

April 2002

Appendix C
TENURE PORTFOLIO GUIDELINES
AGRICULTURE/AGRIBUSINESS DEPARTMENT

(This version, established in 1998, applies to faculty who began on the tenure track on or after July 1, 1998.)

University of Wisconsin Extension (UWEX) Guidelines for Nominations for Tenure

I. INTRODUCTION

Faculty aspiring to achieve tenure should make early plans to attain this academic achievement. Major responsibility for a strong record of accomplishment rests with the faculty member. Personal progress should be reviewed, at least annually, and documented by their mentoring team.

The policies and procedures outlined in this document will be followed when nominating Extension faculty for tenure. Chapters UWEX 3.04, 3.05, 3.06, 3.07, and 3.08 and Article 5 and Appendices I, I.B and II.B of the UWEX Articles of Faculty Governance explain the basic policy. Copies of these documents are printed in the UWEX Employee Handbook or via the World Wide Web (<http://www.uwex.edu/secretary/facart.cfm>) and are available in other formats from the UW-Extension Secretary of the Faculty.

The granting of tenure is based on a consistent and high level of scholarship, and on years of experience. Agriculture/Agribusiness Department program development will be based on clientele needs assessment and be research based. In addition, the Department of Agriculture/Agribusiness values in this order: 1. Local programming; 2. Team contributions; and 3. Administrative contribution. Application for tenure may be made and granted at time of hire, based on performance and scholarship prior to UWEX employment, or after a minimum of four years of probationary faculty employment in Department of Agriculture/Agribusiness, based on performance and scholarship in UWEX. If prior experience does not warrant application for tenure at the time of hire, then the consistency of performance necessary for tenure cannot be ascertained from less than four years of UWEX probationary faculty employment. Therefore in no case, other than at time of hire, should a portfolio for tenure application be based on less than the four years of Department of Agriculture/Agribusiness probationary faculty employment.

Tenure must be achieved (approved by the Board of Regents or the president on behalf of the Board) by the end of the sixth year of UWEX probationary faculty employment. Under related statutes and personnel rules, the maximum probationary period for a full-time appointment is seven years. No faculty member will be allowed to apply for or be considered at institutional level for tenure during a seventh and terminal year of UWEX probationary faculty employment. See Chapter UWEX 3, Faculty Appointments, for the

complete policy on faculty appointments. (<http://www.uwex.edu/secretary/facpers.cfm>)

The annual appointment letter for all probationary faculty will include the latest date to receive an affirmative tenure decision. Throughout the probationary period, the administration shall advise a faculty member through annual reviews of the probability that programmatic priorities and budgetary support will justify tenure. However, despite budgetary and program constraints, the faculty member will not be prevented from applying for tenure through the normal review process for granting tenure.

The department of Agriculture/Agribusiness, through the agent's mentoring team, will advise the candidate of the probability that his/her programming is sufficient to earn tenure. This department function will be done with yearly mentoring team meetings organized by the Vice Chair and followed up with a typed written report.

II. MISSION AND RESOURCE SUPPORT

The educational needs of Wisconsin citizens are constantly evolving. Accordingly, the response of UW-Extension should evolve to meet changing needs. Review of UW-Extension responses should be the responsibility of both the faculty and administration, with the faculty assuming primary responsibility, as required by law. Likewise, the capacity of the state to support its various functions may also be subject to change. It is in the interests of both individual UW-Extension faculty and UW-Extension to recognize the factors of changing needs and resources and to incorporate them into the promotion process.

There may well be occasions in which promotions will be sought despite inhibiting fiscal situations, typically manifested in programmatic limitations or budgetary constraints, or conceivably both. Individual faculty should be informed of such restrictions as early as possible. UW-Extension administration has the responsibility to make faculty aware of potential restrictions as promptly as they are known, to assist faculty in revising their career decisions.

University of Wisconsin-Extension departments or administrative units (whichever entities have the programmatic budgetary responsibility) shall exercise their responsibility as charged under UWS 3.06(1)(b) (<http://www.legis.state.wi.us/rsb/code/uws/uws003.pdf>) to assess in the above-mentioned faculty personnel matters, their programmatic needs, their tenure density, and their budgetary situation. This should be done in such a way that maximum protection for the quality and the vitality of the department/unit is provided.

III. THE NOMINATION PROCESS: DEPARTMENTS AND THE FACULTY TENURE ADVISORY COMMITTEE

A. Standard Tenure Consideration

Nominations for faculty budgeted to an academic department originate with the department and are transmitted through the chair to the dean, who then forwards

them to the Faculty Tenure Advisory Committee for advice.

Nominations for faculty budgeted to an administrative unit (Chapter UWEX-1.02) rather than an academic department may originate via recommendation from the administrative unit to the academic department or directly by the academic department. In the latter case, to have full knowledge of the status of the faculty member before acting on a tenure application, the department needs to contact and involve the appropriate administrative unit. Therefore, the department chair must request a letter from the head of the administrative unit or district director for each department member who has indicated intent to apply for tenure during the coming year. This letter should address stability of funding for the position, assessment of long-term organizational need, and administrative assessment of the faculty member's performance based upon the annual review process. This letter, along with the portfolio described on the following pages, should accompany a department's recommendation to the dean.

In accordance with UWEX-Chapter 3.06, the dean shall seek the advice of the Faculty Tenure Advisory Committee for each tenure recommendation forwarded from a department. The Faculty Tenure Advisory Committee's sole function is to advise the dean regarding tenure decisions. The committee's advice shall be based on a review of the material forwarded by the dean for each candidate and a positive or negative recommendation to the dean.

Every application for tenure must conform to the general guidelines published in UWEX Faculty Articles of Governance. In addition, each academic department may have more specific guidelines. The Department of Agriculture/Agribusiness has the responsibility to assess and monitor compliance with its own department criteria.

The Faculty Tenure Advisory Committee will receive a faculty member's application only after the department has recommended to the dean that the faculty member be awarded tenure. Therefore, it would be inappropriate for Faculty Tenure Advisory Committee members to hold applicants to specific requirements included in department guidelines but not included in the UWEX Faculty Articles of Governance. The primary purpose for Faculty Tenure Advisory Committee involvement is to ensure tenured faculty meets the highest level of academic excellence. The Faculty Tenure Advisory Committee will assess the overall quality of professional performance and scholarship and assure that the applicant is performing at a level commensurate with expectations for tenured faculty performance at UW-Extension.

B. Tenure Consideration at Time of Hire

Early tenure consideration may be granted at the time of hire, meaning that the tenure process may be initiated before or within the first twelve months of the employment date of a faculty member. Generally, tenure may only be granted after a minimum of four years of probationary faculty employment in UW-Extension. The

granting of early tenure consideration at the time of hire begins when the candidate, the academic department and the appointment authority agree to a tenure consideration at time of hire. Candidates will be hired at the highest appropriate nontenure rank and if tenure is granted, the new rank will be effective at the time it is granted. Candidates who have been granted early tenure consideration at the time of hire need not adhere to the format required of other candidates, except as noted below.

The tenure application portfolio will consist of existing materials that show evidence of professional performance and scholarship and other materials requested by the department. The candidate will, at a minimum, address the elements of scholarship and document, how they have met the criteria for evaluation for rank change, and assessment standards found in Appendix I.B, Sections V and VI of the UWEX Articles of Faculty Governance (www.uwex.edu/secretary/policies).

The academic department chair must provide a written explanation of the circumstances of the request for early tenure consideration granted at the time of hire to be forwarded to the dean. This explanation must include the candidate's previous position(s) and the new appointment in UW-Extension.

Nominations for early tenure consideration granted at the time of hire will follow the same channels as other tenure nominations (see section II). The department committees and the Faculty Tenure Advisory Committee should consider relevant information relating to the professional achievements of such candidates. These committees may also need to schedule special meetings to consider such candidates. The Faculty Tenure Advisory Committee must consider and act on applications for tenure for those granted early consideration at the time of hire within 30 days of the request by the dean to do so.

IV. COVER LETTER FOR THE RECOMMENDATION

Upon receiving a positive recommendation from the Department Standards, Rank & Promotion Committee, the Department Chair will write a cover letter in support of the recommended promotion. This letter should state the recommended promotion precisely; for example: "Recommendation for promotion from Assistant Professor to Associate Professor with tenure".

The letter should outline the candidate's present and future responsibilities in the department and/or administrative unit. It should also indicate the department's evaluation of the candidate's scholarship and should include a statement of reasons given by the department's executive committee (or representative committee) for recommending the candidate's promotion to a tenure position. In addition, the letter should contain a statement outlining the department's/unit's need for the candidate in terms of its academic mission and long-range plans.

V. MEETING DATES AND DEADLINES FOR TENURE NOMINATIONS

Any meeting in a tenure proceeding may be held in closed session if the deliberating body votes to do so, with the exception that the candidate in question has the right to require that the proceedings be held in open session. Candidates can require that meetings to hear evidence and to take final action be held in open session. State Statute Section 19.85(1)(b) is the provision pertinent to tenure proceedings. For tenure proceedings within both department committees and the Faculty Tenure Advisory Committee, the individual candidates must be given advance notice of meetings and informed that they have the right to require open meetings.

The Agriculture/Agribusiness Department Standards, Rank and Promotion (SRP) Committee regularly meets in September, October, November, and January. To be considered for tenure at one of these meetings:

- A letter of intent must be submitted to the Department Chair at least four weeks prior to submitting portfolio documents to the Standards, Rank & Promotion Committee.
- A list of references must be submitted to the Department Chair at least four weeks prior to submitting portfolio documents to the Standards, Rank & Promotion Committee.
- A faculty member's portfolio must be received ten (10) days prior to the Standards, Rank & Promotion Committee's meeting date.

The Faculty Tenure Advisory Committee regularly meets in November, February, and March. To be considered at one of these meetings, a faculty member's application must be forwarded from the department to the dean by the deadlines noted below. In special cases, such as a recommendation for tenure consideration at time of hire or a tenure due date (six years anniversary) that does not allow for delay until the next regularly scheduled meeting, the Faculty Tenure Advisory Committee may hold a special meeting at any time of the year.

For Review at a November Faculty Tenure Advisory Committee Meeting

- Candidate's portfolio must successfully pass review by the Standards, Rank and Promotion Committee at the September meeting.
- Department chair will write cover letter in support of candidate prior to October 10.
- Candidate must forward the portfolio and support materials to the dean's office by October 10.
- Dean's office must submit all materials to the Faculty Tenure Advisory Committee chair by October 17.

For Review at a February Faculty Tenure Advisory Committee Meeting

- Candidate's portfolio must successfully pass review by the Standards, Rank and Promotion Committee at the September, October or November meeting.
- Department chair will write cover letter in support of candidate prior to January 10.
- Candidate must forward the portfolio and support materials to the dean's office by January 10.
- Dean's office must submit all materials to the Faculty Tenure Advisory Committee chair by January 17.

For Review at a March Faculty Tenure Advisory Committee Meeting

- Candidate's portfolio must successfully pass review by the Standards, Rank and Promotion Committee at the September, October, November or January meeting.
- Department chair will write cover letter in support of candidate prior to February 10 .
- Candidate must forward the portfolio and support materials to the dean's office by February 10.
- Dean's office must submit all materials to the Faculty Tenure Advisory Committee chair by February 17.

VI. PREPARATION OF PORTFOLIO

A candidate's tenure application takes the form of a portfolio submitted through this department. The candidate is responsible for initiating and producing the portfolio used in the tenure review process. It is the candidate's responsibility to:

- Select, provide and organize the components submitted in the portfolio
- Meet the time table outlined for portfolio submission
- Seek assistance from the program unit, department and/or peers as needed

The Agriculture/Agribusiness Department's Standards, Rank and Promotion Committee will assess the candidate's work presented in the portfolio document as opposed to personal knowledge of the candidate. All portfolio documents will be assessed against the documented departmental criteria at the time.

The content of the portfolio should follow the format outlined in the UWEX Tenure Portfolio Contents and the Agriculture/Agribusiness Department as follows:

The candidate supplies items described in sections A –G.

A. Professional Resume (limited to no more than 5 pages)

1. The candidate will be evaluated against the following Education and Experience Criteria:
 - a. Progress on an organized plan for scholarly development and completion of course work or degrees when appropriate.
 - b. Active participation in professional associations and conferences and presentation of papers as appropriate.
 - c. Development of professional networks through active participation at workshops, program travel and conferences.
2. The candidate will be evaluated against the following Rank Change Criteria:
 - a. Evidence of continuing professional development.
 - b. Evidence of leadership in program development.
 - c. Evidence of effective working relationships with colleagues and clientele.
 - d. Contributions to the profession, department and university.
 - e. Probability of positive future contributions to the profession, department and university.

3. The candidate will include:
 - a. Name
 - i. First name – Middle Initial – Last Name
 - b. Rank for which nominated
 - c. Relevant Employment
 - i. Include Extension employment and percent of time employed by Extension.
 - ii. Include other related professional employment.
 - iii. Assistantships may be included if related to profession.
 - iv. List most recent employment first. (Reverse Chronological Order)
 - d. Formal Education
 - i. Include institution, degree obtained, and year granted.
 - e. Significant Professional Development
 - i. List only professional development that is relevant to job performance and responsibilities.
 - ii. Give priority to professional development listings that correspond to major programming efforts.
 - iii. For meetings/conferences/seminars attended annually, list only once and indicate those years attended.
 - iv. List most recently attended first.(Reverse Chronological Order with months included)
 - v. Include name of program/course, sponsoring institution, location, and date (month-year).
 - f. Professional Roles and Contributions
 - i. List contributions made to: 1) The University, 2) The Profession, and 3) Public Service Related to Educational Role.
 - ii. University contributions might include roles served on University committees, ANRE program teams, or significant contributions to statewide educational program development.
 - iii. Professional contributions might include roles/membership with professional organizations related directly to your position (e.g. American Dairy Science Association or the National Association of County Agricultural Agents).
 - iv. Public service contributions consist of only those activities in which the candidate provided an educational role as an advisor (e.g. Klemper County Livestock Committee or Dadgum County Forage Council).
 - v. Include name of organization/committee, role of candidate, and year(s) of involvement.
 - g. Publications and Materials Developed
 - i. List significant publications, fact sheets, papers, conference proceedings, book chapters, videotapes, web sites, etc. in which the candidate had a single or co-authorship role.
 - ii. Include title/name, date published, where published, and co-author (if applicable). Make clear the type of publication/material if it isn't apparent from the title or where it was published (e.g. indicate videotape).

- iii. If a listing from this section is being used as supportive material, cite an appropriate exhibit number.
- iv. List in descending order by year. (Reverse Chronological Order)
- h. Research and Demonstrations
 - i. List research and demonstration projects under separate headings. Research must be done in a manner that statistical analysis can be performed or where significant new information is learned (e.g. an in-depth survey of practices or trends). A demonstration is used as an educational tool and reinforces research results (e.g. alfalfa scissors cutting programs).
 - ii. The candidate must have initiated the research/demonstration project or played a significant role in gathering/analyzing the data.
 - iii. List in descending order by year. (Reverse Chronological order)
- i. Regional, State or National Presentations
 - i. List presentations made at regional, state, or national meetings. (Reverse Chronological Order)
 - ii. Include title of presentation, name of meeting, location, and year.
- j. Experience with Grants, Collaborations, Supervision
 - i. List significant roles in obtaining grants (include dollar amounts), developing collaborations, and/or supervising personnel.
- k. Awards and Recognition
 - i. List significant awards or special honors received during the time of UWEX employment

B. Position Description(s)

Include most current position description for programming appointment, administrative appointment, or other significant candidate roles for which a description exists. If a significant change has occurred in a candidate's responsibilities, the candidate may wish to include any relevant explanation. A signed copy of the most current position description is required. Signatures included are the candidates, district director, program area, and county committee/ representative.

C. Plans and Reports (or equivalent documents required for this candidate's position).

The development and maintenance of plans and reports that guide the work of individual faculty members are the responsibility of the individual probationary faculty member. All probationary faculty members will utilize a format for presenting plans and reports that reasonably address the basics outlined below.

- 1. One multi-year and the past three annual plans of work, specifically detailing the individual faculty member's role should reasonably address the following elements:
 - a. Situation statement
 - b. Program objectives
 - c. Faculty member's response/planned activities
 - d. Evaluation plan

- e. Professional development needs
- 2. Past three annual accomplishments reports specifically detailing the individual faculty member's role should reasonably address the following elements:
 - a. Situation statement
 - b. Program objectives
 - c. Faculty member's response/activities
 - d. Impact documented
- 3. The plans should be placed in this section in reverse chronological order as shown in the following:
 - a. Multi year plan of work
 - b. Annual Plan – number 1
 - c. Annual Accomplishment – number 1
 - d. Annual Plan – number 2
 - e. Annual Accomplishment – number 2
 - f. Annual Plan – number 3
 - g. Annual Accomplishment – number 3
- 4. Separate each plan and report with colored sheets of copy paper.
- 5. Within these documents, the Agriculture/Agribusiness Department's Standards, Rank and Promotion Committee will evaluate the candidate against the following:
 - a. Criteria for Assessing Programmatic Impact:
 - i. Qualitative and quantitative evaluation has been applied;
 - ii. Program objectives are learner based;
 - iii. Program outcomes address learner impact; and
 - iv. The candidate's role is clearly described.
 - b. Criteria for the documentation of Team and Administrative Contributions:
 - i. The candidate's personal contribution to teaching is documented;
 - ii. The candidate's personal contribution to the development of program and teaching material is documented;
 - iii. The candidate's personal contribution to leadership is documented;
 - iv. The candidate's personal contribution to team and administrative outcomes is documented; and
 - v. The candidate's personal contribution to local, regional and statewide work and beyond is documented.

D. Summary of Professional Contributions and Scholarship (no more than 8 pages)

The purpose of this statement is to provide the candidate with an opportunity to reflect upon and assess professional contributions and scholarship. Your summary should include a reflection of excellence in teaching. The candidate is responsible for:

- 1. Assessing and analyzing professional career contributions,
- 2. Reflecting upon the most significant parts of those contributions,
- 3. Developing a framework for describing the contributions, and
- 4. Explaining the collective impacts and implications for the intended audience, as well as for the profession.

Scholarship assessment is to determine the presence of a rigorous, intellectual approach to

issue identification, clarification, plan of action development, plan implementation, and appropriate evaluation of the resulting outcomes and impacts of the work. Scholarship, therefore, is an approach to the way faculty do their work that is:

1. Creative, intellectual work;
2. Reviewed by the scholar's peers who affirm its value;
3. Added to our intellectual history through its communication; and
4. Valued by those for whom it was intended.

The Agriculture/Agribusiness Department will use the following guiding principles when evaluating a candidate's scholarship:

1. Creative, intellectual work
 - a. The work builds upon the knowledge, research, or practice in the field.
 - b. The work responds to an identified need, fill a need for new knowledge, a new approach, or a new method, or the creative adaptation of existing knowledge, approaches, or methods.
 - c. The work results in the development of new information or the development of new or creatively adapted methods or approaches.
 2. Reviewed by the scholar's peers who affirm its value
 - a. The scholar's work was shared in published articles, academic presentations, exhibitions of work, creative performances, or in other public venues in which peers independently evaluated this work.
 - b. The scholar's work resulted in the receiving of an award, honor, or some other public recognition by peers.
 - c. The scholar's work resulted in testimonials, letter of recommendation, or adaptations that affirm the value of this work.
 3. Added to our intellectual history through its communication
 - a. The work was shared with colleagues.
 - b. The work added to the body of knowledge.
 - c. The work is accessible to others.
 4. Valued by those for whom it was intended
 - a. The intended audience took action as a result of the work.
 - b. Measurable impacts (clientele change) occurred as a result of the effort (e.g., individual, family, community -- knowledge gained, information shared, behavior change).
 - c. Others used the developed materials or processes.
 - d. Implications, either positive or negative, beyond those anticipated for the intended clientele and/or community.
- E. Past Three Annual Reviews or, at the option of the applicant, a letter from the head of the county administrative unit or district director that summarizes the past three annual reviews. Candidate should also include three letters from his/her most recent mentor team reviews in this section. This section is to be in reverse chronological order.
- F. List of References for Letters of Recommendation (3 to 5 letters: one must be from a colleague familiar with the candidate's professional contributions and scholarship.) This list of references along with a letter of intent must be sent to the Department Chair at

least four weeks prior to submitting portfolio documents to the Standards, Rank and Promotion Committee.

The Department Chair requests these letters, based on a list supplied by the candidate. Such letters should specifically evaluate the candidate's qualifications for the promotion and tenure. In addition, the Department Chair requests a letter from the candidate's District Director or equivalent administrator regarding the financial support and programmatic need for the position.

Selection of writers is critical. As these letters are often used as a measure of the candidate's quality, they should be from faculty and non-faculty colleagues, administrators (i.e., administrative unit chairs, district directors, program leaders, etc.), or subject matter experts, either tenured or non-tenured. References from persons not employed by UW-Extension may be included if they hold positions in another institution that are similar to the candidate's and if they have the experience necessary to gauge the candidate's capabilities and contributions.

G. Support Materials

The candidate may select materials that support and clarify the Summary of Professional Contributions and Scholarship and/or relate to objectives and outcomes identified in the Annual Reports and Accomplishment Reports. General guidelines are: Only relevant materials that help to explain or illustrate the narrative portion of the portfolio should be included. For all supportive materials, the unique contribution of the candidate must be specified.

1. Quality is more important than quantity. Well chosen, high quality materials make portfolio support stronger. Limit supportive material to no more than thirty exhibits. Only thirty will be considered by the review committee. An exhibit is one item (one newsletter, one news release, a teaching packet, etc.). Limit exhibits to one entry per exhibit.
2. Supportive materials demonstrate a candidate's ability to teach, organize, coordinate, write, administer, and communicate.
3. Show a good cross-section of work. Include important areas that will enhance the quality of the portfolio.
4. Exhibits showing originality, creativity, innovative teaching techniques or adaptation of research strengthen the portfolio.
5. Include only original work and/or give credit where credit is due; materials duplicated from other sources are not original.
6. Do not include any handwritten text in supportive materials. Type all notations and computations.
7. Pre-and post-test supportive material shall include both tests.
8. Do not include an entire thesis; use a well-written, concise abstract/summary.
9. Original evaluation forms should be included in this section rather than the portfolio text (although a summary of evaluation results are permissible and encouraged to be included in the portfolio text). Indicate number of participants returning the

evaluation form; for example, if fifteen people returned the form, n = 15 should be highlighted on the form.

10. Newspaper clippings should be written by the candidate or should be a feature article about the candidate's program/teaching. Show actual article as printed, not a news release sent out on office letterhead. Keep in mind that this is not a scrapbook but a professional computation of your activities.
11. In each exhibit, highlight with color your name, date, and the specific section being referenced from the text.
12. Use numbered tabs to organize supportive materials logically so they may be found easily

VII. PORTFOLIO STYLE AND FORMAT REQUIREMENTS

Overall writing style and organization within sections of the portfolio are primarily of the candidate's choosing unless specific guidelines have been previously noted. A well organized and written portfolio helps reviewers focus on the candidate's scholarly work. This is a professional document and will be evaluated as such. Other required style and format guidelines are:

A. Grammar, Spelling, and Punctuation

The candidate, the district portfolio review committee (mentoring team) and the department's Standards, Rank, and Promotion committee will make every reasonable effort to ensure proper grammar, spelling, and punctuation are used throughout the portfolio.

B. Font and Margins

1. Minimum standard font size is 10. A smaller font size may be used in cases where text must be reduced to fit within a table cell or narrow column. Use a standard font type that is readable (e.g. Times New Roman or Arial).
2. All margins must be a minimum of 0.75 inches. Page numbers may be placed no less than 0.5 inches from the bottom of the page.
3. Font size and page margins can be greater than the minimum.

C. Referencing Supportive Material

Number supportive material exhibits in the order that they appear in the portfolio. Exhibits may be referenced in either the Professional Resume or Professional Contributions sections. Exhibits are typically referenced at the end of a sentence but before the period (however, there may be certain exceptions to this rule). Exhibits do not need to be referenced within the Plans and Reports section.

D. Acronyms

The use of common acronyms for organizations, departments, or agency names is

permissible if the subject name is spelled-out and the acronym is defined where it first appears in the text. For example: ...the Department of Agriculture, Trade, and Consumer Protection (WDATCP)....

E. Page Headings

In the Professional Resume and Professional Contribution Sections, page headings must include the name of the primary portfolio section and a restatement of the sub-section if continued from the previous page. Following the sub-section name, include the notation "(cont.)" or "(continued)" to make it clear the sub-section begins on a previous page. For example, the heading for a page in the Professional Resume may look as follows:

I. Professional Resume

D. Professional Contributions (cont.)

F. Page Numbering

Every page in the portfolio must be numbered (including previously generated documents such as the position description, plans, and reports). The candidate has two options for numbering pages:

1. Number the entire document with consecutive numbers.
2. Begin consecutive numbering with page 1 at the start of each section.

Regardless of which option is chosen, a table of contents page is required at the beginning of the portfolio.

G. Section Tabs

Section tabs are required for easy access to portfolio sections. At a minimum, tab names should correspond to headings listed in section VII. A-G.

H. Reverse Chronological Order

In sections of the portfolio where there is a need to list items with reference to year(s), such listings need to be placed in proper reverse chronological order. An example follows:

Item 1 Member 1998 – Present
 Sub-item 1 Board of Directors 1999 – Present
 Sub-item 2 Beeswax Committee 1998
Item 2 Co-leader 1996 – Present
Item 3 Member 2001
Item 4 Coordinator 1998

Item 5	Advisor	1990 – 1996
Item 6	Member	1995

Place any entries with the exact same dates in alphabetical order.

I. Evaluations:

When results from a program evaluation are discussed, make it clear how many participants returned the survey by using an "(n = #)" notation or indicating the number of respondents. (It should be noted that "n" is used instead of "N" because "n" refers to a sample of the total population.) For example: "Eighty-three percent (n=64) of participants completing the survey indicated they would create an employee's handbook as a result of attending the program." "Based on evaluation results, 36 producers (57% of respondents) listed mastitis as their farm's most serious herd health problem."

VIII. COPIES REQUIRED

The Agriculture/Agribusiness Department Standards, Rank and Promotion Committee requires nine (9) copies of the portfolio and nine (9) copies of the supportive material. The Faculty Tenure Advisory Committee requires eleven (11) copies of the candidate's portfolio, eleven (11) copies of support materials, and a letter from the appropriate dean requesting the advice of the committee. It is the candidate's obligation to see that materials are delivered to department's Standards, Rank & Promotion Committee members and, in the case of the Faculty Tenure Advisory Committee, copies are to be delivered to the Dean's office by the date specified in Section V of this document.

The process of the adoption and revision of this document is carried out in consultation with the Chancellor, or Chancellor's designee, and his/her concurrence is assumed unless he/she indicates otherwise.

Approved by Department on April 4, 2002.
Revised APRIL 14, 2004, [Revised April 18, 2007](#)