



ILR Guidelines for Promotion of Extension/Research Associate to Senior Extension/Research Associate

This document outlines the process through which Extension Associates and Research Associates (extension faculty) appointed in the ILR School may be considered for promotion to Senior Extension Associate and Senior Research Associate. Such appointments are reviewed by both the Associate Dean for Outreach and Sponsored Research and the Associate Dean for Academic Affairs, Diversity and Faculty Development and forwarded to the ILR School Dean with a recommendation to approve or deny the request for promotion. The dean holds all authority for decisions on promotion in extension titles. The provost's office does not participate in these reviews.

The general university criteria for promotion require a minimum of six years (full-time equivalent) of satisfactory and relevant employment experience in the college or elsewhere (eight or more years in the case of Extension Associate if the qualifying degree is a master's degree).¹ Criteria for consideration include: meritorious teaching, research, and extension performance; funding generation; leadership in designing extension programs, research projects, or courses; established external reputation; and expanded administrative and/or supervisory responsibilities. The university expects the unit to provide tangible evidence to support a promotion by including examples of how the employee has surpassed expectations and is making a highly significant contribution to his/her field, Outreach unit, and the ILR School. A candidate's ability to put forward ideas, be a good team member, active partner, etc. are expectations of all employees and are not evidence to support promotion.

Request for Promotion and Review Process

An individual extension or research associate (extension faculty member) may initiate the request for promotion following discussion with the executive/managing (administrative) director and academic director of her/his Center, Institute or Outreach Program. The Center, Institute or Outreach Program director is encouraged to consult with both the Associate Dean for Outreach and Sponsored Research and the Associate Dean for Academic Affairs, Diversity and Faculty Development regarding the merits of the case. A formal letter requesting promotion is then submitted by the Center, Institute or Outreach Program director to the Associate Dean for Outreach and Sponsored Research and the Associate Dean for Academic Affairs, Diversity and Faculty Development. HR should be notified of the request for promotion.

At the Center, Institute or Outreach Program, a promotion dossier is prepared for review (See "Materials Needed" in next section for details).

The Associate Dean for Outreach and Sponsored Research and the Associate Dean for Academic Affairs, Diversity and Faculty Development form an ad hoc promotion review committee comprised of two Senior Extension/Research Associates (one from within the candidate's own Center, Institute or Outreach Program if possible), and the academic director of another Center, Institute or Outreach Program.

The ad hoc committee will meet as they determine necessary and provide in writing to the Associate Deans the date of the promotion committee decision meeting and their review of the merits for promotion, giving reasons for support and for any objections, reservations, or abstentions, and the (anonymous) vote count in support of and objection to promotion. This shall be completed within two months of their receipt of the

¹ A Ph.D. is required for appointment to Senior Research Associate.



dossier. The candidate is entitled to see the ad hoc committee's letter to the Associate Deans and respond to it if he/she desires.

Materials Needed

Materials as specified below should be submitted for review in a PDF format using tabs/bookmarks in the navigation panel (labeled as is indicated in parentheses below), via Cornell Drop Box (<https://dropbox.cornell.edu/login>) at least six months in advance of the term date for the position. These should be submitted to Tonya Eiklor in the ILR HR office and Susan O'Neil in the office of the Associate Dean for Outreach and Sponsored Research, and to both the Associate Dean for Outreach and Sponsored Research and the Associate Dean for Academic Affairs, Diversity and Faculty Development.

From the Candidate:

1. Updated curriculum vita, including a list of recent grants, publications, presentations, instruction, program leadership, and other examples of impactful outreach and engagement. (CV)
2. One set (that will be returned) of not more than five examples of recent publications or program materials, with a sub-tab for each publication/program. (Publications)
3. Documentation of a demonstrated ability to conduct a substantively impactful and independent outreach program, including financials thereof. (Outreach Program)
4. A statement of three to five pages that includes the following:
 - Self-analysis of outreach and engagement programs and scholarship and future plans. (Self-Analysis)
 - Description of impactful outreach and engagement through constructive interaction with faculty, colleagues, organizations, agencies, industry groups and/or businesses. (Description of Outreach Interaction)
 - Summary of grants, contracts, funded-gifts, and other quality revenue generation (Grants, Contracts, Gifts, and Other Revenue)

From the Outreach Center, Institute or Program:

1. The current position responsibilities, along with the initial position description for the individual and any subsequent changes. This is required to show the progression of the position and the changes to the requirements of the work performed by the individual. (Current Position Responsibilities, Initial Position Description, and Subsequent Changes)
2. The proposed new position description. (New Position Description)
3. A letter from the executive/managing (administrative) director or academic director to the Associate Dean for Outreach and Sponsored Research and the Associate Dean for Academic Affairs, Diversity and Faculty Development (Director's Letter)

This letter shall include evaluation of the candidate's performance as an Extension/Research Associate, including commentary on

- Leadership and Resource Management – *cultivating the thematic area within unit and crossing sub-thematic lines to provide leadership and contribute expertise*
- Thematic Development – *developing new content areas for future unit growth; research design/development*
- Scholarly Activities – *engaging in writing for professional journals, conference presentations (attach publications/presentation list)*



- Grant, Contract and Funded-Gift Accomplishments, including the previous three to five years of financial results for which the individual was directly responsible
 - Service at Cornell / External Organizations - *servicing on Cornell, national/international committees or editorial review boards*
 - Future Promise
4. Documentation of past three years of annual performance reviews and/or annual reports. (Annual Performance Reviews)
 5. Three letters of evaluation. (Peer Letters)

Letters of evaluation of the individual from

- An appropriate peer, scholar or academic/administrative leader in a related discipline or field at Cornell, whom has not been closely associated with the candidate.
- An ILR tenured faculty member other than the director of the candidate's center, institute or outreach program or member participant of the ad hoc promotion review committee.
- A field practitioner, or an extension-type person from an outside university or non-Cornell college, at least one of whom has not been closely associated with nor selected by the candidate.

From the Ad Hoc Promotion Review Committee:

Within two months of receipt of dossier, a letter to the Associate Deans stating either the committee's recommendation in favor of or objection to promotion.

Note: the candidate is entitled to see the ad hoc committee's letter and respond to it if he/she desires.

Notification of Decision

After review of the file and the recommendation(s) of both the Associate Dean for Outreach and Sponsored Research and the Associate Dean for Academic Affairs, Diversity and Faculty Development, the Dean of the ILR School will decide either to approval or deny the promotion request.

The executive/managing (administrative) director or academic director of the Center, Institute or Outreach Program will be notified of the Dean's decision by letter from the Associate Dean for Outreach and Sponsored Research.

- If the ILR Dean denies the request for promotion, the termination of the promotion request will be communicated to the candidate through copy of the Associate Dean's letter, under cover of a supplementary letter from the director of the Center, Institute or Outreach Program.
- If the ILR Dean approves the request for promotion, the decision will be communicated to the executive/managing (administrative) director or academic director of the Center, Institute or Outreach Program by a letter signed by the ILR Dean. A copy of this letter will then be shared with the candidate under cover of a supplementary letter from the Associate Dean for Outreach and Sponsored Research and cover letter from the director of the Center, Institute or Outreach Program.

HR should be notified of the outcome of the request for promotion.

| ILR School Extension Faculty Promotion Process | | | | | | | | | |
|---------------------------------------------------------------------------------------------|----------------|------------|------------------------------|-----------------------------------|----------------------------------------------------|-------------------------------------|------------------|----------|--|
| Task | Indiv. Faculty | Supervisor | Executive/ Managing Director | Academic Director (as applicable) | Associate Dean for Outreach and Sponsored Research | Associate Dean for Academic Affairs | Ad hoc Committee | ILR Dean | |
| STEP 1: | | | | | | | | | |
| Submit promotion request to supervisor | X | | | | | | | | |
| Review request for approval to submit | | X | X | X | X | | | | |
| Notify ILR HR of formal promotion request, when initiated | | X | X | X | | | | | |
| If supported, with Directors' approval, provide formal letter of request to Associate Deans | | X | X | X | | | | | |
| STEP 2: | | | | | | | | | |
| Candidate prepares dossier: | | | | | | | | | |
| Current curriculum vita | X | | | | | | | | |
| Loan set of up to five publications or program materials (tabbed) | X | | | | | | | | |
| Document independent outreach program including budget | X | | | | | | | | |
| Five page statement including - | | | | | | | | | |
| Self-analysis | X | | | | | | | | |
| Description of Outreach Interaction | X | | | | | | | | |
| Grants, Contracts & Funded-Gifts | X | | | | | | | | |
| STEP 3: | | | | | | | | | |
| Outreach Center, Institute or Program: | | | | | | | | | |
| Initial position description & any updates | | X | | | | | | | |
| Proposed new position description | | X | | | | | | | |
| Director's letter of support | | X | X | X | | | | | |
| Copies of annual performance reviews | | X | | | | | | | |
| Request two peer letters of evaluation | | X | | | | | | | |
| Request two letters from non-Cornell stakeholders | | X | | | | | | | |
| Associate Deans: | | | | | | | | | |
| Formation of ad hoc review committee | | | | | X | X | | | |
| STEP 4: | | | | | | | | | |
| Ad hoc Committee: | | | | | | | | | |
| Review dossier | | | | | | | X | | |
| Send letter of recommendation to Deans | | | | | | | X | | |
| STEP 5: | | | | | | | | | |
| ILR Dean's Office: | | | | | | | | | |
| Review of dossier & ad hoc recommendation | | | | | X | X | | X | |
| Decision communicated to indiv. Faculty, supervisor & Exec/Managing Director | | | | | X | X | | X | |
| STEP 6: | | | | | | | | | |
| Notify ILR HR of final outcome of promotion request, when reached | | X | X | X | X | | | | |
| 11/13/2017 | | | | | | | | | |