this work in his/her dossier and to clearly identify when and where this work was performed. (Rev. 5/10/07). The faculty member is also required to accurately represent grant awards.

The candidate has the option of providing the Promotion and Tenure Committee with faculty annual appraisal forms. The department chairperson will provide a delineation of areas of responsibility of the faculty member.

The chairperson of the Promotion and Tenure Committee will obtain a minimum of five (5) confidential external evaluations, from individuals with established reputations, of the faculty member's performance to be used during the evaluation process. External reviewers should represent distinguished or leading scholars in comparable roles or fields to that of the P&T candidate. The evaluators will be selected by the chairperson of the Promotion and Tenure Committee, in consultation with the department chairperson, from a list of names submitted by the candidate, the department chairperson and the Promotion and Tenure Committee. The candidate will be given a chance to comment on the qualifications and potential conflicts of interest with the potential evaluators.

Departmental – The Promotion and Tenure Committee will review the credentials and supporting material of the faculty member being considered for promotion in terms of whether his or her professional capability and performance meet the promotion criteria specified in the guidelines for evaluation section of this document. A majority of the committee should consist of faculty who are at or above the rank to which a candidate seeks promotion. In cases where the Department lacks a sufficient number of faculty at the appropriate rank, the P&T Committee will solicit participation of faculty from kindred departments. This solicitation will be done by the chairperson of the Promotion and Tenure Committee, in consultation with the department chairperson, from a list of names submitted by the candidate, the department chairperson and the Promotion and Tenure Committee. The committee should also consult with the department chairperson, who should offer counsel but neither participate in its final deliberations nor vote on its recommendation. Recommendations of the Promotion and Tenure Committee will be determined by a simple majority vote with the faculty member being considered for promotion and tenure excluded from deliberations and the vote on the recommendation.

The department chairperson also conducts a separate review of the faculty member's credentials and reach an independent recommendation.

The faculty member will be informed of both the recommendations of the Promotion and Tenure committee and the department chairperson; the faculty member will also be informed of the reasons for the recommendations and be advised of suggestions for improving the presentation of the credentials.

A faculty member who receives a negative decision from the Promotion and Tenure Committee may schedule an appeal with the Promotion and Tenure Committee and/or submit additional evidence to the dossier for the purpose of clarifying or enhancing the faculty member's dossier. The committee will consult

with the faculty member regarding this additional evidence within one week from the time the faculty member is informed of a negative decision, and must render its final decision within two working days thereafter.

A faculty member who receives a negative decision from the department chairperson may schedule an appeal with the department chairperson and/or submit additional evidence to the dossier for the purpose of clarifying or enhancing the faculty member's dossier. The department chairperson will consult with the faculty member regarding this additional evidence within one week from the time the faculty member is informed of a negative decision and must render his/her final decision within two working days thereafter.

The faculty member has the option of withdrawing the dossier from consideration for promotion and tenure at any point. If he or she does not elect to do so, the chairperson of the Promotion and Tenure Committee will convey the candidate's credentials, supporting material, and the Committee's recommendations to the Department Chairperson who, in turn, will forward the committee's and the chairperson's recommendations to the College Promotion and Tenure Committee and the Dean.

It is permissible for the candidate to add new evidence to the dossier at any time provided the Promotion and Tenure Committee and department chairperson receive copies of the material. It is permissible for the Promotion and Tenure Committee and/or department chairperson to add new evidence to the dossier at any time provided the candidate concurs.

The time schedule for the promotion process is:

30 April	Faculty member notifies department chairperson, in writing, of intent to submit credentials for promotion. Departmental Promotion and Tenure Committee begins the process of soliciting peer evaluations.
1 September	Dossier to Department Committee and Chairperson
1 October	Department's recommendation to the Chairperson.
15 October	Chairperson's recommendation to the College Committee
1 December	College Committee's recommendation to the Dean.
2 January	Dean's recommendation to the University Promotions and Tenure Committee.
15 February	University Promotions and Tenure Committee recommendations to Provost.
15 March	Provost's recommendations.

Appeals are possible at every level, but must be made to the committee or administrator whose decision is being appealed. An intention to appeal must be given to the appropriate body within five working days of notification of the decision. An appeal includes: (1) a letter documenting the basis of the appeal, usually written by the candidate; and (2) a scheduled meeting with the appropriate person or committee. It is strongly recommended that the candidate attend the appeal meeting. Representatives of the candidate can also attend and participate in the appeal meeting. Appeals must be handled within two weeks, except under extenuating circumstances. The University Faculty Senate Committee on Promotions and Tenure will hear no appeals beyond March 1, and the Provost's Office will hear no appeals beyond April 15. Any appeals not heard by these dates must be carried over to the following academic year. (Rev. Fac. Sen 2/98)

College and University Level Promotion and Tenure Review – the Department of Applied Economics and Statistics endorses the recommendations for the University Faculty Senate with regard to “Promotion Policy” (Section 4.4 of the Faculty Handbook) and Administrative Procedure of the College of Agricultural Sciences regarding Promotion Policy.

Promotion and Tenure Criteria

The criteria which will be reviewed by the Promotion and Tenure Committee when evaluating a candidate are listed below.

Teaching

- A. Undergraduate and Graduate Teaching and Advisement
 - 1. Courses taught on campus, off campus and abroad.
 - 2. Course revision with respect to organization, relevance of material, and instructional methods.
 - 3. Student and peer evaluations.
 - 4. Interaction with students and availability to students for planning a program of study.
 - 5. Interaction with other faculty members regarding undergraduate and graduate teaching.
 - 6. Student, departmental, and university recognition and complaints.
 - 7. Availability to and guidance of students in innovative study projects (Winter Session, Special Programs, Integrated Learning Semester).
 - 8. Availability to graduate students for purposes of guiding thesis research activities.
 - 9. Quality of completed graduate student thesis research.
 - 10. Participation and activities in interdisciplinary and international programs.

- B. Extension Teaching. Typical activities include but are not limited to conducting educational programs for clientele and staff; writing newsletters, news articles and columns; mass media educational efforts; facilitating educational client interactions; supervising intern/extern and field experiences for students; training volunteers; and writing program handouts.
 - 1. Knowledge of subject, current state of thought, practices, methods and alternatives.
 - 2. Ability to organize, express and communicate ideas and concepts, subject matter and research-based materials, orally and in writing.
 - 3. Ability to formulate teaching objectives, develop creative learning experiences and determine applicability of knowledge to solve problems.
 - 4. Ability to initiate a well thought out educational plan and to build a sequential program.
 - 5. Ability to deal and work effectively with co-workers; people from diverse educational, social, and cultural backgrounds; and others.
 - 6. Quality and quantity of activities.

Scholarly Achievement

- A. Research
 - 1. Number, quality and significance of publications, including refereed journal articles, Agricultural Experimental Station publications, research reports, publications in monographs, textbooks, and research and development work performed abroad, etc.
 - 2. Types and sources of research support and grants.
 - 3. Amount, quality, and relevance of research activities in progress to local, regional, national, and international issues.
 - 4. Development of relevant and timely new research activities.

5. Participation and activities in interdisciplinary and cooperative research (e.g., Agricultural Experiment Station research-related to Cooperative Extension Service activities, Agricultural Experiment Station regional research, interdepartmental research, international programs, etc.).
 6. Supervision of research.
 7. Unpublished research.
- B. Extension Scholarly Activity. Typical activities include but are not limited to development or adoption of educational materials; creation of Extension publications; evaluation of a program's impacts; completion of applied, demonstration, methodological, and evaluation research; publication of articles in refereed and non-refereed professional publications; scholarly and research presentations made at professional meetings and industry and business conferences; and innovative programs.
1. Quality, appropriateness, creativeness and relevance of materials and programs, either original or adapted from extension/outreach publications at other universities.
 2. Quality and quantity of activities.
 3. Contribution to individual, county and/or state plan of work.
 4. Ability to obtain contracts and grants to support scholarly activities.
 5. Ability to work effectively with extension colleagues.
 6. Documentation of impacts as related to plan of work.
- C. Professional Activities and Development
1. Membership, offices held, and participation in the activities of professional organizations.
 2. Participation in activities that benefit the profession (e.g., editorial boards, special committees).
 3. Participation in workshops, seminars, and courses aimed at improving teaching and/or research techniques.
 4. Participation in state, regional, national and international professional meetings.

Service

1. Membership on and effectiveness in departmental, college, cooperative extension and university committees.
2. Membership on and effectiveness in community, user group or commodity organizations or governmental agencies.
3. Availability as a resource person and provision of knowledge relative to general community problem situations.
4. Participation in university activities, including those performed abroad, unrelated to departmental instructional, research, and extension activities.
5. Effectiveness within the state, county, region and national education program; furtherance of accomplishments of clients; and contribution to individual, county and state plan of work (applied to faculty with extension appointments only).

Consideration of Criteria

A faculty member's official workload will be used to weight the evaluation criteria. However, given the great variety of responsibilities and assignments within the department, flexibility must be maintained in the evaluation of different areas of performance. It is recognized that due to time and resource limitations one or more of the above areas may be stressed by a faculty member at a given point in time (or over time) at the expense of other areas. This emphasis of particular areas may be required to develop skills in the given area (e.g., course development or revision, research activity in a high priority area, development of further

competence in specific areas of professional activity). In faculty evaluations, such emphasis will not be penalized as long as it leads to improvement in competency and contribution in the given areas of specialization.

It should be noted that in some instances a faculty member's workload may specify departmental faculty members' time is apportioned between the above areas and other activities not noted above. Such apportionment will be noted in the evaluation of and recommendations regarding the faculty member's activities.

Faculty work abroad requires certain procedures to facilitate evaluation and proper documentation. Technical assistance including but not limited to outreach activities, teaching, advising and curriculum development, economic development strategies, agricultural sector assessments, project papers, project evaluation, feasibility studies, and technical and mission reports provided by faculty members to University projects abroad or as individuals to host country of international organizations will be subject for promotion consideration. Thus, the department chairperson will provide written approval of faculty participation, work description and duration. This and other relevant material documenting the candidate's involvement should be included in the dossier.

If a candidate's dossier contains a significant number of joint activities such as co-authored proposals and/or publications, co-taught courses, etc., the candidate must include evidential materials that clearly documents the candidate's role in these activities. These evidential materials may include letters from individuals involved in the activities as well as administrators and others.

Criteria Ratings

When evaluating the criteria for Promotion and Tenure, five "ratings" will be used:

- (1) "Excellent" – Achieves at a level that is recognized as well above the normal requirements for his or her assigned duties, with notable contributions to the department.
- (2) "Very Good" – Achievement at a level that is above the average requirements for his or her assigned duties, with notable contributions for the department.
- (3) "Good" – Achieves at a level above the minimum requirements for his or her assignments.
- (4) "Satisfactory" – Meets the minimum requirements of his or her assignments.
- (5) "Unsatisfactory" – Fails to meet the minimum requirements of his or her assignments.

The minimum ratings required for Promotion and Tenure for Tenure Track Faculty are:

Promotion to Assistant Professor^a

Apart from earning the doctorate or other appropriate terminal degree, the primary requirement is the demonstrated ability and desire to achieve excellence in scholarship and teaching and to make positive contributions in all three areas. For this rank, past achievements are not so important as evidence of future growth and accomplishment.

Criterion	Minimum Rating
Teaching <ul style="list-style-type: none">• Undergraduate and Graduate Teaching & Advisement• Extension Teaching	Good

Scholarly Achievement	Good
<ul style="list-style-type: none"> • Research • Extension Scholarly Activity • Professional Activities and Development 	

Service	Good
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^aPromotion to Assistant Professor or higher rank requires a Ph.D. or equivalent degree.

Promotion to Associate Professor (and Tenure)

Inasmuch as promotion within the University to this rank generally carries tenure--a binding commitment on the part of the University--the qualifications must be rigorous. At a minimum, the individual should show excellent achievement in scholarship; and either excellent or very good in teaching (depending upon whether this is the major area of responsibility) and high quality performance in all other areas. Furthermore, there should be unmistakable evidence that the individual has progressed and will continue to do so. A mere satisfactory or adequate record as an assistant professor is not sufficient; there must be very clear indication, based on hard evidence and outside peer evaluations, that the candidate has in fact attained high levels of accomplishment.

Teaching	Excellence if the major area of responsibility or Very Good if the secondary area of responsibility
<ul style="list-style-type: none"> • Undergraduate and Graduate Teaching & Advisement • Extension Teaching 	

Scholarly Achievement	Excellence
<ul style="list-style-type: none"> • Research • Extension Scholarly Activity • Professional Activities and Development 	

Service	Good
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Promotion to Professor

This rank is reserved for individuals who have established reputations in their fields and whose contributions to their profession and the University's mission are excellent. At a minimum, the individual should show excellent achievement in scholarship; and either excellent or very good in teaching (depending upon whether this is the major area of responsibility) and high quality performance in all other areas. There should be unmistakable evidence of significant development and achievement in teaching, scholarship and service since the last promotion. Once again, the candidate's claim to have met these requirements must be thoroughly and completely documented by outside peer evaluations and other materials.

Teaching	Excellence if the major area of responsibility or Very Good if the secondary area of responsibility
<ul style="list-style-type: none"> • Undergraduate and Graduate Teaching & Advisement • Extension Teaching 	

Scholarly Achievement	Excellence
<ul style="list-style-type: none"> • Research • Extension Scholarly Activity • Professional Activities and Development 	

Service	Good
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Promotion on the Continuing Track

Promotion on the Continuing Track: Faculty on the continuing track have a specific contracted primary area of responsibility (teaching, research or service). Promotion of CT faculty members is to be based on excellence in one role, aligned with the preponderance of workload during the period at current rack. For promotion, CT faculty members will need to demonstrate at least high quality performance in other areas presented in their workload.

For Continuing Tract (CT) faculty the following review process will be followed. Peer reviews by the Department PTC will be required in the second and fourth years, as per all new faculty. In addition, the peer reviews will be conducted in the sixth and thirteenth years which lead to contract renewals with the approval of the Provost. CT faculty may hold higher academic ranks and to do so must meet the same criteria for academic rank as is required for tenure track faculty.

The minimum ratings required for Promotion and Tenure for Continuing Track Faculty are:

Promotion to Assistant Professor (CT)^b

Apart from earning the doctorate or other appropriate terminal degree, the primary requirement is the demonstrated ability and desire to achieve excellence in scholarship and teaching and to make positive contributions in all three areas. For this rank, past achievements are not so important as evidence of future growth and accomplishment.

Criterion	Minimum Rating
Teaching	Good
<ul style="list-style-type: none">• Undergraduate and Graduate Teaching & Advisement• Extension Teaching	
Scholarly Achievement	Good
<ul style="list-style-type: none">• Research• Extension Scholarly Activity• Professional Activities and Development	
Service	Good

^bPromotion to Assistant Professor CT or higher rank requires a Ph.D. or equivalent degree.

Promotion to Associate Professor (CT)

For CT faculty seeking promotion to associate professor, the individual should show excellent achievement in scholarship if this is part of the workload; and either excellent or very good in teaching (depending upon whether this is the major area of responsibility) and high quality performance in all other areas. There should be unmistakable evidence that the individual has progressed in the primary contracted area of responsibility during the time as an assistant professor, and that the applicant will, continue to make significant contributions. A merely satisfactory or adequate record in the primary contracted area of responsibility as an assistant professor is not sufficient to warrant promotion. There must be clear indications, based on convincing evidence and external evaluations, that the candidate has attained high levels of accomplishment in the primary contracted area of responsibility, and has also significantly contributed to the other area(s). When the predominant role is teaching or service, appropriate external evaluations can be performed locally, but should be external to the academic unit.

Teaching	Excellence if the major area of responsibility or Very Good if the secondary area of responsibility
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- Undergraduate and Graduate Teaching & Advisement
- Extension Teaching

Scholarly Achievement Excellence

- Research
- Extension Scholarly Activity
- Professional Activities and Development

Service Good

Promotion to Professor (CT)

For CT faculty seeking promotion to professor, the individual should show excellent achievement in scholarship if this is part of the workload; and either excellent or very good in teaching (depending upon whether this is the major area of responsibility) and high quality performance in all other areas. The rank of professor is reserved for truly outstanding individuals who demonstrate a reputation in the primary contracted area of responsibility, and significant, high-level contributions in the other area(s) since the last promotion. Demonstration of reputation generally requires strong evidence of significant levels of scholarship in the primary contracted area of responsibility. The candidate's claim to have met these requirements must be thoroughly and completely demonstrated by external evaluations and convincing evidence. When the predominant role is teaching or service, appropriate external evaluations can be performed locally, but should be external to the academic unit.

Teaching Excellence if the major area of responsibility or
Very Good if the secondary area of responsibility

- Undergraduate and Graduate Teaching & Advisement
- Extension Teaching

Scholarly Achievement Excellence

- Research
- Extension Scholarly Activity
- Professional Activities and Development

Service Good

Summary

The Department of Applied Economics and Statistics attempts to recruit and retain competent and productive faculty members. It is believed that the establishment of and adherence to this policy will facilitate the accomplishment of this goal.