

NEW MEXICO STATE UNIVERSITY
COLLEGE OF ARTS AND SCIENCES
POLICIES AND PROCEDURES FOR PROMOTION AND/OR TENURE

September 2008

The following policies and procedures, as recommended by the Faculty Affairs Committee of the college, were passed by the college faculty on April 15, 1975 and amended April 17, 1979, October 1979 March 1982, and March 2008. NMSU Policies and Procedures are updated frequently and supersede college and departmental guidelines. In particular, the philosophy and requirements for promotion and tenure within the college are derived and expected to be consistent with the section 5.90 of the NMSU Policy Manual.

This policies and procedures document should be maintained in a publicly available form, and used to ensure fairness, transparency and inclusive and open participation of all processes related to promotion and tenure. All decisions concerning promotion and/or tenure shall be made without regard to race, national origin, gender, gender identity, age, disability, political beliefs, religious beliefs, marital status, sexual orientation, and personal relationships and/or issues towards the candidates.

This document is expected to be reviewed and updated at least every three years. If changes are made, the faculty members in their pre-tenure and/or pre-promotion status will have the option of choosing one of the policy versions for evaluation purposes. The candidate will be required to include a copy of the policy document in the portfolio if the selected version is different from the most recent one.

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1. Introduction

In accordance with Section 5.90.1 of the NMSU Policy Manual, the decisions for promotion and tenure are the means by which New Mexico State University and the College of Arts & Sciences rewards and retains their most valued scholars, recognizes and supports excellence in the areas of teaching and advising, scholarly and creative activities, extension, outreach, and service, and fulfills its mission to advance knowledge and serve the people of New Mexico.

The process of evaluating and recommending promotion and tenure within the College of Arts & Sciences builds on principles and procedures that ensure:

1. Fairness, transparency, and participation.
2. Decisions are made without regard to race, national origin, gender, gender identity, age, disability, political beliefs, religion, marital status, sexual orientation, special friendships, or animus towards the candidates.
3. Avoidance of conflicts of interest, structural, institutional, or habitual thoughts or patterns and any other discriminatory practices.
4. All applicants for tenure and/or promotion are evaluated on their performance of the duties assigned to them, following agreed-upon allocation of effort.
5. Recognition of the potential for continued excellence and sustained contributions to the profession, the college, and New Mexico State University.

The policies established by the College of Arts & Sciences are meant to comply with the overall university policies, as stated in Section 5.90 of the NMSU Policy Manual. These policies are designed to provide clear and readily available information and guidance to all participants, asserting unambiguous standards for annual performance evaluation, promotion, and tenure. They are also meant to ensure broad consultation by groups and individuals with successfully broader views of the mission of the university. In compliance with NMSU's regulations, faculty who believe that the procedures in this policy have not been met can file a grievance with the dean or may follow those processes outlined in the NMSU Policy Manual.

To achieve fairness, transparency, and broad-based participation, all participants in the promotion and/or tenure process will base their decisions and recommendations on the documentation required by the departmental and college promotion and tenure policy documents.

1.1 Promotion and Tenure Guiding Principles

Scholarship

New Mexico State University fosters the scholarly development of its faculty and encourages the scholarly interaction of faculty with students and with local, state, regional, national, and international communities. NMSU relies on the four types of scholarship defined by Ernest L. Boyer (1990): the scholarships of discovery, of teaching, of integration, and of engagement” (NMSU Promotion and Tenure Policies, 5.90.1).

Faculty Participation

To ensure a fair process for recognition of excellent faculty, the College of Arts & Science requests faculty members at the appropriate ranks to provide input and recommendations on promotion and tenure of colleagues within the department and/or college, according to professional and collegial evaluation processes and in accordance with policies established at the departmental, college, and university level.

Transparency

In order to ensure transparency of all processes and decisions for promotion and tenure, the college will maintain its own updated policy document in a publicly accessible web site, along with links to the official NMSU Policy Manual and to other relevant documents. Printed copies will be transmitted to all departments in the college and made available on request to any interested party. The on-line document will also contain links to information regarding the appeal process and the departmental promotion and tenure documents.

The college also requires that each department revise its own promotion and tenure document to ensure consistency with the college and university policies, post it on its own web site, and provide printed copies to all its faculty members.

Evaluation

Each faculty member will be evaluated on an annual basis for his/her performance. Additional mid-year performance evaluations can be performed by the individual departments. The evaluation should provide documentation of expectations and a record of how each faculty member performed relative to the stated expectations. The form of evaluation should be consistent with the policies stated at the University and college level.

Allocation of Effort

The amount of effort that faculty members devote to the various aspects of their duties necessarily varies. The faculty member and the department head will agree each year on the faculty member's allocation of effort, objectives, and goals, and her/his role in meeting the criteria for tenure and/or promotion established in the department's functions and criteria statement. The dean will intervene if an agreement cannot be reached.

Collegiality

Collegiality is considered an important component in the promotion and tenure decisions. Collegiality is defined as "the capacity to relate well and constructively to the comparatively small bank of scholars on whom the ultimate fate of the university rests."¹ Academic collegiality is neither related to conformance with views and opinions of colleagues and administrators, nor to personal issues related to sociability or likability. Collegiality is related to the ability of faculty members to extend their professional effort to support the common mission of the department, college and institution, beyond the faculty member's personal teaching, scholarly, service, and outreach objectives.

Typical aspects of collegiality include:

- maintaining a high level of professional integrity and moral conduct
- the ability of the faculty member to actively assume a responsible role in the academic and administrative operations of the department and sharing the agreed upon view of policies and programs
- the ability of the faculty member to actively and positively contribute to the long term mission of the department through professional contributions and positive interactions with the other participants

¹ This definition has been provided by the Fourth Circuit Court of Appeals in the 1981 Mayberry vs. Dees case involving a tenure denial based in part on a lack of collegiality.

2. Goals and Objectives

2.1 Mission of the College of Arts & Sciences

The College of Arts and Sciences provides the core liberal arts education that prepares students to be knowledgeable and responsible citizens of the world by conducting and promoting research, scholarship, and creative endeavors to fulfill the land-grant mission of the university.

2.2 Professorial Ranks

In conformance with the NMSU Promotion and Tenure Policy, 5.90.3.5, the College of Arts & Sciences recognizes the following professorial ranks.

College Track

The NMSU college faculty ranks are eligible for promotion but they are not eligible for tenure. College faculty are defined as a faculty member on a regular (.5FTE or greater) appointment, who is not eligible for tenure. College faculty will be evaluated for promotion based on the allocation of their effort in the areas of teaching and advising, service, extension, outreach, creative activity, or a relative mix of these duties. College faculty will be evaluated annually by their department heads. The College of Arts and Sciences will establish a College Faculty Review Committee for the purpose of making promotion recommendations to the dean comprised of college faculty members at the associate and professor ranks. The standard for promotion will be appropriate for the role of each college faculty member being reviewed and in concordance with the minimum qualification outlined in the NMSU Policy Manual. College faculty members will follow the same procedures as outlined in section 3 excluding external letters and any section that would not normally be part of the candidate's annual allocation of effort.

Tenure Track

Faculty members in the tenured and tenure-track positions are expected to strive for excellence in scholarly and creative activities, teaching and advising, outreach, and service. Faculty and administrators are referred to Section 5.90.3.5 of the NMSU Policy Manual for more detail on the expected qualifications for promotion and tenure within the faculty ranks.

Teaching and Advising: All faculty members are expected to excel in teaching and support the retention and graduation of students through advising. An excellent teacher must document her/his effectiveness in the development of problem solving and critical thinking skills and in the transfer of knowledge. Faculty members are also expected to remain current in teaching and educational practices within their discipline. Excellent teachers should be able to demonstrate growth as teachers throughout their careers and productivity in meeting the teaching mission of their department, college, and New Mexico State University.

Scholarly and Creative Activities: Faculty members are expected to excel in the creation of new knowledge in any of the recognized forms of scholarly and creative activities, as specified in the NMSU Promotion and Tenure Policy document. Each department is expected to clarify, in their promotion and tenure policy statement, the expectations in terms of what constitutes acceptable scholarly and creative activities for the specific discipline. Irrespective of the differences between disciplines, there is an expectation that scholarly and creative activities contribute to the creation of new knowledge recognized, accepted, and applauded by a community of users, practitioners, and/or researchers and educators. The faculty member will be evaluated on the success of the scholarly and creative

activity, the efforts extended to disseminate the knowledge gained and the extent to which graduate and undergraduate students participate in the scholarly and creative activities.

Extension and Outreach: Faculty members, especially at the more senior level, are expected to contribute to the mission of the University in disseminating knowledge to the public and serving the broader needs of the people of New Mexico, promoting economic development, enhancing quality of life, and creating opportunities for educational development.

Service: Faculty members are expected to contribute time and effort to the development and organization of the University and its units, and to local, state, national and international agencies, institutions, and organizations.

3. Policies and Procedures

This section summarizes the operating procedures to be used by the College Promotion and Tenure Committee in its evaluations and recommendations. These procedures will also be used to guide the activities of each department promotion and tenure committee.

A candidate may review all items included in the packet of materials assembled for the review of appropriate committees and administrators. Once the packet is prepared, nothing will be changed, added, or deleted without the candidate's knowledge.

3.1 Packet Organization

In order to ensure uniformity in the evaluation process, the packets prepared for each promotion and/or tenure case, should be organized according to a standard format. The packet is composed of two components:

1. A core document, which should be submitted to the Dean's Office
2. A documentation file, to be retained in the department office under the control of the department head.

The portfolio for promotion and/or tenure should be developed in accordance with University regulations (5.90.5.5) and in accordance with college procedures.

The core document submitted to the Dean's Office should be organized in a 1" loose leaf binder, with a spine label identifying the candidate. An original and one copy are required. The following information is to be included in the loose leaf binders with an index tab for each section (with the exception of item #1). Only the originals of these items noted in point #1 need to be included in front pocket of the original binder.

1. Contract Status/Promotion Form (signed and dated by the department head)
2. Promotion and/or Tenure Cover Sheet, indicating candidate's name, current rank, department and college
3. Department head's recommendation
4. Departmental Promotion and Tenure Committee's recommendation, inclusive of the numerical vote counts and member signatures
5. Table of Contents
6. Candidate's executive summary (maximum of 1,000 words)

7. Candidate's comprehensive Curriculum Vitae, preferably organized in two parts:
 - a. A discussion of items such as university education, professional position, titles held and responsibilities, visiting professorships, honors and awards, professional activities, editorial positions, etc. relevant to activities performed before the period for which the candidate is being evaluated
 - b. A discussion of all items relevant to the period for which the candidate is being evaluated. It is suggested to organize the presentation along the target areas of evaluation – i.e., teaching and advising, scholarly and creative activities, extension and outreach, and service. For each area, sufficient information should be provided to measure relevance and contributions.
8. Faculty Annual Performance Reports for the period under review, including allocation of effort statements, goals and objectives forms, and written statements submitted by the candidate as part of, or in response to annual performance evaluations, supervisor's comments, and any response made by the candidate. Numerical rankings, ratings or vote counts should not be included.
9. Department Head's Appraisal of candidate's annual performance for all previous years in the period under review (numerical rankings and ratings should not be included)
10. Departmental Promotion & Tenure Committee's Reports for the period under review (numerical rankings and ratings and vote counts should not be included)
11. Department Head's Recommendation on progress toward promotion and tenure for all previous years in the period under review
12. The most recent conflict of interest statement
13. The departmental Functions and Criteria statement
14. The external letters (at least three)
15. A document from the department head and/or the chair of the departmental promotion and tenure committee describing the background and qualifications of the external referees

Supplementary material beyond the core documents of the portfolio should not be routed to the College Promotion and Tenure Committee; it should be retained in the department's main office under the control of the department head.

If the candidate is applying for tenure, then the portfolio should include evidence of contributions since starting at NMSU, plus evidence of efforts at previous institutions if credit for prior service has been granted. If the candidate is applying for promotion, then evidence of contributions since the last promotion or tenure review should be included.

The faculty member has the main responsibility to maintain records of activities and accomplishments and for providing evidence of qualification for the tenure and/or promotion being sought. Both the faculty member and the department head are required to maintain records of the goals, objectives, and the allocation of effort.

The faculty member should be encouraged to use any and all evidence which could demonstrate and support the quality and quantity of professional activities.

The department head will be responsible for establishing and monitoring a process for mentoring faculty members in the development of successful cases for promotion and/or tenure, in conformance with university regulations (Section 5.90.5.3 of NMSU Promotion and Tenure Policy). The department head will provide guidance and assistance to faculty members who are applying for promotion and/or tenure, and will review the portfolios for completeness and quality as well as the core document. The head may be assisted by other senior faculty members in this process.

3.2 Annual Performance Report

1. The written statement of goals and objectives and allocation of effort will be prepared for and included in the annual evaluation process, in accordance to university regulations (Section 5.90.3.4 of NMSU Promotion and Tenure Policy).
2. The statement of goals and objectives and allocation of effort will be accurate and useful, and prepared in a manner that is unambiguously understandable by administrators at all levels and by internal and external evaluation bodies.
3. The faculty member will provide evidence in an annual performance report that the agreed upon responsibilities, as described in the goals and objectives and allocation of effort statement, are being met. The faculty member will be given the opportunity to provide written response to the annual performance evaluation.
4. The faculty member will maintain records of the goals, objectives and allocation of effort and accomplishments for each year's activity.
5. Likewise, those evaluating should base their judgment solely upon the department functions and criteria statement, the goals and objectives and allocation of effort statement, the faculty member's annual performance report, and college and university's procedures.

3.3 External Letters of Reference

At least three external letters shall be included in the portfolios for tenure and/or promotion.

University policies should be followed in selecting and handling external reviews.

The department's promotion and tenure statement should explicitly describe the bodies in charge of soliciting external letters, the material to be sent to the external reviewers, the minimum criteria and qualifications that external reviewers shall meet, and the precise instructions to be provided to the external reviewers. The document is expected to clarify the requirements that individuals should meet to serve as external reviewers.

The external reviewers should be provided with precise evidence of the scholarly work and creative activities performed by the faculty member. The external reviewers should be provided copies of the department's promotion and tenure statement, college promotion and tenure policies, and University promotion and tenure policies.

Evidence of creative work of ephemeral nature (e.g., performances, exhibits) should be documented in a permanent form (e.g., CDs, tapes, and slides) and provided to the external reviewers.

The departmental promotion and tenure committee may select external reviewers other than those submitted by the faculty member being considered, in accordance with the regulations stated in the department's functions and criteria statement.

An outside reviewer should be aware that the candidate will have an opportunity to read the letter of assessment. Furthermore, this letter will be included in the material reviewed in the event of an EEOC or other investigation into a tenure or promotion decision.

The role of unsolicited letters, if any, will have to be specified by each department's promotion and tenure policy document.

4. Administrative Procedures

4.1 Consistency

There is an expectation that that the departmental policies are developed to be consistent with the college policies. The content of Section 5.90 of the NMSU Policy Manual should be used as reference.

4.2 Promotion and Tenure Committees

4.2.1 College Promotion and Tenure Committees

4.2.1. A College Promotion and Tenure Committee (Faculty Affairs Committee)

The College of Arts and Sciences Faculty Affairs Committee will serve as the College Promotion and Tenure Committee, as well as an advisory body to the dean of the college on tenure and promotion recommendations, policies, and processes. The College of Arts & Sciences Faculty Affairs Committee is elected from the tenure-track faculty of the college. Members are elected to the Faculty Affairs Committee for a three-year term. The committee includes seven members, who are tenured professors and associate professors in the College of Arts & Sciences. The membership requires no more than one member from a single department in the College of Arts & Sciences. None of the members of the Faculty Affairs Committee shall hold an administrative appointment at the department head level or higher.

Members of the committee are elected by secret ballot of the tenured and tenure-track faculty of the College of Arts & Sciences. Faculty can be re-elected to no more than two consecutive terms, as long as there is a sufficient pool of qualified candidates. The term of service of each member is aligned with the terms of academic year, and they will be staggered to allow at most half of the members to be replaced each term. If a member should resign from this committee before a term is up, then the chair and the dean will meet to determine that there is time to either appoint or elect a replacement to fill the term.

In case there are an insufficient number of eligible faculty members to serve on the committee, the dean of the college will build a committee consistent with the procedures specified in Section 5.90.5.4 of the NMSU Policy Manual.

At the start of each academic year, the members of the Faculty Affairs Committee will elect a committee chair, who will serve in this position for the academic year. The result of the election should be reported to the dean and the college administrators. The duties of the chair include

- representing the committee in the College Dean's Council
- representing the committee and report during the college events

- scheduling and calling the meetings of the committee
- collecting ballots for each candidate
- assembling the reports containing the ballot results and the overall committee evaluations of the promotion and tenure candidates
- coordinating interaction between the committee and the Dean of the College of Arts & Sciences

The Faculty Affairs Committee will evaluate promotion and tenure portfolios on the basis of

- departmental function and criteria statements
- college promotion and tenure procedures
- NMSU promotion and tenure procedures
- the candidate's departmental assignment and role based on his/her allocation of effort
- completeness of the portfolio and conformance to college and university regulations and procedures,

In accordance to university regulations, the Faculty Affairs Committee may participate in the optional mid-probationary review process, when that process is initiated by the individual faculty member.

4.2.1. B College Non-Tenure Track Promotion Committee

In accordance with section 5.90.3.8.4, the college will establish a Non-tenure Track Promotion Committee to review college faculty who wished to be promoted but are not serving in a tenure track position. It will consist of three committee members who are elected by the faculty and serve two year staggered terms with the majority holding the rank of college professor.

Candidates for college promotion should follow the guidelines laid out in section 3.1 Packet organization and 3.2 "Annual Performance Report" of this document. College promotion candidates are exempt from section 3.3 External Letters. Evaluation of college promotion portfolios must be tied to the expectations of the position. For example, a college track faculty member who is assigned only teaching and outreach duties should not be denied promotion because of a lack of scholarship or service.

4.2.2 Departmental Promotion and Tenure Committees

The departmental promotion and tenure committee should be formed and operate according to the provision in Section 5.90 of the NMSU Policy Manual. Recognizing the diversity in the departments that compose the College of Arts & Sciences, each department is expected to formalize specific guidelines in their promotion and tenure policy document.

The members of the departmental committees are expected to meet the following requirements

- they are tenured faculty members (in cases where there are college track candidates for promotion, then at least one college track faculty member should serve in those cases only)
- there is a minimum of three members
- the department head is not eligible to be part of the committee, and may not participate at any deliberations of the committee including voting
- each promotion case can be reviewed and voted upon by members of the committee who hold a rank equal or higher to that the candidate is seeking

All departmental promotion and tenure committees are required to have one regular member of the committee from another department in the College Arts and Sciences. This member will be appointed by the dean and will have full voting rights and privileges. When the minimum number of tenured professors or associate professors is not available within the department, as set by the individual department's promotion and tenure policy document, the committee will be augmented by additional tenured professors from other departments within the College of Arts & Sciences. Similarly, for college faculty promotions, the committee can be augmented by college professors or college associate professors from other departments. These members may be nominated by the department head and will be appointed by the college dean.

4.3 Departmental Promotion and Tenure Policy Document

The dean and the department shall agree upon the criteria for promotion and tenure represented in the department's current promotion and tenure policy document. The document shall be discussed and voted upon by the tenured and tenure-track faculty members in the department, and approved by the Dean of the College of Arts & Sciences.

The departmental promotion and tenure policy document should be consistent with the college and university policies for promotion and tenure.

Copies of the departmental promotion and tenure policy document should be distributed to all faculty members in the department and posted in a publicly accessible section of the departmental web site. Department heads must ensure that new faculty hires receive a copy of the promotion and tenure policy documents.

Each department is the best qualified entity to assert standards of quality and excellence within its discipline. Each department will develop criteria and policies for evaluating the performance of tenure-track and tenured faculty members in the applicable areas of teaching and advising, scholarship and creative activities, extension and outreach, service, and leadership, in accordance to established university regulations. Evaluation criteria, policies, and expectations, as they pertain to the department's functions, will be clearly described in the department's function and criteria statement.

The evaluation criteria and policies stated in the departmental promotion and tenure policy document should be consistent with the current university policies (Section 5.90 of NMSU Promotion and Tenure Policy).

These criteria should be consistent with national norms for the discipline; the departmental document is expected to refer to appropriate standards and norms for the discipline whenever deemed relevant.

These criteria should be sufficiently detailed to clearly define policies and expectations. The department promotion and tenure policy document should clearly express criteria for the department and, where deemed relevant by the department, for different areas and/or subfields of the department's discipline.

The criteria should clearly address the evaluation of all forms of scholarship and creative activities, in a manner which is consistent with NMSU's definitions and evaluation recommendations (Section 5.90.4.2 of NMSU Promotion and Tenure Policy).

The criteria should be sufficiently clear and explicit to provide direction and guidance to the faculty members and to the internal and external evaluation entities in understanding any expectations for quality and quantity in all applicable areas of teaching and advising, scholarship and creative activities, extension and outreach, service, and leadership.

The current promotion and tenure policy document should be made available to all faculty members in the department, kept on file in the dean's office, and publicly accessible through both the department's and the college's web sites, according to NMSU's policies.

4.4 Performance Evaluation

Performance evaluations should follow the general criteria established in Section 5.90.4 of the NMSU Policy Manual.

5.90.4 Criteria for Promotion and Tenure

When considering applicants for promotion and tenure, serious attention will be given to performances in the applicable areas of teaching and advising (or its equivalent); scholarship and creative activity; service; extension and outreach; and where applicable, leadership. The relative importance of each of these areas varies according to the cumulative allocation of effort statements. Each area is vital to the University's ability to achieve its mission, and the performance of a faculty member will be viewed as an indication of future contributions.

5.90.4.1 Teaching and Advising

Teaching is central to NMSU's mission. For those who teach, effectiveness in teaching and advising is an essential criterion for tenure and for advancement in rank. The teaching and advising category includes all forms of university-level instructional activity, as well as advising undergraduate and graduate students, both within and outside the university community. Such activities are commonly characterized by the dissemination of knowledge within a faculty member's area of expertise; skill in stimulating students to think critically and to apply knowledge to human problems; the integration and application of relevant domestic and international, social, political, economic, and ethical implications into class content; the preparation of students for careers in specific fields of study; and the creation and supervision of appropriate field or clinical practicums.

Teaching and advising responsibilities may include, but are not limited to, preparation for and teaching of a variety of courses, seminars, and other academic learning experiences; non-credit workshops and informal instructional activities; course and program development; team or collaborative teaching; web-based instruction, both on and off campus; supervision of student research, performances, or productions; service on graduate student program and research committees; field supervision and administration of field or clinical experiences; production of course materials, textbooks, web pages and other electronic aids to learning; and others.

Faculty advising may take the form of assisting undergraduate or graduate students in the selection of courses or careers, assisting learners in educational programs on and off campus, mentoring students, serving as faculty adviser to student groups, research and teaching advising, as well as other forms.

5.90.4.1.1 Evaluation of Teaching

Teaching is a complex and multifaceted activity. Therefore, several forms of evidence should be used to assess comprehensively teaching effectiveness. Each form of evidence should carry a weight appropriate to its importance in evaluating teaching. Such documentation must demonstrate command of subject matter, continuous growth, and development in the subject field, the ability to organize material and convey it effectively to students, assessment of student learning, revision and updates of curricula, and the integration of scholarship (for faculty who produce scholarship) and service with teaching. Materials appropriate for evaluating teaching should include: (a) evidence from the instructor, (b) evidence from other professionals, (c) evidence from students, and (d) evidence of student learning.

Each principal unit is to create clear guidelines for its teaching faculty that define teaching responsibilities and specify required evidence documenting teaching effectiveness. Specific data to be included in the evaluation packet will be determined by each principal unit.

5.90.4.1.2 Evaluation of Advising

For promotion and tenure considerations, performance in such activities must be documented and evaluated. Each principal unit is to create clear guidelines regarding the responsibilities and documentation requirements for its faculty who advise.

5.90.4.2 Scholarship and Creative Activity

Scholarship and creative activity involves discovering and creating, teaching and disseminating, and applying knowledge and skills to worldly concerns. This understanding is grounded in Boyer's concept of the four scholarships: (1) the scholarship of discovery involves processes, outcomes, and the passionate commitment of the professoriate and others in the University to disciplined inquiry and exploration in the development of knowledge and skills; (2) the scholarship of teaching involves dynamic, reciprocal, and critically reflective processes among teachers and learners at the University and in the community in which their activity and interaction enriches and transforms knowledge and skills, taught and learned; (3) the scholarship of engagement refers to the many and varied ways to responsibly offer and employ knowledge and skills to matters of consequence to the University and the community; and (4) the scholarship of integration is the process by which knowledge and skills are assessed, interpreted, and applied in new and creative ways to produce new, richer, and more comprehensive, insights, understanding, and outcomes.

Scholarship and creative activity is both activity and product, employing dynamically interacting processes of discovery and creation, teaching and dissemination, engagement and application, and integration, in the pursuit of fulfilling the mission and vision of NMSU. Products developed through these processes, are public, open to peer review, and available for use by others. Scholarship and creative activity can take many forms, including but not limited to refereed publications.

This definition reflects the University's mission as the state's land-grant university, serving the needs of New Mexico's diverse population through comprehensive programs of teaching and advising, scholarship and creative activity, extension and outreach, and service. It addresses the breadth and diversity of scholarly and creative activity among faculty, staff, and students through which this mission is fulfilled.

The dissemination and creation of scholarly work using technology is becoming increasingly important. Accordingly, it is important that promotion and tenure committees recognize this when evaluating a candidate's portfolio. The rapid pace at which technology changes makes it difficult to use a single set of evaluation criteria to fit all cases encountered. Technology often crosses the rigid boundaries of teaching and advising, scholarship and creative activity, service, extension, and outreach, and as such, it must be evaluated in as many of these categories as appropriate. Flexibility in evaluation of the candidate's technology efforts is paramount. Reviewers must be aware of expectations placed on the candidate at the time of hiring and during 16 Each principal unit is to create clear guidelines for its teaching faculty that define teaching responsibilities and specify required evidence documenting teaching effectiveness. Specific data to be included in the evaluation packet will be determined by each principal unit.

5.90.4.2.1 Evaluation of Scholarship and Creative Activity

All scholarly activity and outcomes, regardless of funding source, must consider the following criteria adapted from Diamond:

1. The activity's purposes, goals, and objectives are clear. The objectives are realistic and achievable. It addresses important questions in the field.
2. The activity reveals a high level of discipline-related expertise. The scholar brings to the activity a high level of relevant knowledge, skills, artistry, and reflective understanding.
3. Appropriate methods are used for the activity, including principles of honesty, integrity, and objectivity. The methods have been chosen wisely, and applied effectively. It allows for replication or elaboration.
4. The activity achieves its goals and its outcomes have significant impact. It adds consequentially to the field. It breaks new ground or is innovative. It leads to further exploration or new avenues for exploration for the scholar and for others.
5. The activity and outcomes have been presented appropriately and effectively to its various audiences.
6. The activity and outcomes are judged meritorious and significant by one's peers.
7. The scholar has critically evaluated the activity and outcomes and has assessed the impact and implications on the greater community, the community of scholars and on one's own work. The scholar uses this assessment to improve, extend, revise, and integrate subsequent work.

5.90.4.3 Extension and Outreach

Extension and outreach are essential to the University's mission because they disseminate information to the public; help the state by promoting economic development through the dissemination of new technologies and best practices; and serve as a basis for sustainable, community-oriented, informal education that addresses local needs through faculty affiliated with each county government in New Mexico. The central role of extension and outreach is recognized in that several principal units are dedicated to these functions. There are also numerous faculty members in other units for whom extension and outreach are major components of their duties.

5.90.4.3.1 Evaluation of Extension and Outreach

Extension and outreach work is collaborative by nature. Faculty should provide evidence of collaboration with whomever necessary to identify local needs, garner resources, discover and adapt new knowledge, design and deliver programs, assess clientele skill changes, and communicate program results. Collaborative effort should also include networking with other University faculty in identified areas of program discovery, development, and delivery, including applications to teaching and advising where appropriate. To evaluate extension and outreach scholarship the following guidelines are recommended.

Faculty must provide evidence of extension and outreach scholarship in order that these efforts are recognized. The documentation should provide evidence that the work is: (1) creative and intellectual; (2) validated by peers; (3) communicated to stakeholders; and (4) have an impact on stakeholders and the region.

Components of extension scholarship include: (1) developing programs based on locally identified needs, concerns, and/or issues; targeting specific audiences; (2) setting goals and objectives for the program; (3) reviewing current literature and/or research for the program; (4) planning appropriate program delivery; (5) documenting changes in clientele knowledge, behaviors, attitudes, and/or skills; (6) conducting a reflective critique and/or evaluation of the program; (7) validation of the program by peers and/or stakeholders; (8) and communication of results to stakeholders and decision makers.

5.90.4.4 Service

Service is an essential component of the University's mission and requires that the faculty member contribute to the organization and development of the University, as well as provide service to any local, state, national, or international agency, organization, or institution needing the faculty member's professional knowledge and skills.

5.90.4.4.1 Evaluation of Service

The type and amount of service that a faculty member performs should be determined in consultation with the appropriate administrator(s). All relevant activities in which a faculty member participates should receive appropriate consideration for promotion and tenure decisions. Service contributions should be evaluated based on how they are applied and how they draw upon the professional expertise of the faculty member.

5.90.4.5 Leadership

In demonstrating leadership, candidates must show that they are having an impact as evidenced by the candidate's scholarship and creative activity, and by contributions to the advancement of the University which may include administrative roles in which considerable and well-documented contributions to the university have been made.

5.90.4.5.1 Evaluation of Leadership

Leadership is characterized by: (1) contribution to the mission of the college or University and to the faculty member's profession; (2) participation in the distribution of responsibility among the members of a group; (3) empowering and mentoring group members; and (4) aiding the group's decision-making process.

Evaluation Procedures

The members of the College Promotion and Tenure Committee will evaluate each core document independently and according to the previously discussed guidelines. A separate ballot will be developed for each core document and for each decision – i.e., one ballot for promotion and one ballot for tenure. In the cases where a candidate is seeking both promotion and tenure, the same portfolio will be used to develop both recommendations.

The ballots will be marked by each committee member, and all members will contribute to the development of a written evaluation statement for each candidate and for each decision.

In cases where a candidate is from the same department as a committee member, the member will recuse himself/herself from the discussion and the vote. Recusal should also occur when a committee member has conflict of interests, as indicated in the NMSU Policy Manual.

The outcome of the evaluation of each case for promotion and/or tenure from the committee will consist of:

1. A detailed record of the vote, indicating how many votes in favor, how many votes against, how many members abstained, and how many members recused.
2. A letter summarizing the committee deliberation; the letter will be approved and signed by all the members that participated in the deliberation. The letter should evaluate the candidate with respect to the areas of agreed upon involvement, usually teaching and advising, scholarly and creative activities, outreach and extension, and service. The letter can also include recommendations to the candidate for ways to enhance performance for future reviews.

Confidentiality

All the committees and parties involved in the evaluation of promotion and tenure cases will guarantee the confidentiality of records, deliberations, and recommendations. Accepting appointment to either the College Tenure and Promotion Committee or the department tenure and promotion committee indicates agreement to confidentiality.

4.5 Time Table for Promotion and Tenure Evaluation

The NMSU Policy Manual provides the milestones for preparing, submitting, and processing each application packet for promotion and/or tenure. The College Promotion and Tenure Committee will follow the general University schedule in its activities. In order to meet the college and University schedules specified in the NMSU Policy Manual, the department head and the department promotion and tenure committee will need to complete their evaluation activities according to the mid-fall deadlines that will be specified each year by the Dean's Office. The complete packets, inclusive of the votes and recommendations by the department head and the department promotion and tenure committee, shall be submitted in a timely manner to the Dean's Office. The department head is expected to notify the candidate of the recommendations. At that time, the candidate will have the option to withdraw from the process. If the candidate decides to proceed to the next level, the candidate will be allowed to submit a brief supplemental document to explain and/or refute any comments from either the department head or the departmental promotion and tenure committee.

A typical time table is articulated as follows:

1. The College Promotion and Tenure Committee receives and reviews the portfolios in the second half of the fall semester, typically starting in early November.
2. If the portfolios are incomplete or prepared in violation with the guidelines expressed in the departmental promotion and tenure policy document, the College Promotion and Tenure Policy document, or NMSU's Policy Manual, they will be returned to the department without evaluation. If the deficiencies are not addressed in a timely manner, i.e., in time for the College Committee to perform evaluation without undue additional burden and within the set deadlines, the committee may opt to delay further evaluation of such portfolios until the next review cycle.
3. The College Promotion and Tenure Committee will typically provide its final votes and recommendations to the dean by the beginning of the successive spring semester, typically around mid January.

The specific deadlines will be communicated to all interested parties by the Dean's Office at the beginning of the fall semester.

4.6 Mid-Probationary Review

The College of Arts & Sciences allows its departments to conduct mid-probationary reviews, in accordance to Section 5.90.3.7 of the NMSU Policy Manual. Faculty in those departments providing this option may choose to participate in the review process. A portfolio, prepared in accordance to the same regulations as for promotion and tenure, should be prepared by the candidate. The portfolio shall be reviewed by the department promotion and tenure committee, the department head, and if requested by the candidate, the College Promotion and Tenure Committee. The submission to the department should occur in mid January. The department committee will provide a written formative evaluation to the department head and the candidate. If the candidate requests a College Promotion and Tenure Committee review, the review will be conducted in accordance to the same processes and procedures as for a regular promotion and tenure case.