

DEPARTMENT OF COMMUNICATION STUDIES

FUNCTIONS AND CRITERIA FOR EVALUATION

DECEMBER, 2019

Mission Statements

New Mexico State University -- The mission of the New Mexico State University system is to serve the diverse needs of the state through comprehensive programs of education, research, extension and outreach, and public service. As the state's land-grant and space-grant university, and as a Hispanic-Serving Institution, NMSU fosters learning, inquiry, diversity and inclusion, social mobility, and service to the broader community.

NMSU College of Arts and Sciences --The College of Arts and Sciences is the intellectual core of New Mexico State University, providing cutting-edge academic programs supported by active research and creative activities. The College provides the foundational education for every NMSU student and a wide array of degrees preparing students to be life-long learners, knowledgeable and responsible citizens of our world.

Department of Communication Studies --The Department of Communication Studies is dedicated to engaging in meaningful scholarship and teaching in order to provide students with an education that prepares them to become effective and ethical communicators. Through our commitment to diversity and opportunity, the Department of Communication Studies fully supports the land-grant mission of the university. The Department of Communication Studies provides foundational coursework in Communication for every NMSU student. We foster excellence in teaching, research, service, and outreach through our values of curiosity, community, and compassion.

Functions of the Department

TEACHING AND ADVISING: We consider teaching to be those activities that involve student contact and include teaching as well as teaching/teacher development. Unless otherwise assigned, all faculty members teach full loads. For the tenured and tenure-track faculty, the typical course load is 9 credits per semester. Those who do not maintain active scholarship (as defined by the Department Head and the departmental Promotion and Tenure Committee, in consultation with the Dean,) will

be expected to teach 12 credits per semester. For full-time faculty holding college ranks, 12 credits is the typical load. Members of the graduate faculty are eligible to teach graduate level courses, serve on graduate advisory committees, and direct theses. When appropriate and with the permission of the Department Head and Graduate Dean, other faculty members (including those at other universities) may be asked to serve on a graduate committee.

Since the department offers a full range of courses, from general education courses to undergraduate program courses to graduate seminars, faculty members are expected to participate in all levels of our curriculum for which they are qualified. Graduate and undergraduate student advising is also considered an important part of teaching. In our department, advising is considered and evaluated as part of teaching responsibilities. All professors are expected to advise students based on an alphabet system whereby students find their adviser based on the first letter of their last name. This randomizes the advising process. Students may change their adviser later if they wish to have a new one. All professors advise both undergraduate and graduate students. The annual performance reports should reflect each year's teaching and advising efforts.

SCHOLARSHIP: It is important to note that the Communication Studies faculty value scholarship, defined as activities that are peer reviewed and result in a public dissemination of knowledge. Tenured and tenure-track faculty are expected to pursue ongoing programs of scholarship. Such activities are varied in scope as evidenced through Boyer's four areas of scholarship as detailed below in the section on criteria for evaluation. The annual performance reports should reflect each year's scholarship efforts.

SERVICE: Members of the faculty are expected to provide relevant service to their discipline (i.e., professional associations), university, college, and department. This may include holding offices in professional associations, serving on editorial boards, and serving on university and professional association committees. Relevant service is further defined in the following section on criteria for evaluation. The annual performance reports should reflect each year's service efforts.

OUTREACH: Outreach is defined as engaging in activities with the community that are relevant to one's discipline. Our department's outreach policy aligns with the policy of the College of Arts and Sciences. The annual performance reports should reflect each year's outreach efforts.

Criteria for Evaluation

TEACHING AND ADVISING: Tenured and tenure-track faculty members negotiate their percentage of effort for teaching. Because the expected teaching load is 3-3, the baseline allocation of effort for teaching will be 60%. This percentage can be negotiated with the Department Head depending on the needs of the faculty member and the needs of the department. This percentage is then used when evaluating teaching in the Annual Performance Review and Appraisal as well as progress toward

tenure. Evidence of teaching effectiveness may include the following: student evaluations, self-evaluations, and other forms of evaluation. The Department of Communication Studies follows the college policy on the amount of evidence required for evaluation for both tenure-track professors and college-track faculty members. Currently, tenure-track faculty and college-track faculty provide three forms of evidence, and tenured faculty provide two forms of evidence. These forms of evaluation include the following:

1. Student Evaluations - During the fall and spring semester, all teaching faculty will receive student evaluations. Student evaluations will be administered on-line through the course learning platform. The evaluation form solicits responses from students in a qualitative fashion. As per university directives, the department does not collect student evaluation data that is quantifiable. Faculty members are responsible for summarizing student evaluation data.
2. Self-Evaluations — Faculty members are required to provide self-evaluations as a part of the annual performance review process. Examples of evidence of teaching effectiveness include discussions of advising, course development, course improvement, curriculum development, professional development activities, directing independent studies, and directing Master's theses and graduate committees. We also encourage self-reflection on student evaluations and explanations of how student suggestions and/or concerns are incorporated into course improvement and/or development.
3. Other Forms of Evaluation — Faculty members are encouraged to participate in peer evaluation programs. Peer evaluation should be comprehensive and rigorous. Faculty members are encouraged to use the Teaching Academy for the administration of peer evaluations. Faculty members may also discuss teaching effectiveness as indicated through the administration of an assessment protocol designed for a specific class around specific learning objectives.

SCHOLARSHIP: Tenured and tenure-track faculty negotiate their percentage of effort for scholarship. Departmental baselines for scholarship allocation will be between 25 and 30%. This percentage is then used when evaluating scholarship in the Annual Performance Review and Appraisal as well as progress toward tenure. While we have not developed a point-system or a list of preferred outlets for research, the section of this document below labeled "Faculty Evaluation Standards" describes the categories of output are most valued. The department does not necessarily value one area of research over another but expects the faculty will conduct research that reflects the current concerns of their discipline. The department recognizes the value of research whether it appears in traditional paper forms or in electronic forms. Although the discipline of Communication has not traditionally demanded the generation of external funding, the department recognizes the potential importance of external funding to its

research mission. All members are encouraged and expected to seek sources of external funding to support their research where possible.

Under the NMSU policy adopted in 2007, the definition of academic research is broadened to cover the four types of scholarship. All types of scholarship should be "public, susceptible to critical review and evaluation, and accessible for exchange and use by other members of one's scholarly community" (Shulman & Hutchings, p. 9).

The Scholarship of Discovery refers to the creation and presentation of new empirical and theoretical knowledge of significance to the disciplines covered by the department (see Braxton, Luckey and Helland, pp. 39-40). Some examples may include peer-reviewed publications in scholarly journals, grant funding to support scholarly work, and peer-reviewed books and book chapters.

The Department of Communication Studies values the Scholarship of Discovery as the basis for all the other forms of scholarship. The Scholarships of Engagement, Teaching, and Integration — which typically emerge out of a faculty member's Scholarship of Discovery — are also recognized and valued. Each faculty member is responsible for articulating and demonstrating his or her expertise and effort in each of these forms of scholarship, as well as providing compelling evidence of impact.

The Scholarship of Application/Engagement refers to professional expertise used to benefit the institution, the people of New Mexico and the larger community. It is "the application of disciplinary knowledge and skill to help address important societal and institutional problems" (Braxton, Luckey, & Helland, p. 27). Examples may include program evaluation, service learning activities, and contract work with non-profit organizations. It is important to note that the products of this work should be peer-reviewed and publicly disseminated in some form for them to count as scholarship and not as service.

The Scholarship of Teaching includes published refereed articles on pedagogy, as well as other types of work where the faculty member has used his or her expertise to assess and enhance student learning, including presenting colloquia through the Teaching Academy. It could also include creating and implementing departmental and university assessment of programs such as assessment of COMM 265G and/or creating a course for departmental assessment and reporting findings back to the department. Again, some form of peer-review is expected for this to count as scholarship.

The Scholarship of Integration seeks to integrate isolated facts and ideas, overcoming the fragmentation of the academic disciplines; "to build bridges across the disciplines, and connect the campus to the larger world" (Boyer, 1990, p. 77). It may include interdisciplinary research, meta-analysis, and interpretative work. Evidence could include textbooks, scholarly popular books, integrative book reviews, and encyclopedia essays. It also could include organizing unique interdisciplinary conferences or developing a web-based scholarly forum. Also, some form of peer-review is expected here as well.

SERVICE: For tenured and tenure-track faculty a negotiated percentage of the annual evaluation is based on service. We anticipate this percentage to be no less than 5% of allocation. Service to one's discipline, university, college, and department are considered an important part of a successful career. Any voluntary activities on campus, beyond a specific job description, that benefit the department, college, and university may also count as service. While less than tenure-track faculty, we expect college-track faculty to also engage in service.

OUTREACH: Outreach is defined by the college's promotion and tenure policy. For tenured and tenure-track faculty a negotiated percentage of the annual evaluation is based on outreach. We consider outreach to be an application of our relevant disciplinary knowledge that benefits the community beyond NMSU. This is an important part of a faculty member's professional activities in our department. College-track faculty are expected to make community service a part of their outreach duties.

Criteria for Tenure and Promotion

The department follows university and college guidelines in preparing and evaluating cases for tenure and promotion. The following represents departmental expectations for tenure and promotion.

TENURE: To be recommended for tenure, the department expects the candidate to have demonstrated excellence in teaching, an active program of scholarship and/or creative activity, meaningful service, and outreach. The department also expects that the candidate would continue such work after tenure is granted. This means that each faculty member should continue the scholarly, teaching, and service excellence they had as they earned their way to getting tenure.

Promotion to Associate Professor: The candidate must demonstrate continued, steady productivity in teaching, scholarship, service, and outreach. In general we prefer 1-2 refereed publications a year. We consider efforts to garner outside funding as scholarship and evaluate them as we do articles, book chapters, etc. The candidate must also show evidence of intellectual and academic leadership within the department. This means that the candidate should be on at least one departmental, college, or university committee. Each faculty member is expected to advise as many undergraduate and graduate student as are being advised by peers in the department. This also means that the candidate has begun to establish a favorable reputation within his/her discipline and is providing steady service within the discipline such as reviewing manuscripts for journals, serving at conferences, and/or holding leadership positions for communication associations. Evidence for quality of scholarship, teaching, and service will be determined by departmental reviews of the promotion materials, along with letters of evaluation from qualified professionals outside the university. The candidates must follow the guidelines set forth by the department, college, and university.

Promotion to Professor: The candidate must continue to demonstrate all of the qualities for tenure and promotion to Associate Professor. The candidate must also have a superior record of academic leadership. This should be demonstrated by a history of mentoring junior faculty, advising graduate students, and leading departmental committees. The candidate must also have established a favorable reputation at the national/international level within his/her discipline. Evidence for this will be determined by membership on the editorial boards of journals, departmental review of the promotion materials, and letters of evaluation from qualified professionals outside the university. Candidates, again, should follow the guidelines set forth by the department, college, and university.

Post-Tenure Review: The department will adhere to all university and college policies with regard to any post-tenure review.

ANNUAL REVIEW: Included in next section

COLLEGIALITY: We adhere to the College of Arts and Sciences 2018 policy on Collegiality.

FACULTY EVALUATION STANDARDS

New Mexico State University is a Carnegie research intensive institution. Thus, the Department of Communication Studies is committed to developing and maintaining a high-quality program evidenced by excellence in teaching, active scholarship, meaningful service, and outreach. All tenured and tenure-track faculty are evaluated on these attributes. For the purposes of the Annual Appraisal, the Department Head will use the criteria and details listed below for each of these elements.

1. Excellence in Teaching (all forms of evidence listed below will be considered together, so that student evaluations are not the primary means of evidence).
 - a. Indicated by student evaluations. Both positive qualitative and quantitative results from student evaluations are expected for all courses.
 - b. Ongoing development of new courses.
 - c. Course improvement (e.g. updating and improving syllabi, assignments, lecture material, course readings, and introduction and continued development of course teaching technology).
 - d. Professional development activities (e.g. attending teaching workshops).
 - e. Reflection on student feedback and responding by suggesting potential areas of improvement. This should be made explicit in annual review narratives.
 - f. Student mentoring (e.g. thesis advising, graduate advising, undergraduate student theses, or involvement in student workshops).

- g. Other evidence (unsolicited letters, student credit hours, undergraduate advising, graduate committee membership, exit interview data, etc.).

2. Scholarship:

We acknowledge and encourage faculty to publish peer-reviewed scholarship under all four types of scholarship as defined by Boyer (1990) and discussed in the NMSU Administrative Rules and Procedures Manual (5.90.4). These include:

SCHOLARSHIP OF DISCOVERY
SCHOLARSHIP OF INTEGRATION
SCHOLARSHIP OF APPLICATION/ENGAGEMENT
SCHOLARSHIP OF TEACHING

EXAMPLES OF SCHOLARSHIP:

NOTE: The examples given below may change based on each faculty member's differing interests. So, for example, a grant or grant proposal could be counted in any one category. We encourage faculty to choose the scholarship to which they feel a particular activity best belongs.

We would like to note that while all forms of scholarship are of value to us, we place highest value on refereed publications including journal articles, book chapters, and books, as well as on funded research. Also, we value a piece of scholarship's impact and scope on the field as it promotes the department's reputation. Effort should be considered as well when evaluating scholarship as some types of scholarship may require more time and effort than others. We do not distinguish between forms of scholarship and forms of dissemination of scholarship. We instead place value on the impact and scope of any peer-reviewed scholarship. For gaining Promotion and/or Tenure, a professor must have a body of research and scholarship that has given them positive and substantial recognition in the Communication discipline. Faculty are encouraged to include a narrative on impact, scope, and/or effort in their annual report. Examples of relevant scholarship include the following:

- Publication in refereed journals.
- Publication of scholarly books and book chapters, related to faculty member's area of expertise (can include invited scholarship such as chapters, encyclopedia, or handbook publications).
- Grants (applications and funded projects).
- Publication of workbooks, textbooks, and book chapters related to improving instruction and/or for instructional purposes.
- Competitively selected papers reporting research at regional, national, and international conventions. Invited papers may also be considered.
- Publication of ancillary course materials such as workbooks, web pages, videos, etc.

- Working papers or reports for nonacademic institutions or organizations may also be considered in context of broader scholarship goals.

3. Service:

- Service to regional, national, and international associations (e.g. elected office, journal editorship, journal reviewing, office holding, and reviewing conference papers).
- Regular attendance and active participation in regional, national, and international Communication conventions. Other than presenting papers, participation may include chairing panels, being a panel respondent, etc.
- Developing recruiting and fundraising materials for the department. This may include, but is not limited to, pamphlets, newsletters, website development, speeches, addresses, and interviews.
- Committee service to the university, college, and/or department.
- Media coverage that promotes the department, college, and/or university (e.g., media interviews, news reports, press releases).
- Other service as determined in conjunction with the Department Head.

4. Outreach:

Outreach is defined as utilizing the expertise and skills found among the faculty, staff, and students of the Department of Communication Studies for the direct benefit of communities in New Mexico and beyond. This could include activities such as the following:

- Consulting
- Designing and implementing communication campaigns
- Collecting and analyzing data on behalf of non-profit organizations, schools, or other organizations
- Other outreach activities as determined in consultation with the Department Head

Procedures for Annual Performance Review and Appraisal

Every fall, at a time designated by the Department Head in accordance with College and Departmental P&T guidelines, each regular faculty member will submit an annual report documenting his or her activities for the previous academic year. The Department Head will produce a written evaluation, which will be submitted to the College of Arts and Sciences Dean. The College Dean and Department Head then meet to discuss the Department Head evaluation of each faculty member. The Department Head and Dean will come to an agreement on the content of the written

evaluation as well as rating of each faculty member. The Department Head will then meet with each faculty member to give him/her their evaluation and discuss it. Also at this time the faculty member may submit a written response to the Department Head's evaluation, which the Department Head will forward to the College Dean for review.

The annual appraisal, although conducted by the Department Head, can reference issues related to Promotion and Tenure, but the P&T Committee for the department will work independently from the department head. The P&T Committee and Department Head will also write memos regarding progress toward Promotion and Tenure for all tenure-track faculty each spring (which is outlined below).

Also, in the fall, the Department Head will meet with each regular faculty member as part of the annual performance appraisal process and discuss allocation of effort including goals and activities for the next year. One week after this meeting, the faculty member will submit his/her allocation of effort for the year. Should faculty responsibilities change, they are encouraged to consult with the Department Head and submit a revised allocation of effort form.

After the APRs have been evaluated and discussed by the College Dean and Department Head, the P&T Committee will meet every spring to evaluate all pre-tenure, tenure-track professors and any post-tenured faculty who request review. The spring review by the P&T Committee is to assess comprehensive progress toward promotion and/or tenure. The committee examines and discusses what materials should be presented for review as the ongoing portfolio of accomplishment expands. The department head provides an independent assessment of progress being made toward promotion and tenure.

With regard to the allocation of effort, at least 10% of effort will include Outreach and Service. Given a regular 3-3 teaching load, a suggested percentage may be up to 60% for Teaching. Allocations of effort for Teaching and Research are negotiable every year based on faculty activity. For example, a course buyout may result in a higher Research allocation.

DEPARTMENT OF COMMUNICATION PROMOTION AND TENURE PROCEDURES

This section of our policy document will address the NMSU Policy Manual, Promotion and Tenure document, section 9.34 (Common Elements to be included in the principle units' promotion and tenure policy). We follow the numbers precisely as they are listed in the policy manual.

Further, the department follows university and college guidelines in preparing and evaluating cases for tenure and promotion.

TENURE: To be recommended for tenure, the department expects the candidate to have demonstrated excellence in teaching, an active program of scholarship and/or creative

activity, and meaningful outreach and service. The department also expects that the candidate will continue such work after tenure is granted.

Promotion to Associate Professor: See above under "Criteria"

Promotion to Professor: See above under "Criteria"

Policies and Procedures which will be followed for Promotion and Tenure:

1. University policies regarding promotion and tenure supersede department and college policies.
2. The 2018 College of Arts and Sciences Promotion and Tenure Policies and Procedures document.
3. Criteria for promotion and tenure are included in the NMSU Administrative Rules and Procedures Document, Chapter 9. (<https://arp.nmsu.edu/chapter-9/>)
4. A candidate may temporarily suspend their promotion and tenure time in accordance with policies outlined in ARP Chapter 9 (9.35).
5. All candidate records will be maintained in the in the office of the Department of Communication Studies to ensure confidentiality. Only those on the Promotion and Tenure committee and the Department Head will be permitted to see them unless the candidate gives permission for another individual to look at them. This permission must be communicated via email or in person to the Department Head. P&T Committee members can view the materials in the office, but cannot take them out of the office. Confidentiality will be ensured by the committee through the P&T Chair. This person will remind members of the confidentiality of all discussions and will report the results of the discussions to the Department Head and Dean of the College. All written communication will be sealed in envelopes to ensure confidentiality and hand carried to the office of the College of Arts and Sciences Dean.
6. Every three years, the Functions and Criteria Document will be reviewed and revised as needed. If the department, university, and/or college, however, determines that a review is needed earlier, then one will be completed.
7. A faculty member may choose which version of the Functions and Criteria Document will be used in her or his evaluation if this faculty member began under a different document. This individual and the Department Head will sign a form stating which policy document will be applied. The signed form will be included in the promotion and tenure materials.
8. Candidates are encouraged to request a mid-probationary review during their third year. They will submit their packet in January of their third year and the P&T Committee and Department Head will separately give suggestions to the candidate regarding the format of the information given and any other guidance deemed appropriate by the Committee and/or Department head to aid in the candidate's progress toward promotion and tenure. Candidates are encouraged to meet with the chair of the P&T Committee every year to discuss their goals for the year and receive mentoring from the P&T chair on the P&T process. NOTE: the P&T Committee will meet every year as detailed in the roles of the P&T Committee in the ARP Document, Chapter 9, Subsection .34.
9. The members of the department committee are chosen as follows:

- a. The chair will be elected by the department faculty by secret written ballots.
 - b. The Department Head cannot participate in the faculty vote for committee chair. He or she is also not allowed to be present during this vote. All faculty of appropriate ranks will sit on the P&T Committee. If a College Faculty member is being evaluated, a standing P&T committee for college-track faculty members will evaluate the candidate. This standing committee is composed of the department P&T committee plus one college-track member.
 - c. The Department Head cannot serve on any P&T committee.
 - d. At least one member of the P&T Committee is appointed by the Dean.
10. Full professors can vote regarding Associates working toward the rank of Full Professor. Associate and Full professors can vote on candidates for Assistant Professor. These rank strictures also apply to college-track faculty under evaluation.
 11. We have no provisions for term limits as all eligible faculty serve on the committee.
 12. In no case will a P&T Committee be comprised of fewer than three eligible members.
 13. If the committee does not have enough members the Dean will appoint members to the committee. However, if the Department Head and/or the existing P&T committee members for the Department do not believe the appointed members are appropriate, they may appeal to the Dean for different individuals to be appointed to the committee.
 14. The Dean, Department Head, or comparable administrator may meet with the P&T Committee, but only to discuss procedural matters. They cannot voice an evaluation of any candidates to be discussed in the meeting.
 15. The deliberations and voting of the P&T Committee will be conducted in a closed session only among committee members.
 16. All votes must be made via secret written ballot. All vote counts are recorded by the P&T Chair. The committee may vote more than once regarding a candidate in a single meeting but votes cannot be changed after the meeting has concluded.
 17. The Chair of the P&T Committee will submit a letter summarizing its recommendations and the numerical vote count on each candidate to the
 18. Department Head and College Dean (or comparable administrator). NOTE: voting only when the candidate is being considered for tenure and/or promotion or for progress toward promotion or tenure. The recommendation for promotion and/or tenure must:
 - a. Reflect the majority view. This refers to a majority vote. All views of all of the committee members are to be reflected in the committee report.
 - b. Contain specific commendations, concerns, and recommendations addressing the department's criteria in each of the areas required for promotion and tenure.

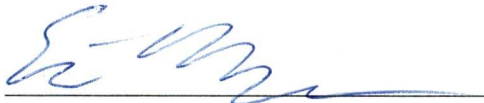
- c. Allow for dissenting opinions containing specific commendations, concerns, and recommendations addressing the criteria in each of the areas required for promotion and tenure.
19. Each candidate will be provided in writing the following: the P&T Committee's recommendations and numerical vote, the Department Head's letter, and/or the Dean's or a comparable administrator's letter. The Department Head is responsible for making sure the candidate receives this information.
20. The Department Head does an independent assessment of the candidate which is sent to the Dean with the candidate's completed portfolio.
21. The candidate may withdraw from further consideration in accordance with university policy (ARP 9.25).
22. Candidates must follow the college and university guidelines for preparing their portfolio and materials (ARP 9.35). The Department Head is responsible for helping the candidate put compile her or his portfolio.
23. Candidates may review portfolios from previous candidates upon the approval of the previous candidate. Written permission (email is accepted) is needed to do this unless the previous candidate loaned it to the department for these purposes. The candidate under review will then ask the Department Head for access to previous P&T portfolios.
24. Candidates may add materials to their portfolio up until the P&T Committee meets to discuss the material. If material is added once the portfolio has been made available to the Committee, the Candidate must inform the Chair of the Committee of the material that has been added. The Chair will then inform the other committee members. After the Departmental P&T Committee has met, no new material may be added.
25. Documentation regarding each candidate will be kept in a locked office, typically the main office of the department.
26. If the evaluators believe they need more information before making their recommendation they can adjourn their meeting and the P&T Chair can request in writing that the Candidate provide the needed information. A date can be given to the candidate in terms of when the additional information is expected to be provided.
27. The Candidate "owns" the portfolio and as such knows all that is put in the portfolio. Although the candidate cannot take anything out once the Department Head, P&T Chair, and/or other comparable administrator places information in the portfolio (e.g., outside review letters), the Candidate will be notified by the Department Head when anything has been added and is encouraged to look at the new information and/or will receive a copy of it. Information that has been added after the files have been sent to the College for review will not be forwarded to the College.
28. In accordance with NMSU and College of Arts and Sciences policy, all applicants for both tenure and promotion will be reviewed by external parties. These external reviewers will be asked to submit a letter with their review of the candidate. The following procedures for soliciting external letters are consistent with College policies. The following items represent more specific information regarding the solicitation of external letters.

- a. The Department of Communication Studies requires at least three external letters. All received letters will be included in the candidate's portfolio.
 - b. The Candidate and the P&T Committee Chair will discuss qualified individuals who will then be contacted with an inquiry to participate in the evaluation process. They will generate a total list of at least six (6) individuals to contact with the candidate choosing three and the committee chair choosing three.
 - c. Contact information and other relevant information will be provided to the Department Head. If a reviewer is deemed unsuitable by the Candidate due to a real or perceived conflict of interest, then the Candidate can request that another reviewer be included on the list. If approved, the Department Head will include another reviewer to replace the one removed.
 - d. The Department Head will coordinate the solicitation of all external letters. This includes contacting the potential reviewer, asking for the letter, and requesting a Curriculum Vitae for each external reviewer. The Department Head is also responsible for providing a letter regarding each reviewer's qualifications to be placed in the portfolio. The Department Head will include all letters of external evaluation in the portfolio.
 - e. The external reviewers will be provided with the Functions and Criteria statement, 2-3 examples of the candidate's scholarship (journal article, book chapters, etc.), information on the Boyer Model (if applicable), instructions, and the candidate's curriculum vitae.
 - f. Reviewers will be chosen based on their knowledge of the Candidate's research area. Reviewers should be well-known and respected in the discipline and hold a rank equal to or higher than the rank being sought by the Candidate.
 - g. Reviewers will be asked to do the following:
 - i. Review the information provided,
 - ii. Write a letter regarding their perception of the Candidate's eligibility for Tenure and Promotion based on our Functions and
and
 - iii. Criteria statement,
 - iv. Return the review by a certain date, iv.
Provide their own CV with the letter,
and
 - v. Indicate their relationship between the Candidate and themselves, should there be one.
 - h. Reviewers will be informed that:
 - i. The Candidate will have an opportunity to read the letter of assessment, and that
 - ii. Other parties can review the letters in the event of an EEOC or other investigation
29. Unsolicited letters can be included in the Promotion and Tenure materials or packet, but not in the core document. They can only be included as supporting

or supplementary information. Examples of these types of letters include thank you letters from students, organizations, and/or other faculty, staff, or administrators. These letters will be clearly designated as separate from the external review letters.

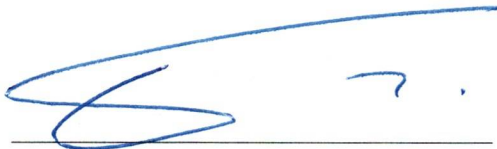
30. Candidates will be informed by the Department Head before beginning the tenure and promotion process that there is an appeals process as outlined in section 3.25 and 10.60 of the NMSU Administrative Rules and Procedures document.
31. The Department Head will be responsible for evaluating and responding to each Faculty Member's Conflict of Interest Statement. The Conflict of Interest statements, and any response to them from the Department Head, will be included in the candidate's portfolio when being considered for tenure and/or promotion.
32. The Department will review the Functions and Criteria and Promotion and Tenure Policies and Procedures every three (3) years.

Approved by:



Eric L. Morgan, Ph.D.
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Department of Communication Studies
New Mexico State University

December 9, 2019



Enrico Pontelli, Ph.D.
Dean
College of Arts and Sciences
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