

University of Maryland Extension Plan of Organization

Unit of the College of Agriculture and Natural Resources
University of Maryland

Section I. *Scope*

This Plan of Organization provides the structure for shared and balanced governance for the Unit called University of Maryland Extension (UME) and outlines the bylaws under which UME operates. This Plan of Organization replaces any previous plans, rules, or policies adopted by former units for faculty and staff governance. The Plan of Organization will be updated, amended and appended in the future to address substantive topics critical to the efficient functioning of the unit that are not adequately addressed and warrant clarification. UME is a unit within the College of Agriculture and Natural Resources (AGNR). The AGNR Plan of Organization has final authority and the UME Plan of Organization will conform to it.

UME is a statewide organization with components located at the University of Maryland College Park (UM), University of Maryland Eastern Shore (UMES) and in offices across the state of Maryland. The Unit, **University of Maryland Extension**, is administered by the Associate Dean and Associate Director, UME; College of Agriculture and Natural Resources, UM College Park. This includes faculty and staff located in 23 counties, Baltimore City, Research and Education Centers and in campus based offices that are not located in academic departments. The other campus based faculty with UME appointments are based administratively in academic departments or other units/departments, but are responsible for UME programs.

The Cooperative Extension Service (CES) was created by the Smith-Lever Act in 1914. As the name implies, it is a cooperative educational relationship among three levels of government. The federal partner is the United States Department of Agriculture (USDA), the state partner is the land-grant university, and the county partner is local government. CES is an extension or outreach of the land-grant university and the USDA to the people of each state. Educational or technical information is provided to help solve the problems directly affecting the people of the state.

This cooperative arrangement provides for three sources of public funds for educational programs with a common mission of "helping people help themselves." UME operates in this partnership with federal, state, and county governments to address needs and provide education in the broad areas of: agriculture and natural resources, sea grant, 4-H youth development, family and consumer sciences, and community, resource and economic development. Adult and teen volunteers are recruited and trained by extension educators to provide subject matter outreach education to citizens throughout the state. UME functions as a single statewide unit, with the Associate Dean and Associate Director of

the College of Agriculture and Natural Resources (AGNR) serving as the UME Chair. Regional Extension Directors provide oversight and direction for business operation and supervision of employees, including faculty and administrative support staff. Note that organizational charts for AGNR and UM are included as an appendix.

UME serves as the first-level review unit for Appointment, Promotion and Tenure (APT) review purposes. Faculty in the UME professional rank system are granted all rights and privileges commensurate with the academic rank. The parallel/equivalent academic ranks are:

Agent = Assistant Professor
Senior Agent = Associate Professor
Principal Agent = Professor

A. Mission of University of Maryland Extension

The mission of University of Maryland Extension is to provide educational outreach for the University of Maryland (UM and UMES) and the College of Agriculture and Natural Resources (AGNR) in the areas of agriculture and natural resources, sea grant, 4-H youth development, family and consumer sciences, and community, resource and economic development. Through these programs, individuals and communities have access to research based educational programs to promote the themes and outcomes of the UME Primary Mission Areas which include:

1. Quality of Life
2. Economic Prosperity
3. Environmental Stewardship
4. Professional and Organizational Development

Section II. *Administration*

A. Associate Dean and Associate Director

1. Responsibilities of the Associate Dean and Associate Director

The Associate Dean and Associate Director reports to the Dean and Director (hereafter referred to as Dean) of the College of Agriculture and Natural Resources for the overall operation and performance of the University of Maryland Extension (UME). The Dean has ultimate responsibility for the UME unit, including the following functions: facilities, budget, organizational operations, personnel matters and programming. The Dean delegates these responsibilities to the UME Associate Dean and Associate Director. More specifically, this position is responsible for the following functions within each local or regional office: hiring and dismissal of faculty and staff with appropriate approvals; coordination of programs; preparation of budgets and supervising

expenditures; management of county/city and center offices; preparation and recommendations for promotion and tenure; mentoring programs for junior faculty; providing visionary leadership for the unit; encouraging and facilitating professional development for faculty and staff; and promoting and enhancing UME public relations.

The Associate Dean and Associate Director is appointed by authority of the Dean of the College of Agriculture and Natural Resources following a search involving substantial participation by faculty and staff and upon the recommendation of the faculty. This position serves an initial five-year term (or a term negotiated with the Dean of the College of Agriculture & Natural Resources) and may serve an additional five-year term (or a term negotiated with the Dean of the College of Agriculture and Natural Resources) if approved by the faculty and the Dean of the College, consistent with University policy. This position represents UME and serves as a bridge for communication, coordination of activities and information flow between and among UME, the college and campus administration.

The Associate Dean and Associate Director leads the faculty through administration of the unit. All faculty and staff members have access to the Associate Dean and Associate Director to discuss issues involving policy and policy implementation related to UME. This position is supported by Regional Extension Directors, Program Leaders and Assistant Director for Evaluation and Assessment. In administering and planning for the future of UME, the Associate Dean and Associate Director interacts with the Faculty and Staff Advisory Committee and the county/city/center Extension Advisory groups as well as external advisory groups composed of business, government, industry, volunteers and professionals external to the University. The Associate Dean and Associate Director must be able to achieve tenure.

2. Evaluation of the Associate Dean and Associate Director

An annual performance evaluation of the Associate Dean and Associate Director, in meeting the requirements of the position outlined in II-A above and the expectations of the Dean of the College, is conducted by the Dean of the College of Agriculture and Natural Resources in accordance with UM Administrative PRD policies and procedures. Every five years the Associate Dean and Associate Director is reviewed by the Dean using procedures outlined in the UM Policy on the Review of Department Chairs and Directors of Academic Units.

3. Replacement of the Associate Dean and Associate Director

When the position becomes vacant, it is filled according to the guidelines defined by the College and University policies. A committee composed of tenured and tenure-track faculty in UME presents to the Dean a list of nominees to serve on the Search Committee for the Associate Dean and Associate Director position. These nominees include representatives of UME faculty and staff from College Park, Eastern Shore, the Regional Research and Education Centers and county/city offices. The Dean may also choose other members to ensure diversity and appropriate representation.

B. UME Unit/Organization Administration

The following positions assist the Associate Dean and Associate Director in the administration of UME. These positions are identified for a fixed term and are subject to review and reappointment. The Dean and Director retains the ultimate responsibility for the administration of UME.

1. Regional Extension Directors (RED)

REDs serve as unit directors for their respective regions. For organizational function and operation, there are two regions in the UME department: East Region and West Region. The REDs are responsible for the overall vision and management of the regions and provide day-to-day leadership of the region with respect to personnel management, fiscal oversight and public relations. They work collaboratively with the Program Leaders in the execution of these duties and support Program Leaders in their identified duties as described in #2 below. More specifically, the REDs and their support staff are responsible for hiring, orienting, mentoring and evaluating faculty and staff; counseling employees; facilitating annual Individual Extension Plans and Annual Performance Reviews; planning and managing appropriated funds; and facilitating the faculty contract renewal process (which is completed at the end of the faculty member's 2nd year), Promotion and Tenure, and 5-year Post-Tenure review processes. A RED is appointed for an initial five-year term. REDs are reviewed by the Associate Dean and Associate Director using procedures outlined in the UM Policy on the Review of Department Chairs and Directors of Academic Departments. REDs must be able to achieve tenure.

2. Assistant Directors for Programs or Program Leaders (PL)

Assistant Directors for Programs provide overall vision and direction in the broad program areas of Agriculture and Natural Resources; Sea Grant; Family and Consumer Sciences; Community, Resource and Economic Development; and 4H Youth Development. This includes: facilitation, implementation and evaluation of effective program development; coordination of multi-disciplinary program teams, effective collaborations between campus and field-based faculty and facilitating UME scholarships in their respective program areas. The Assistant Directors for Programs coordinate efforts to: 1) facilitate interdisciplinary programming teams; 2) mentor and guide faculty and staff in programming matters; 3) provide input into the faculty annual evaluation process in partnership with REDs, and 4) gather program accomplishments for reporting to federal and state funders with regard to program accomplishments. Assistant Directors for Programs are appointed for an initial five-year term and are reviewed by the Associate Dean and Associate Director using procedures outlined in the UM Policy on the Review of Department Chairs and Directors of Academic Departments. Assistant Directors for Programs must be able to achieve tenure.

3. Assistant Director for Evaluation and Assessment

The Assistant Director for Evaluation and Assessment coordinates assessment and evaluation processes to ensure programs are achieving short, medium and long term outcomes. This person leads statewide efforts to capture and communicate UME impacts to stakeholders and beneficiaries and coordinates submission of state and federal reports in collaboration with PLs. This work is done in concert with PLs, REDs and statewide programming teams. The Assistant Director for Evaluation and Assessment is appointed for an initial one-year term and is renewed annually based upon successful review.

4. County/City Extension Directors, Area Extension Directors and Center Directors

The County/City Extension Directors, Area Extension Directors and Center Directors manage the day-to-day operations of UME at the local level. Supported by the REDs, they work in the areas of program coordination, personnel management, fiscal accountability and public relations. They serve an initial 3-year term that is then renewable annually by fiscal year (July 1st - June 30th) at the pleasure of the RED and the UME Associate Dean and Associate Director based upon performance and needs of the unit.

Section III. Faculty

A. Organization of Faculty

The role of UME faculty (Agent, Senior Agent and Principal Agent) (or working titles of Extension Educators and Extension Specialists housed in units other than academic departments) affiliated with the UME, College Park and Eastern Shore, is to disseminate research-based information and conduct educational programs to citizens in the state based upon Maryland's or other land-grant institutions' knowledge base. Extension Educators and Extension Specialists are hired at the rank of Agent/Assistant Professor.

UME Faculty:

- May be housed in a unit on campus, in a county/city office, or in a research and education center (REC).
- Conduct needs assessments, plan and implement relevant educational programs, and determine impact by collecting program evaluation data, often in collaboration with campus-based faculty in departments and with colleagues in other states.
- Employ a variety of educational methods, which include but are not limited to workshops, farm demonstrations, clinics, seminars, classes, camps, twilight tours, media work, and customized consultation with communities, families and individuals.

1. UME faculty types and ranks:

- a. Agent (tenure track, parallel/equivalent to the academic/University rank of Assistant Professor)

The appointee must hold at least a master's degree in an appropriate discipline and show evidence of academic teaching ability and leadership skills. The appointee shall have an educational background related to the specific position.

- b. Senior Agent (tenured, parallel/equivalent to the academic/University rank of Associate Professor)

In addition to the qualifications of an Agent, the appointee must have demonstrated achievement in program development and must have shown originality and creative ability in designing new programs, teaching effectiveness, and evidence of service to the community, institution, and profession. The appointee must have an established regional and state reputation.

- c. Principal Agent (tenured, parallel/equivalent to the academic/University rank of Professor)

In addition to the qualifications of a Senior Agent, the appointee must have demonstrated leadership ability and evidence of service to the community, institution, and profession. The appointee must also have received recognition for contributions to UME to establish a reputation among state, regional and national colleagues, and should have demonstrated evidence of distinguished achievement in creative program development.

- d. Departmental Faculty with an Extension Appointment

Faculty assigned to a college academic department may have a percentage of the time dedicated to UME. Such faculty typically have appointments split across research, teaching and/or extension responsibilities. The tenure home for these faculty will be in their respective academic department, and they will participate in departmental activities including committees, meetings and tenure review and approval in that department. These faculty are affiliated with UME through their work with impact teams, leading and delivering statewide educational programs, supporting and collaborating with field-based educators, and supporting the program development process for UME.

e. Associate Agent

The appointee shall hold at least a bachelor's degree and shall show evidence of an ability to work with people. The appointee shall have an educational background related to the specific position and should demonstrate evidence of creative ability to plan and implement UME programs. This is a term appointment and may be renewed annually. Non-tenure accruing.

f. Faculty Extension Assistant

The appointee shall be capable of conducting UME programming under the direction of and in concert with tenured/tenure-track faculty. As part of the overall program team, they have program planning, implementation, and evaluation responsibilities, and they have the specialized expertise, training and ability to perform the duties required. An earned bachelor's degree and experience in the specialized field are required. Generally these positions are funded by county or city dollars, with some portion of state dollars supporting benefit costs. These positions are designed to help meet short-term programming needs. Non-tenure accruing.

g. Faculty Extension Associate

The appointee shall be capable of carrying out individual instruction and collaborating in group discussions at the advanced level, should be trained in UME procedures, and should have had the experience and specialized training necessary to develop and interpret data required for success in such UME projects as may be undertaken. An earned doctorate shall be the minimum requirement.

h. Affiliate Status

UME Field Faculty may request and/or be asked to become affiliated with a campus based department. Primarily, this will be for field faculty who support academic departments through teaching, advising or research efforts. Each academic department determines criteria for the affiliate status. If approved, the UME faculty title will then reflect the affiliate status, Affiliate Agent, Affiliate Senior Agent, Affiliate Principal Agent with specific department notation. The tenure home will remain in UME.

i. Emeritus faculty

Faculty wishing to apply for emeritus status must have worked in the University for a minimum of ten years. They need to have shown excellence in one or more of the areas of teaching, research, and service. Emeriti faculty may attend and participate in faculty meetings except those dealing with promotion, tenure or hiring. Emeriti Educators are no longer voting members of the faculty; however, their collective input is valued.

B. Faculty Evaluations and Reviews

1. Periodic Evaluation of Faculty Performance

a. Annual Reviews of All Faculty

An annual review of activities, accomplishments, UME contributions, programming impact, professional development and achievement of faculty and staff is conducted under the direction of the Associate Dean and Associate Director. These reviews are facilitated by the Regional Extension Directors with input from the respective Assistant Directors for Programs and County/City/Center Extension Directors/Coordinators. The review of Extension Specialists not in academic departments or located at RECs is facilitated by the appropriate Assistant Director.

The annual review of scholarship, teaching and service is conducted for all faculty, followed by an individual meeting between the RED, CED (when appropriate) and faculty member where the faculty member's progress and accomplishments are discussed. The review of Extension Specialists not in academic departments and not located at an REC, is facilitated by the appropriate Assistant Director. For tenure-track faculty, an assessment is made as to whether the faculty member is on track for achieving tenure within the allotted time.

b. Teaching Evaluations

Evaluations of UME programs are conducted and it is the responsibility of the faculty member to ensure evaluations are conducted in accordance with acceptable evaluation methodologies. It is the responsibility of the county/city/unit's Extension Director/Coordinator (CED or CEC) (for UME Educators), the Regional Extension Director (for CED's and Extension Specialists), and the appropriate Assistant Director for Programs (for departmental Extension Specialists) to compile the results of Teaching Effectiveness forms. For campus faculty with an Extension assignment, the supervising Department Chairperson compiles the results

of clientele and peer evaluation forms. These summarized results are included with the candidate's dossier and reflect on the candidate's teaching performance. For Extension Specialists not in academic departments, this process is facilitated by the appropriate Assistant Director.

2. Contract Renewal Review for all non-tenured, tenure track faculty

All tenure-track Extension educators hired at the rank of Agent are given an initial appointment of three years with the first year being a probationary year. A two-year review is conducted for all such educators in order to assess the faculty member's progress and potential in scholarship, teaching effectiveness and service. The initial appointment may be renewed for additional one, two or three years or it may be terminated in accordance with the UM policy on Appointment, Promotion and Tenure (APT). The Associate Dean and Associate Director appoints a two-year review committee for this process. The committee reviews materials and makes a recommendation to the Associate Dean and Associate Director, identifying the faculty member's strengths and areas for improvement and if the contract should be continued. The Associate Dean and Associate Director notifies the faculty member in writing of the decision regarding the contract.

3. Post Tenure – 5 Year Review

All tenured faculty members are required by campus policy to undergo a periodic evaluation at least every five years. The Associate Dean and Associate Director may delegate this responsibility. The Associate Dean and Associate Director appoints a committee of three tenured UME faculty members to carry out this review. The faculty member being reviewed provides the committee with the supporting documents as required under this policy. The committee carries out the review in a timely manner and provides to the Associate Dean and Associate Director a written report on the candidate's strengths and areas for improvement. Procedures used in the periodic evaluation reviews are consistent with the approved UME policy and the University Policy on Periodic Evaluation of Faculty (II.1.20 (A)) UM Policy on Periodic Evaluation of Faculty Performance, incorporated herein by reference.

C. Appointments, Promotion & Tenure

Tenured/tenure-track educators provide the overall educational plan for a program, taking into consideration needs assessment, program planning and development, implementation, and evaluation. Tenure-track faculty members are expected to be actively engaged in teaching programs in their base county/city/center, across county and regional lines, and within the state. These positions are funded by a combination of federal, state and county dollars.

The factors considered for tenure and promotion in the UME fall into three specific categories: 1) Education, mentoring, and teaching; 2) Creative activities and scholarship;

and 3) Service. Faculty are evaluated on their productivity in all three categories to the extent to which they have met the criteria commensurate with the rank they seek.

Faculty in the Extension Educator and Extension Specialist rank system are granted all rights and privileges commensurate with the academic rank. The parallel/equivalent academic ranks are as follows:

Agent = Assistant Professor
Senior Agent = Associate Professor
Principal Agent = Professor

The expectations for promotion are:

- Senior Agent / Associate Professor—should demonstrate a local, regional, and/or state reputation in the above three categories.
- Principal Agent / Professor—in addition to meeting the criteria for Senior Agent and Associate Professor, should demonstrate a national and/or international reputation in the above three categories.

The signed curriculum vitae documents the achievements of the UME faculty member in the following categories:

1. Extension Education, Mentoring and Advising

The candidate establishes the foundation of a successful UME education program that includes:

- Assessment of program needs, defined goals and objectives, identified audiences, and educational efforts or activities with targeted outcomes and resulting impacts;
- Presentation of innovative activities or methods using a variety of educational techniques well suited to audience needs as evaluated by peers and clientele;
- UME educational efforts and activities that include but are not limited to formal, non-formal or continuing education unit (CEU) courses, other classes, curriculum development, initiation and maintenance of web pages, and media work;
- Mentoring and supervision of UME colleagues, volunteers, staff, interns, undergraduate students, graduate students, work study students or other mentees; and
- Recognition for teaching excellence and/or other special recognition.

2. Research, Scholarship and Creative Activities

UME faculty shows evidence of scholarly work defined as: *the creation, integration, and application of research-based knowledge whose significance is validated by peers and communicated for the adoption and benefit of communities and citizens* (Adams, R. G., Harrell, R. M., Maddy, D. J., & Weigel, D. J. (2002). *The Scholarship of Extension:*

Implementing Extension's Vision for the 21st Century. A White Paper by the Extension Committee on Organization and Policy Personnel and Organizational Development Committee. Lincoln, NE. Available: <http://podc.unl.edu/scholarship.pdf>).

Faculty members:

- Develop, synthesize, and disseminate knowledge in the form of scholarly publications and products, including but not limited to abstracts, articles in refereed journals, books, chapters in books, demonstration or other applied research, educational CD's, exhibits, UME publications, grants, professional papers presented, reports, and reviewing activities. Scholarship is expected to take the form of creating innovative programs, developing or adapting educational materials, initiating effective program practices, and securing grants and in-kind grant funding;
- Establish a state, regional, national and/or international reputation among colleagues as an Extension Educator or Extension Specialist. Extension Specialists with the rank of Agent/Assistant Professor, Senior Agent/Associate Professor, or Principal Agent/Professor are expected to conduct applied research. Extension Educators are encouraged, but not required, to conduct applied research. The adoption by peers of procedures, recommendations or educational materials developed is viewed favorably as evidence of scholarship.
- Receive awards or other recognition for scholarly work and program excellence; and
- Remain current in teaching/program delivery and technical/subject matter.

3. Service

The candidate demonstrates service to 1) the University of Maryland Extension; 2) the College of Agriculture and Natural Resources; 3) the University of Maryland College Park, and/or the University of Maryland Eastern Shore; 4) relevant professional associations and societies; and 5) relevant state and community organizations/agencies.

Active participation and leadership roles on boards, commissions, and committees are valued as are awards and recognition received for service performed.

Additional promotion and tenure guidelines can be found at <http://wred.umd.edu>

Section IV. *University of Maryland Extension Support Staff*

A. Support Positions

1. Extension Program Assistant

Under the general supervision of Coordinators or County Extension Educators, program assistants perform a variety of technical duties to carry out teaching, demonstration and other educational activity in agricultural sciences, family and consumer sciences, 4-H youth development and other specific program areas. Program responsibilities vary depending on the assignment. Minimum qualifications: high school diploma or GED (General Educational Development test). (Non Exempt Position)

2. Regional Information Technology (IT) Coordinators

IT Coordinators provide support for the technology needs throughout the state. More specifically they are responsible for ordering, maintaining, servicing and organizing inventory of all electronic equipment purchased as part of UME. Additionally, they facilitate training of faculty and staff while collaboratively working with Campus and College IT staff for the identification and integration of new technology for UME. These individuals report to the appropriate RED. (Exempt Position)

3. Administrative Staff Support

The first priority of the administrative staff is to support the efficient functioning of UME, including faculty support, communication and understanding of College and University requirements, personnel and other business matters. These individuals remain in place as REDs, Program Leaders and other administrators change and as a result of successful performance reviews. (Can be either an Exempt or a Non Exempt Position)

B. Evaluation of Support Positions (PRD)

UME carries out the University's Performance, Review and Development (PRD) process with each staff member annually as approved by the MOU between the bargaining unit and the UM.

Section V. *UME Committees*

A. Appointment, Promotion and Tenure Committee

The University of Maryland Extension Appointment, Promotion and Tenure Committee membership and guidelines are established by UM. These guidelines can be found in Appendix A or on the internet using the following URL:
<http://www.wred.umd.edu/Promotion-Tenure/Home.htm>

B. UME Faculty and Staff Advisory Committee (FSAC)

The UME Faculty and Staff Advisory Committee (FSAC) is inclusive and serves as a forum for the Associate Dean and Associate Director for Extension to discuss items of concern for the unit. Committee members are encouraged to collaboratively identify potential solutions to identified issues and concerns.

Members of the FSAC consist of county/city, regional and state faculty and staff. There are two representatives from each level of UME as well as two at-large positions for a total of twelve members. Representatives are from: East Region, West Region, Research & Education Centers, Departments and staff. At-large positions are utilized to ensure committee diversity.

Terms of appointment are for two years with an opportunity to serve two successive terms. After serving two successive terms, committee members must sit out for at least one year before being re-nominated. Committee members are self-nominated; the Associate Dean and Associate Director coordinates the call for nominations.

A slate of candidates is developed from those individuals nominated. The slate is categorized by UME level. UME faculty and staff have the opportunity to elect representatives for each level. The election is coordinated by the Associate Dean and Associate Director's office.

The committee elects a chair-elect and secretary each year. The chair-elect moves into the chair position the following year. Each officer serves a one-year term.

The FSAC meets three times per year. Meeting agendas are developed jointly between FSAC Chair and the Associate Dean and Associate Director for UME. The FSAC chair-elect serves in the absence of the chair at FSAC meetings and this person serves as the nominating committee chair for officers and new committee members. The FSAC secretary takes minutes and facilitates committee correspondence.

C. *Merit Committee*

The Merit Committee is comprised of the following individuals: the Assistant Director for Programs (Program Leader for the program area), the Regional Extension Director, and the County Extension Director. This committee determines the merit pay as permitted by the budget and performance evaluations.

Section VI. *Faculty Assembly*

A. Faculty Assembly

An annual faculty assembly is held to facilitate faculty interaction and to present and vote on issues related to UME. This assembly may be held using technology (internet meetings, etc) or held in a central location. This assembly is open to all faculty and staff in UME. This annual assembly provides an opportunity to amend and ratify changes to the UME Plan of Organization or other related issues as deemed necessary by the administration and or faculty and staff.

Section VII. *Ratification and Amendments*

A. Ratification

This UME Plan of Organization goes into effect when approved by a fifty percent plus one vote of the faculty and staff of the University of Maryland Extension.

B. Amendments

Individual amendments to this Plan of Organization may be suggested by any faculty or staff member at any faculty meeting and is considered by the faculty in a timely manner but in not less than two weeks. Written copies of proposed changes must be provided to all faculty members at least one week prior to the meeting to discuss the changes and vote on them. Amendments must be approved by a fifty percent plus 1 of the faculty and staff (excluding those on sabbatical) in order to be accepted and included into the Plan of Organization.

A complete reevaluation of this Plan of Organization can be done at any time by the faculty or by a committee appointed by the Associate Dean and Associate Director.

Approved via UME faculty vote: February 2, 2009

Reviewed and approved by UM Faculty Senate: December 1, 2009

Last revised: December 18, 2009

Appendix A
University of Maryland Extension (UME)

*Criteria for the Promotion & Tenure of
Extension Educators and Extension Specialists Housed in Units Other than
Departments*

March 2, 2009 Revision to
January 13, 2006 Document further revised on April 26, 2006

UME Role

The role of faculty (Extension Educators and Extension Specialists housed in units other than departments) affiliated with the University of Maryland Extension (UME), College Park and Eastern Shore, is to disseminate research-based information from Maryland's or other land-grant institutions to citizens in the state. Extension Educators and Extension Specialists at RECs are hired at the rank of Agent. Extension Specialists in departments are hired at the rank of Assistant Professor.

UME faculty:

- May be housed in a unit on campus or in a county/city office or research and education center.
- Conduct needs assessments, plan and implement relevant educational programs, and determine impact by collecting program evaluation data, often in collaboration with campus-based faculty in departments and with colleagues in other states.
- Employ a variety of educational methods, which include but are not limited to workshops, farm demonstrations, clinics, seminars, classes, camps, twilight tours, media work, and customized consultation with families and individuals.

Promotion & Tenure Factors

The factors considered for tenure and promotion in the University of Maryland Extension (UME) fall into three specific categories: 1) Extension education, mentoring, and teaching; 2) creative activities and scholarship; and 3) service. Faculty will be evaluated on their productivity in all three categories to the extent to which they have met the criteria commensurate with the rank they seek. Tenure is granted to the individual and therefore follows that individual, regardless of any changes in work site or assignment.

Faculty in the Extension Educator and Extension Specialist rank system will be granted all rights and privileges commensurate with the academic rank. The equivalent ranks are as follows:

Agent = Assistant Professor
Senior Agent = Associate Professor
Principal Agent = Professor

The expectations for promotion are:

- Senior Agent and Associate Professor—should demonstrate a local, regional, and/or state reputation in the above 3 categories.
- Principal Agent and Professor—in addition to meeting the criteria for Senior Agent and Associate Professor, should demonstrate a national or international reputation in the above 3 categories.

The signed curriculum vitae documents the achievements of the UME faculty member in the following categories:

Extension Education, Mentoring (1), and Teaching (2)

The candidate shall have established the foundation of a successful Extension education program that may include:

- Assessment of program needs, defined goals and objectives, identified audiences, and educational efforts or activities with targeted outcomes and resulting impacts;
- Presentation of innovative activities or methods using a variety of educational techniques well suited to audience needs as evaluated by peers and clientele;
- UME educational efforts and activities that include but are not limited to formal, non-formal or continuing education unit (CEU) courses, other classes, curriculum development, initiation and maintenance of web pages, and media work;
- Mentoring and supervision of UME colleagues, volunteers, staff, interns, undergraduate students, graduate students, work study students, or other mentees; and
- Recognition for teaching excellence and/or other special recognition.

Creative Activities and Scholarship

UME faculty will show evidence of scholarly work defined as: *the creation, integration, and application of research-based knowledge whose significance is validated by peers and communicated for the adoption and benefit of communities and citizens* (Adams, R. G., Harrell, R. M., Maddy, D. J., & Weigel, D. J. (2002). *The Scholarship of Extension: Implementing Extension's Vision for the 21st Century*. A White Paper by the Extension Committee on Organization and Policy Personnel and Organizational Development Committee. Lincoln, NE. Available: <http://podc.unl.edu/scholarship.pdf>).

Faculty members will:

- Develop, synthesize, and disseminate knowledge in the form of scholarly publications and products, including but not limited to abstracts, articles in

refereed journals, books, chapters in books, demonstration or other applied research, educational CD's, exhibits, UME publications, grants, professional papers presented, reports, and reviewing activities. Scholarship is expected to take the form of creating innovative programs, developing or adapting educational materials, initiating effective program practices, and securing grants and in-kind grant funding;

- Establish a state, regional, national and/or international reputation among colleagues as an Extension Educator or Extension Specialist. Extension Educators are encouraged, but not required, to conduct applied research. Extension Specialists with the ranks of Agent/Assistant Professor, Senior Agent/Associate Professor, or Principal Agent/Professor are expected to conduct applied research. The adoption by peers of procedures, recommendations or educational materials developed is viewed favorably as evidence of scholarship.
- Receive awards or other recognition for scholarly work and program excellence; and
- Remain current in teaching/program delivery and technical/subject matter.

Service

The candidate shall have demonstrated service to 1) the University of Maryland Extension; 2) the College of Agriculture and Natural Resources; 3) the University of Maryland College Park and/or the University of Maryland Eastern Shore; 4) relevant professional associations and societies; and 5) relevant state and community organizations/agencies. Active participation and leadership roles on boards, commissions, and committees are valued as are awards and recognition received for service performed.

Additional P&T Materials

Personal Statement

The personal statement is compiled by the candidate and describes accomplishments in the areas of Extension education, mentoring and teaching; creative activities and scholarship; and service. This concise, descriptive statement provides the candidate with an opportunity to highlight strengths, innovations, and outcomes. It should be relatively short (2-3 pages) and directed toward readers who may not be familiar with UME or the candidate's subject matter.

External Letters

In accordance with University guidelines, external letters of evaluation will be solicited from at least six recognized authorities in the candidate's broad field of expertise. External evaluators will be chosen from a list that shall include 1) individuals nominated by the candidate and 2) individuals selected by the nominating UME unit. The regional Extension director (RED) or UME Associate Director will assist with names of external reviewers, as needed, and will forward those names to the Dean for review, approval, or suggested changes. The College and University promotion and tenure process places significant weight on external reviewers' letters.

Teaching Evaluations

Evaluations of Extension programs will be conducted and it is the responsibility of the faculty member to ensure evaluations are conducted in accordance with acceptable evaluation methodologies. It is the responsibility of the county/city/UME's Extension director (CED) (for Extension Educators), the regional Extension director (for CED's and Extension Specialists at RECs), appropriate Assistant Director (for Extension Specialists not in academic departments), and the department chair (for Extension Specialists in departments) to compile the results of clientele and peer evaluation forms. These summarized results will be included with the candidate's dossier and will reflect on the candidate's teaching performance.

Appendix

The candidate will submit examples of scholarly work that are representative of their Extension programming excellence. The committee chair and RED (for Extension Educators and Extension Specialists at RECs) or department chair (for Extension Specialists in departments) will choose appropriate materials, no more than two, to send forward to external reviewers.

The Promotion and Tenure Process

Appointment of Promotion & Tenure Committees

The first-level APT review committee will consist of all eligible faculty members (i.e. full-time permanent members in UME who are at or above the rank to which the candidates seeks promotion or appointment). The chair will be appointed by the UME Associate Director (for Extension Educators and Extension Specialists at RECs) or department chair (for Extension Specialists in departments) for a two-year term. The UME Associate Director in consultation with the first-level chair will appoint a sub-committee of eligible faculty members to work specifically with the candidate to prepare the promotion and tenure packet. The sub-committee will prepare a descriptive report to accompany the packet when submitted for first-level review and approval. The candidate will have two weeks to review the descriptive report before a final draft is submitted.

The vote of the entire eligible faculty in UME participating in the review process shall be considered the faculty recommendation of the first-level academic unit. The first-level committee process will be guided by the current UM Promotion and Tenure procedures. These procedures can be found at <http://www.faculty.umd.edu/policies>.

Voting Procedures

Given the role that faculty play in the educational process across the state, as well as regionally and nationally, conflicts will likely arise with regard to scheduling the promotion and tenure voting process. If and when physical presence is not an option, all reasonable efforts will be made for faculty to participate in the discussion phase through conference calling and/or web conferencing. Individuals who participate in this manner will be afforded the opportunity to receive and review the promotion and tenure packets prior to the first-level review committee meeting. Voting may occur by either fax or e-mail. It should be noted that:

- 1) Policy specifying the mechanics for voting and absenteeism should not be interpreted to mean that absenteeism during UME meetings of this nature is acceptable. Physical presence is the preferred choice.
- 2) Discussion is recognized as being very valuable in the consideration phase of promotion and tenure. Faculty must participate in the discussion while present (either physically or through audio/ video conferencing) to vote.
- 3) Announcing the promotion and tenure UME meeting date well in advance will help faculty to avoid scheduling conflicts.

Presence of the RED or UME Associate Director

Presence of the UME Associate Director or RED at the First-level Promotion and Tenure Review Committee meeting of all eligible faculty will be determined by a faculty vote conducted via email at least seven days prior to the first-level UME's committee meeting. If approved, the UME Associate Director or RED (for Extension Educators and Extension Specialists at RECs) or department chair (for Extension Specialists in departments) participation is limited to clarification of a candidate's dossier and/or the promotion and tenure process. If not approved, the UME Associate Director or RED must be available to respond to any questions asked by the committee.

Rights of Candidate

The individual faculty member will be kept informed of the process as it occurs at the first level and the outcome by the UME Associate Director (for Extension Educators and Extension Specialists at RECs) or department chair (for Extension Specialists in departments).

Emeritus Faculty Appointment

Extension Educators and Extension Specialists interested in becoming emeritus faculty may apply themselves or be nominated by colleagues. Emerita or emeritus after the academic title Professor or Associate Professor or the equivalent titles of Principal Agent or Senior Agent shall designate a faculty member who has retired from full-time employment in UME at the rank of Professor or Associate Professor or the equivalent ranks of Principal Agent or Senior Agent after meritorious service in the areas of teaching, research, or service. Procedures governing the granting of emeritus status can be found in the UM Policy on Appointment, Promotion and Tenure of Faculty. These procedures can be found at <http://www.faculty.umd.edu/policies>.

(1) Statement Regarding Faculty Mentoring.

UME faculty mentor and supervise UME colleagues, volunteers, staff, interns, work study students, or other mentees. Faculty are mentored by county and regional Extension Directors, UME program leaders, and other colleagues. The CED, RED, and/or UME Associate Director help new faculty adjust to the non-academic aspects of the job. Program leaders focus on program planning and development within specific subject-matter disciplines. UME faculty colleagues help new faculty learn about local program priorities, development of stakeholder relationships, how to work with local government, media relations, and other aspects of the job to ensure success. Faculty members are

encouraged to receive training on mentorship and volunteer to mentor new faculty in establishing educational programs in the local UME's, regions, or campus.

Annually, UME faculty are guided and supported through the individual Extension planning and faculty review processes. Included in each, are sections on scholarship and professional development, which are part of the overall review and professional development process.

Additionally, and according to University policy, each pre-tenured faculty receives a two-year peer evaluation highlighting strengths and areas for improvement of performance in light of promotion and tenure requirements. Post-tenured faculty are required to be reviewed every five years by faculty of the same rank and tenure.

(2) Statement Regarding Teaching and Outreach Education

In recognition of the fact that the primary mission of Extension is to provide outreach education programs to Maryland citizens, great weight should be placed on the teaching section of the CV dossier for evaluation purposes.