

# NEW MEXICO STATE UNIVERSITY COLLEGE OF ARTS AND SCIENCES DEPARTMENT OF ASTRONOMY

## Departmental Functions and Criteria

May 2019

This document provides the functions and criteria policies for the Department of Astronomy in the College of Arts and Sciences of New Mexico State University. These functions and criteria provide the standards and expectations for annual contract renewal, promotion, and tenure. The document also covers the procedures for annual performance evaluation, promotion, and tenure. The specific standards and procedures for various faculty lines, College-Track, Tenure-Track, Tenured, and Research Faculty are covered.

Depending on faculty line, the faculty member will be responsible for the functions (areas of effort), Teaching, Scholarship (Research), Service, and Outreach, in various proportions of effort as is appropriate for the faculty line and as described below. Further, depending on the faculty line, some degree of leadership in each of the four areas of effort, as defined throughout this document, may be required for promotion. The four areas of effort of Teaching, Scholarship (Research), Service, and Outreach are defined as follows:

**Teaching:** Teaching is a primary department responsibility. Our primary program is a graduate program, offering M.S. and Ph.D degrees. Graduate teaching involves coursework teaching and, for members of the Graduate Faculty, graduate student advising. The Department does not offer an undergraduate major, but undergraduate teaching of general education courses, viewing a wider world courses, and upper level courses for minor degree candidates is a significant component of our teaching responsibility. The teaching loads of department faculty members will be assigned so that the necessary courses are offered each semester to meet the academic needs of the students at the lower and upper divisions, as well as graduate students. A faculty member budgeted exclusively from instruction and general funds will normally be responsible for the equivalent of teaching an annual minimum of three (3) "contact" courses per academic year (9-12 credits), unless a reduced load is approved by the College Dean. Balance between graduate and undergraduate courses can vary from faculty member to faculty member; both are equally valued.

**Scholarship:** Scholarship (Research) is, in any of its equally valued facets (Discovery, Integration, Application, Teaching), a primary responsibility of the department and its individual faculty. It also forms a core component of graduate education, so there is considerable interplay between teaching and scholarship.

**Service:** Service plays a significant role in the department's responsibilities to the institution and the broader academic and professional communities. Service activities include professional service (paper review, panel reviews, advisory committees, project management, etc.) in the faculty's various areas of expertise, as well as service to the University (Department, College, and University committee assignments, advisory boards, etc.) and community (activities where discipline provides appropriate expertise).

**Outreach:** The Department values outreach, particularly given the broad interest of the general public in astronomy and the recognition that much astronomical research is enabled by public funding. Outreach involves interaction with the public in the form of Observatory Open Houses, visits to/from local schools and civic groups, responding to information requests from the public and news organizations, etc.

# 1. CRITERIA FOR EVALUATION

Each member of the faculty is expected to engage in Teaching, Scholarship (Research), Service, and Outreach activities within and on behalf of the department. Basic evaluation criteria are as follows:

## 1.1 ALLOCATION OF EFFORT

Allocation of effort is an agreement between the faculty and the Department Head, however the Dean of the College shall ensure equitable distribution and shall approve variations from the standard allocation of effort.

### 1.1.1 COLLEGE-TRACK FACULTY

A College-Track faculty position is the track for which a faculty member is not on the tenure track and the primary allocation of effort is teaching. If the faculty member joins the Graduate Faculty, then he or she will be expected to engage in the advising of graduate students. Acceptable ranges of allocation efforts may be 55% to 80% for Teaching, 0% to 30% for Scholarship (Research), 5% to 10% for professional service, and 2 to 5% for Outreach, depending on the strengths of faculty members, the source of funding for the position, and Departmental needs.

### 1.1.2 RESEARCH-TRACK FACULTY

A Research-Track faculty position is the track for which a faculty member is not on the tenure track and the primary allocation of effort is Scholarship (research). A Research-Track faculty member is eligible to be a member of the Graduate Faculty. If the faculty member joins the Graduate Faculty, then he or she will be expected to engage in the advising of graduate students. Acceptable ranges may be 0% to 30% for each of Teaching, 55% to 80% for

Scholarship (Research), 5% to 10% professional service, and 2 to 5% for Outreach, depending on the strengths of faculty members and Departmental needs.

### 1.1.3 TENURED AND TENURE-TRACK FACULTY

Tenured and Tenure-Track Faculty will be expected to engage in mentoring students, regularly attend faculty meetings, and participate and engage in department committee work.

Those tenured and Tenure-Track Faculty who are members of the Graduate Faculty are able to chair graduate committees, direct master's thesis and doctoral dissertations, teach 600-level and above courses, and serve as representatives of the Dean of the Graduate School on master's and doctoral exams. These responsibilities will be in proportion to a member's experience, as recommended by the Department Head and the Dean.

Standard allocation of effort for Teaching, Scholarship (Research), Service, and Outreach will be 50%, 40%, 9%, and 1%, respectively. Acceptable ranges may be 30% to 50% for each of Teaching and Scholarship (Research), 10% to 20% for professional service, and 2-5% for Outreach, depending on the strengths of faculty members and Departmental needs.

With regard to the above allocations of effort:

1. Exceptions to these ranges will be allowed in cases of sabbatical leaves or other special circumstances, in consultation with the Department Head and the Dean of the College.
2. Approved research buy-outs might be one reason for an adjustment of annual allocation of effort assignments and are acceptable in terms of the faculty's Annual Performance Evaluation (APR).
3. Allocation of effort for each faculty member for each academic year will be agreed upon by the Faculty Member and the Department Head. If the allocation of effort of a faculty member will reside outside the standard percentages adopted by the department, they shall be subject to approval by the College Dean. Further, if the faculty member requests a change in his or her allocation of effort during the academic year, this change will also be subject to approval by the College Dean.
4. The sum of a faculty member's allocation of effort assignments to Teaching, Scholarship (Research), Service, and Outreach shall always equal one-hundred percent (100%).

## 1.2 TEACHING

The quality and quantity of faculty teaching shall be taken into consideration when evaluating departmental faculty. If the case of College-Track and Research-Track Faculty, if the individual is a member of the Graduate Faculty, then student advising shall also be considered when evaluating the faculty member.

1. Quality: Evaluation criteria include:
  - a. teaching evaluation via student evaluation, peer evaluation, self-assessment, demonstration of teaching effectiveness, etc. Student course evaluations

developed by the Department must be administered for each offered course at the conclusion of each academic term; mid-semester evaluations can also be appropriate and beneficial;

- b. efforts towards improvement of teaching, including modification of teaching materials and development of innovative instructional approaches, participation in teaching workshops (e.g., Teaching Academy events), etc.;
  - c. progress of advisee graduate students, student success in subsequent activities, etc.
2. Quantity: Criteria include:
    - a. total number of "contact" courses taught, should match annually-agreed upon course load and teaching percentage;
    - b. total student credit hours taught, so that individually-directed classes, e.g. independent research, dissertation research, etc., are recognized as important components of teaching;
    - c. number of graduate degree candidates supervised and their progress;
    - d. to a lesser extent, student committee work load;
    - e. advising of undergraduate students, including undergraduate research advising.
  3. Special Factors: Criteria include student participation in faculty research activities, special courses and seminars offered by the faculty member, development and implementation of new courses, teaching of courses to a broader audience (i.e., outside of NMSU), etc.

## 1.3 SCHOLARSHIP (RESEARCH)

The quality and quantity of faculty research shall be taken into consideration when evaluating departmental faculty. In the case of College-Track and Research-Track Faculty, the same standards apply as for Tenure-Track faculty accounting for specific allocation of effort.

1. Quality: Criteria will be those of peer evaluation and/or review on the basis of current professional standards. Specific areas to be considered, as defined by Boyer and all equally valued, will include:
  - a. Scholarship of Discovery: Those activities that increase knowledge within the faculty member's discipline; this is the traditional research in which all faculty members are expected to be engaged
  - b. Scholarship of Integration: activities that make connections between discovery in the discipline and other disciplines, including interdisciplinary efforts that couple astronomical work with technology, computational science, engineering, etc.
  - c. Scholarship of Application: activities that apply astronomical knowledge to societal, industrial, national, and international issues.
  - d. Scholarship of Teaching: efforts that quantitatively address student learning and teaching methods within the discipline or in a broader science education context.
2. Scholarship activities should result in high-quality achievement of and dissemination of results (publications, meeting presentations, review articles, etc.) according to national

standards, and should provide a basis for the highest quality education at the graduate level.

3. Interdisciplinary activities can be an integral component of Scholarship.
4. In the present structure of doctoral programs, grant support for scholarship (research) activities is an important part of efforts to maintain or improve upon the quality of the doctoral education and Scholarship productivity and provides a community assessment of the quality of the faculty member's work.
5. Quantity and Communication:
  - a. Scholarship of Discovery. Criteria include:
    - i. i. the number and quality of publications (especially those in reviewed journals). Note that, in astronomy, first (and often second or third) author papers generally represent a significantly larger fundamental contribution than appearing in a long author list, but that the latter can be relevant for a faculty member whose research is related to experiments conducted by a large group. Papers with a faculty member's student as first author should be considered equivalent to those with the faculty as first author, since they generally represent (at least) as large of an effort.
    - ii. ii. number of citations of published papers, although note that this can vary by sub-discipline, depending on the size of the sub-discipline;
    - iii. iii. meeting/conference presentations (especially invited presentations and papers);
    - iv. iv. pursuit of and receipt of external funding focused upon scientific advancement, submission and success with other types of proposals (observing proposals, for example);
    - v. v. mission/project and scientific team involvement; selection for full proposal submission from white papers, etc.;
    - vi. vi. colloquia and special lectures presented at other institutions/departments, especially invited lectures;
    - vii. vii. efforts to establish and enhance University reputation through large project endeavors;
    - viii. viii. membership on conference organizing committees.
  - b. Scholarship of Integration. Criteria include the number of clearly identifiable interdisciplinary activities participated in (investigations, proposal submissions, meetings attended, papers published and presented, etc.) that would not have arisen from the faculty member working in isolation within their own discipline. If the result of the effort is not a peer-reviewed product (paper, proposal, etc.), the faculty member will provide documentation attesting to the evaluative process that results of the effort were subjected to. Other criteria include organizing national or international conferences or workshops and participating in or chairing a science organizing committee for such workshops.
  - c. Scholarship of application. Criteria include the number of activities (textbook development, expert testimony, algorithm development, etc.) in which the faculty member is engaged; if the activity engaged in does not lend itself to peer-review, the faculty member will provide documentation that the Scholarship of Application

activity has received some form of external review by appropriate 'experts' in the area/field. Additional criteria include the creation of public databases/websites, and/or related data, for broad distribution to colleagues,

- d. Scholarship of Teaching. Criteria will include peer-reviewed publications and submitted/funded proposals specifically focused upon the study of teaching methods and student learning methods in the discipline. Additional criteria could include external solicitation of student-learning tools developed by the faculty member.

## 1.4 SERVICE

The quality and quantity of faculty service shall be taken into consideration when evaluating departmental faculty. In the case of College-Track and Research-Track Faculty, the same standards apply as for Tenure-Track faculty accounting for specific allocation of effort.

1. Professional Discipline Service. Activities for evaluation include reviewing of papers for peer-reviewed journals, discipline-specific journal editing, evaluation of proposals for funding agencies/entities, professional organization/committee work (including meeting/conference planning), offices held in professional organizations in the faculty member's discipline, etc.
2. University/College/Departmental Service. Departmental committee work and university and college committee work are included; other factors are duties and responsibilities associated with the management of university-connected research facilities and instruments, mission-related managerial responsibilities, etc. Fund raising activities on behalf of the Department, College, University, etc. are also a service activity.

## 1.5 OUTREACH

The quality and quantity of faculty outreach shall be taken into consideration when evaluating departmental faculty. In the case of College-Track and Research-Track Faculty, the same standards apply as for Tenure-Track faculty accounting for specific allocation of effort.

1. Public Engagement. Criteria would include the quantity of public lectures, observatory tours, public nights at the observatories, web-based public dissemination, etc. Testimonials of the quality of such activities from the inviting party are welcome.
2. Public Relations. Public relations activities on behalf of the department, college, and university are included. These include articles by or about the faculty member that are published in popular publications, newspapers, etc.

## 1.6 COLLEGE- AND RESEARCH-TRACK FACULTY

When College-Track and Research-Track faculty are hired, a written document will be developed and agreed upon by the faculty member and the Department Head that outlines the relative percentages of allocation of effort that will be used to evaluate performance; any deviations from Standard Allocations of Effort ([Sections 1.1.1, 1.1.2, or 1.1.3](#)) will require inclusion of reasons for the deviations. Within any given area, the evaluation criteria and procedures for promotion will be the same as for Tenure-Track faculty, accounting for allocation of effort.

## 2. PROCEDURES OF EVALUATION

### 2.1 ANNUAL EVALUATION OF ALL FACULTY

All Tenure-Track, tenured, and non-tenure track college faculty will be evaluated by the Department Head each year, based upon the information the faculty member provides in their Annual Performance Report (APR). The APR will be submitted during the Fall semester and must be done using the Digital Measures, which is the official reporting instrument for recording all faculty activities. In all cases, the person being evaluated is responsible for supplying materials necessary for the evaluations.

At some point in the following Spring semester, after discussing each faculty members APR with the Dean's office, the Department Head will personally discuss with each individual faculty member the Department Head's evaluation of that faculty. Note that the Department Head and the Dean of the College are *not* required to reach full consensus in their evaluations. The faculty member may submit a written statement in response to the Department Head's final evaluation.

Note that faculty performance evaluations are not officially completed until they have been personally discussed by the Department Head with the faculty member and the APR is signed by the Department Head. During the Spring semester meeting between the Department Head and the faculty member, they will also discuss the faculty member's planned allocation of effort for the coming academic year. The faculty member shall prepare the final "Goals and Objectives" document with the agreed upon allocation of effort for approval by Department Head by a date that is likely to be no later than the beginning of the academic year in question, and certainly no later than the deadline determined by the College.

### 2.2 EVALUATION FOR PROMOTION AND/OR TENURE

#### 2.2.1 ANNUAL EVALUATION OF NON-TENURED, COLLEGE, AND RESEARCH TRACK FACULTY

Non-tenured Tenure-Track faculty, and Assistant Professor College-Track and Research-Track faculty will be evaluated annually by the Department Head and by the tenured faculty to assess progress toward promotion and/or tenure. The evaluation by the tenured faculty occurs during the Spring semester through the departmental Promotion and Tenure Committee. Membership of this committee is discussed in [Section 3](#) below. Both the Department Head and the Promotion and Tenure Committee will prepare written evaluations of each non-tenured Tenure-Track faculty and each College-Track and Research-Track faculty member's overall progress towards promotion and/or tenure as well as an assessment of that faculty member's written "Goals and Objectives" statement for the year. These progress appraisals are separate from the Department Head's annual performance review (which occurs during the Fall semester). The Department Head will meet with the faculty member to discuss the faculty member's progress toward promotion and/or tenure as determined by the Department Head and the Promotion and Tenure Committee. The faculty member may submit a written statement in response to the Promotion and Tenure Committee and/or Department Heads evaluation. These written evaluations plus any faculty response are thereafter delivered to the College Dean.

### **2.2.2 TENURE**

Non-tenured Tenure-Track faculty normally apply for tenure during the Fall semester of year six (6) of their appointment. Exceptions to this time line will either have been established at the time of hire, or will require written recommendation of the Department Promotion and Tenure Committee and College Dean, and must be approved by the Provost. Requests to temporarily suspend the tenure "clock" (time passed from the date of the faculty's appointment date) and pause the tenure process are allowed, but will also require written recommendation of the Department Promotion and Tenure Committee and College Dean, and must be approved by the Provost. Non-tenured Tenure-Track faculty applying for tenure will be separately evaluated by the Department Head and by the Promotion and Tenure Committee. Written reviews are prepared, based upon the candidate's portfolio of application materials, early during the Fall semester of the academic year during which the faculty member's application is submitted. See [Section 3](#) in this document for additional information.

### **2.2.3 PROMOTION TO ASSOCIATE PROFESSOR**

Non-tenured Tenure-Track faculty may apply for promotion to Associate Professor at the same time as they apply for tenure, but not before. College-Track and Research-Track faculty are eligible to apply for promotion to College Associate Professor in the Fall semester of year six (6) of their appointment. Following consultation and approval of the Department Head, once the faculty member expresses intent to be promoted, he or she will be separately evaluated by the Department Head and by the Promotion and Tenure Committee. Written reviews are prepared, based upon the candidate's portfolio of application materials, early during the Fall semester of the academic year during which the faculty member's application is submitted. See [Section 3](#) in this document for additional information.



A Tenured, College-Track, or Research Track Assistant Professor and/or the Department Head may request an annual review of progress toward promotion to Associate Professor. Each progress review would include a meeting between the tenured faculty member and the Department Head, which can be at a time of year of their mutual agreement. The Promotion and Tenure Committee need not engage in annual reviews of progress toward promotion for tenure faculty, unless, in mutual agreement with the faculty member, the Department Head presents a special request for a one-time-only review on the progress.

## **2.2.4 PROMOTION TO PROFESSOR**

Promotion to the rank of Professor or College Professor is not automatic and should not be considered to be forthcoming merely because of years of service, or because promotion to Associate Professor, or College or Research Associate Professor, was awarded. There is no specific number of years of service required to apply for promotion to Professor.

Above and beyond the criteria for promotion to Associate Professor, the qualities of a Professor would include:

1. Has demonstrated, through consistent and continuously growing accomplishments, that s/he has a mature intellectual command and view of the discipline as it relates to the candidate's primary subfield within the discipline.
2. Has established a record of engaging in various leadership roles within the candidate's profession and within the Department, College, and/or University in the areas of teaching, scholarship and creative activity, outreach, and/or service.
3. Has demonstrated a commitment to mentorship of faculty at lower ranks, empowering and enabling them to achieve their professional goals.
4. Since promotion to Associate Professor, has sustained and demonstrated civility, collegiality and professional integrity in all aspects of Department, College, and/or University Service.

When considering candidates for promotion to the rank of Professor, primary evaluation is given to performances in proportion to the candidate's allocations of effort and the degree of leadership activities within these areas of performance. There is no single definition of "leadership"; it is generally interpreted to mean that the candidate has engaged in some level of guiding, managing, directing, or supervising people or an organization. Serious evaluation is also given to teaching and advising/mentoring, service, and outreach.

Performance of a candidate for promotion to full professor is assessed in terms of how the above qualities and performances are sustained and on an assessment of the candidate's potential future contributions based on the candidate's record.

A tenured, College-Track, or Research Track Associate Professor and/or the Department Head may request an annual review of progress toward promotion to Professor. Each progress review would include a meeting between the tenured faculty member and the Department Head, which can be at a time of year of their mutual agreement. The Promotion and Tenure

Committee need not engage in annual reviews of progress toward promotion for tenure faculty, unless, in mutual agreement with the faculty member, the Department Head presents a special request for a one-time-only review on the progress.

## **2.3 TEACHING EVALUATION PROCEDURES**

1. Annual Evaluation: evaluation of faculty teaching is based upon the teaching criteria listed above (see [Section 1.2](#)).
2. Evaluation for Promotion and Tenure: methods will include those employed for Annual Evaluation, although the assessment will also take into account consideration of the multi-year progress of graduate students advised by the faculty member, the history/trending of student evaluations of course instruction, the breadth of courses taught during the faculty member's time in the department, faculty member involvement in securing financial support of graduate students, etc.

## **2.4 SCHOLARSHIP EVALUATION PROCEDURES**

1. Annual Evaluation. Evaluation of faculty research is based upon the criteria listed above (see [Section 1.3](#)).
2. Evaluation for Promotion and Tenure. Same as for Annual Evaluation, with the possible addition of demonstrated growth during the time toward tenure.

## **2.5 SERVICE EVALUATION PROCEDURES**

1. Annual Evaluation. Evaluation of faculty service is based upon the criteria listed above (see [Section 1.4](#)).
2. Evaluation for Promotion and Tenure: same as for Annual Evaluation, with the possible addition of demonstrated growth during the time toward tenure.

## **2.6 OUTREACH EVALUATION PROCEDURES**

1. Annual Evaluation. Evaluation of faculty outreach is based upon the criteria listed above (see [Section 1.6](#)).
2. Evaluation for Promotion and Tenure: same as for Annual Evaluation, with the possible addition of demonstrated growth in these activities during the time toward tenure.

# **3. PROMOTION AND TENURE APPLICATION PROCEDURES**

The Department Head is responsible for posting the most-up-to-date version of this Functions and Criteria document on the astronomy webpage, as well as a link to the Promotion and Tenure Policies webpage of the New Mexico State Executive Vice-President and Provost Office (EVPP). The Department Head is also responsible for providing an electronic version of this document, and any other requested document outlining policies for promotion and tenure policies, to any faculty member upon request.

The Department Head must provide an electronic version of this document and any other policies to any faculty member who intends to apply for promotion and/or tenure, and this must be done in the Spring semester prior to the application submission.

If possible, sample portfolios of successful applications for promotion to the intended applicant's aspiring level and tenure should be made available to any faculty member who intends to apply for promotion and/or tenure, and this would be done in the Spring semester prior to the application submission. Permission to use the sample portfolio for this purpose must be provided to the Department Head in writing by the previous successful applicant.

Additional policies and procedures include:

1. The Department Head will submit a written recommendation to the Dean in matters on promotion and/or tenure.
2. The faculty member must formally apply for tenure and/or promotion in writing, to be submitted to the Department Head.
3. The department must establish and maintain a mentoring process for Tenure-Track faculty.
4. A department committee, referred to as the Departmental Promotion and Tenure Committee, will be constituted to make recommendations of promotion and/or tenure. The committee will not include the Department Head but will consist of:
  - a. a minimum of four tenured department faculty, plus one appointed (by the Dean) member from outside the department, when non-tenured faculty are being evaluated with regard to their progress toward tenure
  - b. all departmental tenured faculty (who are not on leave), plus one appointed member from outside of the department, if the committee is to make a recommendation regarding tenure
  - c. all department full and associate professors (who are not on leave), plus one appointed member from outside of the department, if the committee is to make a recommendation regarding promotion to associate professor.
  - d. all department full professors (who are not on leave), plus one appointed member from outside of the department, if the committee is to make a recommendation regarding promotion to full Professor. Advice from other members of the faculty is encouraged.
5. Other issues pertaining to membership of the Promotion and Tenure Committee:
  - a. The Dean, upon advice from the College Council, appoints at least one external full professor to each departmental Promotion and Tenure Committee at all

times. If the department faculty includes fewer than 4 members eligible for service on the Promotion and Tenure Committee, the Dean will appoint more external members, to bring total membership to at least three (3) individuals. Membership of all tenured departmental faculty, as listed above, is only required for promotion and tenure decisions. In the regular annual appraisals of progress towards tenure and promotion not all eligible faculty may need to serve, as long as the minimum membership of 3 (with one external full professor) is met.

- b. Members of the tenure and promotion committee have the right and obligation to read candidate's files and take part in discussions and votes about annual progress reviews and for discussions and votes about tenure and/or promotion.
    - c. If requested, the Promotion and Tenure Committee will meet with the Department Head, Dean, and/or other comparable administrator to discuss procedural matters.
6. The applicant for promotion and/or tenure is responsible for supplying relevant materials to the Department Head and to the committee, following college guidelines.
  - a. The NMSU Policy Manual provides guidelines for application portfolio preparation in Section 5.90.5.5. The department can provide samples of portfolios and will seek the written permission of previous portfolio preparers prior to making their samples available to the applicant.
  - b. The applicant may not add to, subtract from, or modify application portfolio contents once the materials have been delivered to the Promotion and Tenure Committee for its evaluation, at a date agreed to by the Committee Chair and Department Head.
  - c. The applicant's portfolio will be retained in the Astronomy Department main office and made available to the department Promotion and Tenure Committee membership.
  - d. If the department Promotion and Tenure Committee would like to receive additional information from the applicant, the Committee will prepare a letter addressed to the Department Head indicating the additional information desired and a justification for its request for the information. The Department Head will consider the request, and, if in agreement, will convey the request to the candidate, who will have one week to provide the requested information or provide a response indicating why the information cannot or will not be provided.
7. The applicant for promotion and/or tenure may request to review all items included in the portfolio assembled prior to the review by appropriate committees, administrators, and/or external reviewers. Any concerns with the portfolio contents by the candidate should be addressed in writing to the Department Head and the Chair of the Promotion and Tenure Committee, and all responses to the candidate by the Department Head and/or Chair should be in writing.
8. The Department Head or the Promotion and Tenure Committee Chair will request additional written opinions by obtaining at least three (3) external letters of reference from professional peers and colleagues of the applicant; all solicited letters that are received by the deadline should be included in the package. These letters are not confidential. The letters should address the candidate's research qualifications, and, if

applicable, other factors. Candidates may be requested to provide a list of potential outside reviewers to the Department Head and committee chair but may not contact the external reviewers with regards to the tenure and/or promotion process. Assuming no conflict of interest exists, at least one of the reviewers provided by the candidate shall be asked to provide a letter. The candidate may also provide a list of external reviewers to *not* contact. The Department Head, in consultation with the Promotion and Tenure Committee, will select the external reviewers. External reviewers should be checked to be free of real or perceived conflicts of interest. The Department Head is responsible for determining conflicts of interests. Selection of suitable reviewers will primarily be based on the research area of the candidate in question but may also include other factors if appropriately documented and explained by the Promotion and Tenure Committee Chair. The selection process of external reviewers will be documented in the recommendation on tenure and/or promotion to be forwarded to the College. It is acceptable if external letters are weighted more towards assessment of research performance than, e.g., to teaching performance. Potential reviewers will be contacted by email or mail, and will be provided instructions:

- a. to provide a brief statement regarding the individual's qualifications for serving as a reviewer;
  - b. to provide a statement indicating the relationship between the candidate and reviewer;
  - c. notification that the candidate may have an opportunity to read the letter of assessment;
  - d. notification that third parties may review the letter in the event of an EEOC or other investigation into a promotion or tenure decision.
9. Unsolicited external letters, should they be received by the department prior to or during the department Promotion and Tenure Committee evaluation, will not be provided to nor considered by the Committee.
10. The Department Head and the Promotion and Tenure Committee will each submit written recommendations on promotion and/or tenure applications to the Dean with supporting materials. Any minority reports will be included. All materials supplied by the applicant or by the committee will be maintained in a file and will be available for inspection in accordance with college guidelines.
11. Additional Promotion and Tenure Application Procedures
- a. University policies regarding promotion and tenure supersede College and Department policies should there be any difference among the policies of the different units.
  - b. Conflict of interest policies should be reviewed by all members of the committee annually.
  - c. The University's criteria for promotion and tenure are described in Section ARP 9.31 of the NMSU Policy Manual.
  - d. As stated in the NMSU Policy Manual, Section ARP 9.35.2, extension of the probationary period (number of years prior to applying for tenure) is possible for specific situations as described in that section. A request for an extension must be initiated by the faculty member.

- e. Per University policy, a faculty member may request a mid-probationary review. This request should be made in writing to the Department Head.
  - f. All materials submitted by a faculty member seeking promotion and/or tenure are considered confidential, as are the deliberations conducted by the department Promotion and Tenure Committee.
  - g. The Department's Promotion and Tenure criteria and evaluation methods as spelled out in this document are to be reviewed and, if necessary, updated, every five academic years. This review will be initiated and conducted by the Department Head, in consultation with the rest of the faculty. If policies and or methods are changed, then-current faculty who have not yet earned tenure or promotion may select to retain the prior policies for the purpose of their evaluation, or they may choose to accept the new policies. Faculty members will indicate their choice in response to a letter of inquiry provided to them by the Department Head.
  - h. During the evaluation process of a faculty member's application for promotion and/or tenure, the Department Head will discuss procedural policies with the departmental Promotion and Tenure Committee.
  - i. The department Promotion and Tenure Committee Chair will prepare a letter, intended for delivery to the Department Head, which reflects the majority view of the Committee in regard to the application being considered. The letter should contain a numeric indication of the outcome of the vote. The letter should contain specific commendations, concerns, and recommendations addressing the department's criteria in each of the areas assessed in the evaluation process. Dissenting opinions should be acknowledged in the letter, with specific indications of which aspects of the criteria apply.
  - j. The Department Head will meet with the applicant and present a copy of the Committee's letter as well as the Department Head's own letter indicating her/his recommendation with regard to the application.
  - k. At any time during the application evaluation process, the candidate may withdraw the application for further consideration, as spelled out in the NMSU Policy Manual Section ARP 9.35.7.
  - l. The Department will implement a post-tenure review process in conformity with the University's process as outlined in Section ARP 9.36 of the NMSU Policy Manual.
  - m. If an applicant wishes to appeal one or more aspects of the application review process, the policies outlined in Sections ARP 3.25 and ARP 10.60 of the NMSU Policy Manual will apply.
12. Revisions to this document shall be conducted by the Promotion and Tenure Committee in consultation with all of the faculty in the Department.
13. With regards to the procedures of meetings of the Promotion and Tenure Committee
- a. The meetings, deliberations, and votes of the departmental Promotion and Tenure Committee will be conducted in closed session and will remain confidential.

- b. Members of the committee may attend meetings of the committee using electronic methods (FaceTime, Skype, WebEx, etc) with the permission of the committee chair.
  - c. When departmental Promotion and Tenure Committee members vote on applications for promotion or tenure, the individual votes will be secret (either electronic or written per agreement with the Chair), and the numeric outcome of all votes (number of YES, NO, or ABSTAIN) will be recorded and retained by the Committee Chair. All votes will remain confidential.
  - d. If a vote is to be taken, only committee members who are present at the time of the vote (either in person or electronically) may submit a vote.
  - e. The recommendation formulated by the committee should express the majority view but must also present minority and/or dissenting opinions, if any.
14. The candidate has five (5) days to provide rebuttal, for the purpose of correcting factual errors only, after receiving recommendations from the Department Promotion and Tenure Committee and the Department Head.
15. The candidate has five (5) days to provide rebuttal, for the purpose of correcting factual errors only, after receiving recommendations from the College Promotion and Tenure Committee and the Dean.

*Jon Holtzman*

9/5/2019

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Department Head, Astronomy

Date

*[Signature]*

09/05/2019

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Dean, Arts and Sciences

Date