New Mexico State University
Department of Criminal Justice
Functions and Criteria for Faculty Evaluation, Promotion, and Tenure
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INTRODUCTION

University Mission Statement

New Mexico State University is the state's land-grant university, serving the educational needs of New Mexico's diverse population through comprehensive programs of education, research, extension education, and public service.

Departmental Mission Statement

The mission of the Department of Criminal Justice is to offer quality undergraduate and graduate educational programming that provides students with valuable insights into the criminal justice system through a diverse and inter-disciplinary curriculum, experiential learning, and faculty-led research opportunities. Students will develop the skills necessary for successful careers in fields related to criminology and criminal justice. The department supports and encourages scholarly, experiential, and applied research endeavors, including those involving collaboration with local, state, and federal agencies dealing with crime, law enforcement, corrections, justice studies, law, juvenile justice, social justice, immigration, punishment and the borderlands.

Statement of Confidentiality

All records produced in accordance with Annual Review, Promotion, and Tenure procedures are confidential, to be seen only by people involved in the annual review and promotion/tenure procedures unless otherwise agreed by all parties. Copies will be kept in secure locations, either the Department Head office or the Criminal Justice office.

Review and Update of Promotion and Tenure Document

This document will be reviewed by the entire faculty of the Department of Criminal Justice no less frequently than every three years or the minimum revision period required by the University. If the policy should change during a faculty member's pre-tenure or pre-promotion period, the faculty member may choose either of the policies for evaluation purposes following the procedures outlined in the College of Art and Sciences promotion and tenure document. Each updated version will be signed by the Department Head attesting that this document has been

approved by a majority vote of the Department Faculty as recorded in Departmental meeting minutes and forwarded to the Dean for final approval.

Appeals Process
Faculty members who feel that they have been subjected to discrimination may appeal such actions using ARP Section 3.25 of NMSU policy. Faculty salary increase and performance evaluation decisions may be appealed following procedures in ARP Section 10.60. Violations of due process or procedures during promotion or tenure decisions may be appealed following the procedures in ARP Section 10.60.

DEPARTMENTAL FUNCTIONS

Faculty Meetings
The Department Head will schedule regular faculty meetings with the entire regular faculty of the department each semester. The Department Head will make every effort to distribute to the faculty an agenda the day before the meeting. Minutes will be recorded at the meeting, distributed before the subsequent meeting, and voted on by the faculty at the beginning of the subsequent meeting. Faculty may suggest agenda items for future meetings. Meeting attendance is a requirement of regular faculty (defined as tenured faculty, tenure-track faculty, research faculty, and college-track faculty), though we recognize that time conflicts occasionally arise. Faculty not able to attend in person are encouraged to participate via phone or a video stream. Adjunct and visiting professors are allowed, but not required, to attend, but may be asked to leave when discussing certain matters.

Voting
All regular faculty (0.5 FTE or higher that have their home department in Criminal Justice) will be eligible to vote on motions that add, remove, or modify Departmental policies. Visiting faculty, adjunct (or other temporary faculty), and part-time faculty are not eligible to vote, but they may participate in discussions. Votes on departmental policies will be recorded by including in the minutes the names of person making the motion, the person seconding the motion, and the vote totals. Decisions are made by majority vote of the votes cast. The Department Head is allowed to vote on any motion. In the case of a tie, the motion will not pass.

Departmental Committees
The Department will have several standing committees. These include, but are not limited to: P&T Committee (see below), Graduate Committee, and Undergraduate Committee. The Graduate Committee will be chaired by the Master's of Criminal Justice (MCJ) Coordinator. The MCJ Coordinator will be chosen by the Department Head. The Department Head and Graduate Committee chair will meet and agree on the membership of this committee. The Undergraduate Committee Chair will be the Advising Coordinator, chosen by the Department Head. The Department Head will meet with the Undergraduate Committee chair and the Graduate Committee chairs to agree on the membership of these two committees. There will also be a Scholarship Committee to make awards to students from existing Scholarship funds.

The committees will meet at least once per semester to discuss issues germane to its area. The Department Head may request specific issues to be discussed. The Committee Chair will conduct

the meeting and present the recommendations of the committee to the Department Head. The Department Head may attend these meetings. Major policy changes, as determined by the Department Head, will be voted on by the entire faculty. Thus, the committees do not set policy but may recommend policy changes.

Advising

The Department Head will appoint an Undergraduate Advising Coordinator who will oversee the process and work with the NMSU Advising Center. Graduate advising is conducted by the MCJ Coordinator. Thesis students will be advised by their thesis advisor.

Allocation of Effort

All regular faculty are required to submit an allocation of effort form (also known as the "Goals Statement") each Spring semester (deadline provided annually by the Department Head). This document serves as an organizational guide for each faculty member throughout the year and becomes the basis for conducting the Annual Performance Evaluation. The allocation of effort is spread between the categories of Teaching, Scholarship, Service, and Outreach. This allocation is for the 9-month academic year for 9-month regular faculty. Summer activities are not included in this allocation, per College guidelines. The final percentages allocated to each of the four areas are negotiated between the faculty member and the Department Head and copies submitted to the Dean. If an agreement between the faculty member and the Department Head on the allocation of effort cannot be reached, the Dean will mediate and facilitate the final assignment of an allocation of effort. Appeals to the agreement will be handled following the process described in the NMSU ARP (Section 10.60). The faculty member will maintain records of the goals, objectives, and allocation of effort and accomplishments for each year's activity.

The following guidelines are to be used as a starting point for negotiations:

Tenured and Tenure-Track Faculty

The normal teaching load is three classes per semester (i.e., 3-3 load). This will correspond to a 55% teaching load. This allocation may be increased for new course preparations, and other reasons. It will be decreased for course releases and sabbaticals. As scholarship is expected for this group of faculty, the scholarship allocation should be at least 30%, but not lower than 25%. Service and Outreach can both total 10%, but the ratio of these can vary by individual. However, the faculty member typically has departmental service in addition to College, University, and Professional Service, and thus this allocation will not fall below 5% in a normal (e.g., non-sabbatical) semester. It is not recommended that untenured Assistant Professors participate in College and University service, but may do so with the permission of the Department Head.

College-Track Faculty

The normal teaching load is four classes per semester (i.e., 4-4 load). This will correspond to an 80-90% allocation. This allocation may be increased for new course preparations, and other reasons. It will be decreased for course releases and sabbaticals. The college-track faculty are not required or expected to conduct scholarship, and thus their allocation in this category will typically be 0%. College-track faculty are required to participate in Departmental service and encouraged to participate in Departmental, College, University service and/or Professional service.

Research Faculty

Research is an important component of every academic activity, and is, therefore, the source of content for quality instructional programs. Research Faculty are expected to serve as Principal Investigators (PIs) on externally funded grants and contracts. This will correspond to a 100% allocation in most instances. Research faculty members are evaluated annually and are eligible for salary increases and promotion to the next rank according to policies, procedures, and criteria set by the university and their colleges and departments at the time of their appointment. Inclusion of activities not connected to research and creative activities and advising (e.g., teaching, Extension and Outreach) in a research faculty member's Allocation of Effort is permissible only under special circumstances, with written permission from the Dean.

Collegiality

Collegiality can be defined as the ability of a faculty member to positively interact and collaborate with all constituents within the academic environment, including colleagues, students, staff, administrators, and members of the community. According to the definition put forward by Arizona State University, collegiality is a critical component of the fundamental principles of professional ethics of the academic world – i.e., civility in the academic environment, respect for students, staff, and colleagues, integrity of intellectual inquiry and research, concern for the needs and rights of students and community members, and awareness of workplace safety and regulations. As such, it is important to underline that collegiality should be distinguished from personal traits (e.g., like friendliness, sociability, likeability) and from conformance with views and opinions of colleagues and administrators; it is instead a professional trait, directly related to how a faculty member performs her/his duties in the academic workplace. Collegiality also covers the willingness to actively participate in collaborative administrative and academic tasks and take an active role in the discussion and development of policies and programs. Collegiality is an expectation of all faculty members and it is essential in maintaining a positive academic environment that promotes learning, discovery and communication. The Department thus values and expects collegiality of faculty members in all activities.

CRITERIA AND POLICIES FOR PROMOTION AND TENURE

Introduction

Promotion and tenure are the means by which the Department of Criminal Justice, the College of Arts and Sciences, and New Mexico State University (NMSU) promote faculty demonstrating (1) sustained accomplishment in teaching and advising; (2) scholarship and creative activity (if applicable); (3) provision of civil and collegial service to the Department, College, University, and Profession; and (4) outreach (if applicable). This section of the Departmental Functions and Criteria for Faculty Evaluation, Promotion and Tenure document (hereafter referred to as the "F&C Document") articulates the criteria and processes for tenure and promotion. All criteria for promotion to any rank and tenure and the related processes outlined in this document are superseded by Section 9.34 of the Administrative Rules and Procedures of NMSU document (formerly known as the Policy Manual) and the College of Arts and Sciences Promotion and Tenure Policies and Procedures document.

The processes involved in the Department's promotion and tenure decisions must be fair, transparent, and participatory. This means decisions must be made without regard to race, national origin, gender, gender identity, age, disability, political beliefs, religion, marital status, sexual orientation, interpersonal alliances, or animus toward candidates, taking care to avoid structural, institutional, or individual patterns that could lead to discrimination.

The amount of effort faculty members, regardless of rank or position, devote to the various aspects of their duties necessarily varies, and any fair promotion and tenure process recognizes these differences. One faculty member may devote more time to teaching, or scholarship and creative activity, or outreach, or administrative duties, or some combination of these professional activities. The efforts of two or more faculty members may vary at the same points in their careers, reflective of their individual strengths, as well as Department, College, and University needs. Consequently, it is fundamentally unfair to expect identical amounts or types of teaching and advising, scholarship and creative activity, outreach, and service from each faculty member. The decision of tenure and promotion to any rank will integrate and reflect those variances through the incorporation of each faculty member's yearly allocation of effort statement.

This document is a tool for the candidate, the Department Head, the Promotion and Tenure committee, the College of Arts and Sciences Faculty Affairs Committee, the College of Arts and Sciences Dean, The Executive Vice President and Provost, and outside reviewers. It is designed to explain and guide the promotion and tenure processes for the Department of Criminal Justice at New Mexico State University.

Each year, as part of the promotion and tenure process, Assistant Professors shall submit a portfolio, created following the formatting guidelines provided by the College of Arts and Sciences. A sample portfolio will be available in the Criminal Justice office. The completed and submitted candidate's portfolio shall be held in the care of the Departmental Administrative Assistant, accessible by P&T committee members and the Department Head. Once the candidate has submitted their portfolio, they may make changes, additions, or deletions by submitting notification to the P&T chairperson. Any changes, additions, or deletions by the candidate must be done before the P&T Committee and the Department Head carry out their deliberations. The P&T Chair may suggest and/or request that the candidate make additions for purposes of clarification before the P&T Committee makes its recommendations. Associate Professors will submit portfolios for P&T review according to the timeline indicated below.

Promotion and tenure is awarded based on accomplishments in the applicable function areas of teaching, scholarship and creative activity, outreach, and service. The relative importance of each area varies across candidates according to the Allocation of Effort forms. The allocations will be averaged for the period under review. The yearly assessment of progress toward promotion and tenure is guided by the agreed upon Allocation of Effort Forms.

Boyer[1] put forward a framework by which to understand and evaluate the work of the professoriate, in particular, to expand what is recognized as 'scholarship.' The Criminal Justice

[1] Boyer, Ernest L. 1990. Scholarship Reconsidered: Priorities of the Professoriate. Ewing, NJ: Carnegie Foundation, 25 p.

Department at New Mexico State University has fully embraced what has come to be commonly termed 'the Boyer Model.' With Boyer, the impact of a professor's work, as well as realizing aims associated with our land-grant status and HSI designation, can be better valued as scholarly enterprises. The Boyer Model posits a non-hierarchical frame to categorize the functions of a professor and it is through such a lens that candidates and their work will be evaluated.

Each primary function area and examples of evidence of achievement are discussed and described below. Of paramount importance is sustained achievement and clear indication that a candidate will continue to meet expectations within the functions and criteria of the Department throughout their career.

Leadership

Leadership is a valuable aspect of being a faculty member and is an essential component for the promotion to Full Professor. It is also essential to the promotion to College Professor. The development of leadership skills and engagement when possible are essential to the Department, College and University mission and to the scholar's professional affiliations. It is not a separate category of evaluation, but rather it can be incorporated within each of the four areas of faculty performance (Teaching, Scholarship, Service, and Outreach). The faculty member should indicate how they are demonstrating leadership in these categories. Examples could be (but are not limited to):

Teaching: Leading a seminar or workshop to improve teaching;
Scholarship: Chairing a session at a conference; lead editor of a book;
Service: Chairing a University or College committee;
Outreach: Leading an initiative to help the community.

Teaching and Advising

Teaching is central to the Department's mission. It is also a principal element of the University's mission. Effective teaching and advising are essential for tenure and for advancement in rank. To realize excellence in teaching takes considerable time, energy, and diligence. Teaching is unequivocally a primary directive of the University, the College, and the Department. The Department of Criminal Justice affirms the scholarly choice to prioritize teaching and recognizes teaching as a creative, intellectual, high-impact endeavor. When done well it requires ingenuity, expertise, determination, and significant industry. It will be evaluated as such.

Teaching and advising responsibilities include all forms of university-level instructional activity, on and off campus, and may include, but is 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; online instruction; supervision of student research; service on graduate student committees; supervision of internship experiences; production of course materials, web pages, digital aids to learning, and other related activities. In addition, teaching and advising are areas in which the land-grant and HSI missions can be effectively realized and efforts to do so will be recognized.

Faculty advising may take the form of assisting undergraduate or graduate students in the selection of courses, career consultation, assisting learners in educational programs on and off campus, mentoring students, serving as thesis advisor, serving on a thesis committee, as well as other related activities.

Evaluation of Teaching

Teaching is complex and multifaceted. The following criteria are central to the evaluation of **Teaching** across the pre-tenure and promotion period:

a. development of new (defined as being taught by the faculty member for the first time) courses reflecting emerging research and current issues;
b. revision of existing courses reflecting emerging research, current issues and developing pedagogies;
c. articulation of objectives for student knowledge acquisition and critical thinking and other skill development;
d. use of material (course content and assignments) that is meaningful and accessible to the range of students in the course;
e. use of material (course content and assignments) that realizes land-grant and HSI ideals;
f. successful interaction with students;
g. realizing teaching objectives (content and skills);
h. if teaching online, keeping current with online instructional technology.

Multiple forms of evidence are meaningful in a comprehensive assessment of **Teaching** effectiveness and excellence, these may include, but are not limited to:

a. student learning objectives, activities and assignments associated with new course preparations, updated versions of existing courses;
b. creativity: course content, course structure, activities, and assignments;
c. self evaluations;
d. peer evaluations;
e. student evaluations;
f. quantitative evidence of student learning (e.g., pre-test/post-test comparisons of acquired knowledge or other assessments of learning);
g. new pedagogy descriptions and innovations for existing courses;
h. nomination for or receipt of teaching honors and awards;
i. participation in faculty development workshops and seminars;
j. facilitation and presentation in faculty development workshops and seminars;
k. indication of fulfilling land-grant and HSI objectives with relation to teaching;
l. chairing a student thesis, project, or education related committee;
m. independent studies and/or directed readings;
n. if teaching online, attending teaching workshops for online course improvement.

Evaluation of Advising

Student advising is a key aspect of the Department's teaching mission as well as the University's mandates as a land-grant and HSI. The following criteria are central to the evaluation of Advising across the pre-tenure and promotion period:

a. maintaining comprehensive knowledge of the degree requirements of the Department's academic programs;
b. maintaining knowledge of minors and supplementary majors associated with Criminal Justice.

Multiple forms of evidence are meaningful in a comprehensive assessment of advising effectiveness and include, but are not limited to:

a. the number of students advised, type of advising, and time spent in advising sessions;
b. mentoring of students;
c. participating in Advising Center or other on-campus advising efforts (e.g., new student orientations, learning community activities);
d. student advising in cross-disciplinary programs with which the faculty member is affiliated.

Under no circumstances may the simple listing of activities performed be used in lieu of an actual evaluation and assessment. All forms of evaluation should be accompanied by an adequate reflection by the faculty member.

Scholarship and Creative Activity

The Department's framework for identifying and interpreting scholarship and creative activity is grounded in the Boyer's concept of the four scholarships. No one form of scholarship is predominant, and the candidate for promotion and/or tenure may demonstrate significant achievement in any category of creativity (e.g., discovery, teaching, engagement, integration). The amount of scholarship is proportional to the allocation of effort in the Scholarship category. Note that for both annual reviews and promotion and tenure decisions, the acceptance date of a publication is the important milestone, not the publication date. For publications accepted but not published, the faculty member must provide documentation (copy of letter or email) from the journal or editor that the publication (journal article, book chapter, book, etc.) is in fact accepted and "in press". In all of the publications, being first author will carry more relative weight than being a secondary author (aka "co-author"). In the case of publications with two authors, both authors will be given equal weight. Publications with student first authors will be assessed as if the advisor (if they were the second author) were the first author.

Scholarly activity conducted during the time before hired in the current position at NMSU that falls within the "credit for prior service" period; e.g., a faculty member given two years of credit for prior service will be evaluated using any scholarly activity that occurred during the two most recent years prior to the hire date.

Scholarship of Discovery – involving the processes and outcomes associated with disciplined inquiry and exploration leading to substantiation and expansion of legitimate discourse within the discipline shall include any combination of the following categories and not be construed to exclude other activities, achievement, and recognitions validated by one's colleagues through the department's promotion and tenure committee.

Scholarship of Teaching – the 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.

Scholarship of Engagement – the myriad ways to proactively offer and employ knowledge and skills to matters of consequence to the Department, University, and community.

Scholarship of Integration – the processes of assessing, interpreting, and applying knowledge and skills in new and creative ways to produce new, richer, and more comprehensive insights, understanding, and outcomes.

Evaluation of Scholarship and Creative Activity

No one form of scholarship is predominant. Each form could be vital to the Department's ability to achieve its mission. The relative focus of a faculty member on one scholarship form or another varies and it is fundamentally unfair to expect the same focus from each faculty member. Consequently, evaluation of the performance of a candidate for tenure and promotion to any rank will focus on an indication of sustained scholarship and creative activity beyond a particular tenure or promotion decision, and its linkage to the Department, College, and University mission. The Allocation of Effort Form guides assessment of achievement related to scholarship and creative activity. Consequently, there is no expectation that a faculty member meet each and every criterion below.

The following criteria are central to the evaluation of Scholarship and Creative Activity:

- **a.** The activity is of value to public agencies across the state and region.
- **b.** The activity is collaborative and community-based.
- **c.** The activity's purposes, goals, and objectives are clear, and in agreement with proposed and projected outcomes designated in the candidate's yearly Allocation of Effort and Goal Statement. The objectives are realistic and achievable. It addresses important questions in the scholar's field, broadly defined.
- **d.** 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.
- **e.** Appropriate and ethical methods are used for the activity, including principles of honesty, integrity, and objectivity. The methods are chosen wisely, and applied effectively. It allows for replication or elaboration.
- **f.** 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; and in agreement with proposed and projected outcomes named in the candidate's yearly Allocation of Effort document.
- **g.** The activity and outcomes have been presented appropriately, ethically, and

effectively to its constituent audience(s).

h. One's peers and/or constituent audience(s) judge the activity and outcomes meritorious and significant.

i. 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.

j. The scholarship integrates the teaching, service, and outreach functions.

k. The activity integrates or applies scholarship in the provision of professional expertise in the scholar's field, broadly defined.

Evidence of achievement include, but are not limited to:

a. Traditional expressions such as authorship of peer-reviewed: journal articles, book chapters, books, textbooks, monographs, and encyclopedia entries; the relative weight of these contributions will be evaluated by the P&T Committee;

b. Grant proposals submitted;

c. Funded grants;

d. A book review essay published in an academic or professional journal;

e. Integral collaboration with public service agencies and organizations to identify programmatic needs and design, implement or evaluate programs. A written and verifiable document attesting to the significance of the scholarly contribution by peers and/or stakeholders along with research/technical reports, video documentary, or web pages created to post relevant information is evidence of the contribution.

f. Production of multi-media or other presentation or performance accompanied by written and verifiable reviews attesting to the relative contribution of the scholarship represented, and its creative and intellectual impact for the discipline or intended constituents.

Since scholarship and creative activities are often collaborative efforts involving many investigators faculty member reporting such collaborations should report their individual contribution to the effort, in the form of a percentage of effort.

Service

Service is essential to the Department, College and University mission and to the faculty member's professional affiliations. Active, civil, and collegial participation in Departmental governance is a minimum expectation. The type and amount of service a faculty member performs should be determined in consultation with the Department Head in the formulation of the Allocation of Effort.

Evaluation of Service

The following criteria are central to the evaluation of Service:

a. contribution to the governance, tasks, organization and development of the Department and its programs;

b. contribution to the governance, tasks, organization and development of the College and/or University and its programs;

c. contribution to any professional organization or institution needing and benefitting from a faculty member's professional knowledge and skills;

Evidence of achievement in Service may include:

a. membership and active participation on Departmental, College, and/or University committees, taskforces, or initiatives that contribute to the operation of the Department, College, or University is recommended for Associate and Full Professors. Assistant Professors are expected to concentrate on Departmental and Professional Service and are not required to serve on College or University Committees. College-track faculty are encouraged to serve on College and/or University committees.

b. individual or joint applications of effort that sustain, enhance, or expand the missions of the Department, College, or University;

c. engagement in the oversight and development of departmental programs;

d. committee membership or other service to professional organizations;

e. review of refereed journal articles, textbooks or monographs.

f. service on graduate student committees

g. College-track faculty are encouraged to provide service to any local, state, national, or international agency, organization, or institution.

The evaluation will focus on the relevance of the activities to the faculty member's professional expertise, the quality of the work, the expectations indicated at the time of hire and the allocation of efforts agreed upon each year of service.

Outreach

As a land grant university and Hispanic Serving Institution (HSI), engagement with the local community and its students is expected and encouraged. This can be found in extension and outreach to the community of New Mexico and its residents. Extension and outreach are uniquely collaborative within and across disciplines as well as the agencies and constituents who are beneficiaries of this activity.

Evaluation of Outreach

The following criteria are central to the evaluation of Outreach:

a. collaboration with community, regional, state, or national organizations in efforts to address relevant crime and justice related issues.
b. collaboration with community, regional, state, or national organizations to design and/or implement programs, policies, or other directions for change.
c. provision of professional expertise in the scholar's field, broadly defined.

Evidence of achievement may include:

a. documents demonstrating collaborative activity to identify the programmatic concerns, issues and needs of specific constituent groups;
b. documents demonstrating collaborative activity resulting in identification of best practices relative to identified concerns, issues and needs of specific constituent groups;
c. documents demonstrating programmatic changes of and programmatic outcomes for specific constituent groups consequent to collaborative activity;
d. technical reports prepared and presentations made to and on behalf of specific constituent groups as a result of collaborative activity. The Department encourages candidates to transform technical reports into refereed journal articles and or book chapters;
e. validation by peers and stakeholders attesting to the contribution of collaborative activity.
f. participation in media coverage;
g. participation in providing local community presentations;
h. integral collaboration with public service agencies and organizations to identify programmatic needs, design programs, implement programs or evaluate programs. A written document attesting to the significance of the scholarly contribution by peers and/or stakeholders along with research/technical reports, video documentary, or web pages created to post relevant information is evidence of the contribution.

Evaluation of outreach is based on a combination of systematic and ongoing peer evaluations, along with insightful self-reflection. Peer evaluations should be based both on observations from classes taught and community activities as well as post-review of materials and products developed as part of the outreach effort.

Annual Performance Evaluation Procedures
Each faculty member is evaluated by the Department Head in the Fall semester of each year based upon information provided in the faculty member's Annual Performance Evaluation Form. The College Dean subsequently reviews the results of each faculty member's Annual Performance Report and the Department Head Appraisal of Annual Performance Evaluation and the results of the evaluation are discussed with the Department Head during an annual review in the Spring semester of the following year. The final Department Head Appraisal of Annual Performance is provided in writing to each faculty member after the Department Head's annual review with the Dean. The Department Head will schedule a meeting with each faculty member to discuss the Appraisal of Annual Performance. Each faculty member may submit a written statement in response to an Annual Performance Evaluation that is entered into a faculty member's permanent personnel file. This response must be submitted by the last day of the Spring Semester.

Promotion and Tenure Process for Tenured and Non-tenured Tenure Track Faculty

Introduction

The Promotion and Tenure Process is covered by Section 9.35 of Administrative Rules and Procedures of NMSU, the College of Arts and Sciences Promotion and Tenure Policies and Procedures, and the Criminal Justice F&C document. The Department Head and, if requested, the Dean will meet with the Department P&T Committee prior to the final decision deliberations regarding a candidate(s) to discuss and clarify procedural matters. All deliberations and subsequent decisions regarding substantive content of promotion and tenure decisions (including annual recommendations and final decision) must occur within the closed P&T Committee meeting venue.

Promotion and Tenure Committee: Tenured and Tenure-Track Faculty

The membership of the Departmental P&T committee shall include all of those departmental members who have attained promotion to Associate Professor or Full Professor and vested with a continuing tenured appointment. All tenured faculty of appropriate rank may serve on the P&T Committee, but are not required to participate. The P&T Committee will be chaired by the faculty member with the most senior rank. If multiple faculty members have the same rank, the committee will, each academic year, choose a chair by vote of the members of the entire committee no later than six weeks after the start of the Fall semester. If the committee is unable to decide on a chair, the Department Head will choose a chair from among the eligible candidates. The College Dean appoints at least one member outside of the Department, referred to as the External member, or as many as needed to attain a three-person committee. For purposes of promotion to rank, only faculty possessing the rank under consideration may serve on the committee for that faculty member. Thus, the committee evaluating Assistant Professors must consist of Associate and/or Full Professors. The committee evaluating Associate Professors must consist of Full Professors. Proxy or absentee ballots are not allowed at any stage in the promotion and tenure decision-making process. Faculty members on sabbatical may choose to continue to serve on the P&T Committee, but they must be present for all meetings.

The deliberations and voting of promotion and tenure committee will be conducted in closed session only among committee members. A method for surveying the committees' recommendations regarding each candidate(s) via secret written ballot. Voting must be in person. All vote counts must be recorded.

Mid-Probationary Review

Mid-Probationary Review (at the third year) may be requested by a probationary faculty member, is optional, and will be conducted in accordance with section 9.35.3 of the NMSU Administrative Rules and Procedures when requested.

Tenure Review

During the Spring of the fifth consecutive year of probationary service a faculty member will be notified by the Department Head and Chair of the Promotion and Tenure Committee that it is time to assemble a portfolio of "core" and supporting documents as outlined in the NMSU Administrative Rules and Procedures. The format should be consistent with regulations put

forward by the relevant NMSU Policy (9.35.6). The college expects the organization to be followed precisely, to ensure consistency. The material is composed of two parts:

a. A **core** document, which contains the information submitted to the Dean's Office.

b. A **supplemental** documentation file, to be retained in the Department Office under the control of the Department Head. (Both sets of material may be included in review at the department level according to department policy.)

In an application for tenure, the candidate is to include evidence of contributions since starting at NMSU, plus evidence from other institutions or departments/programs within NMSU if credit for prior service is applicable. This additional evidence is restricted to the most recent number of years for which credit was given. The probationary period may be extended in accordance with University policy (Section 9.35.2).

A candidate may review all items included in her/his portfolio at any point in the review process. Nothing will be changed, added, or deleted from the portfolio without knowledge of the candidate. A candidate may elect to withdraw from the review process at any point prior to the final signature of the Executive Vice President and Provost. A candidate shall prepare a letter requesting withdrawal from further consideration. The letter shall be submitted to the Dean. All documents shall be returned to the candidate and nothing relating to the application for promotion and/or tenure shall be placed in the candidate's personnel file. If the candidate is in the fifth year of service, withdrawal from consideration for tenure must be accompanied by a letter of resignation submitted to the Dean no later than the end of the fifth-year contract period. The resignation shall be effective no later than the end of the sixth-year contract period.

A minimum of three and maximum of six written external assessments of the candidate's scholarship will be compiled from solicited external reviewers. The selection process for external reviewers is as follows: All potential reviewers should be in the field of the candidate and be professionals at or above the rank being sought by the candidate. The Candidate will provide the names and contact information of six possible reviewers, in priority order, that have no conflict of interest with the candidate, and a brief justification of their qualifications. Possible conflicts of interest include: former advisors, current or former collaborators, family members and relatives, etc. Every effort should be made to provide names of unbiased reviewers. The candidate has the option of providing to the Department Head the names of three reviewers that will be excluded from the process, and the reasons for doing so. The P&T Committee will provide the names and contact information of six possible reviewers, in priority order, and a brief justification of their qualifications. The Department Head will solicit letters from three names from the Candidate's list and three names from the P&T Committee's list. The goal is that if six letters are requested we will obtain at least three. The request will be made at least eight weeks before the portfolio is to be reviewed by the Committee. If some of the names provided by the P&T Committee are on the Candidates exclusion list, the Department Head will solicit additional possible reviewer choices from the P&T Committee. If one of the reviewers declines to provide a recommendation, the Department Head will solicit a letter from the next person on the relevant list. A minimum of 3 letters will be included (maximum of 6) and must include letters from names on both lists.

The external reviewers will be requested to indicate their relationship to the candidate, and to state their qualifications for serving as a reviewer. The reviewer will be informed that the candidate will have the opportunity to read the review letter after the final promotion decision

is made. No unsolicited letters will be included in the portfolio. Letters will be addressed to the Department Head who will place them into the appropriate section of the Portfolio. The Department Head is responsible for ensuring that the letters are obtained in time for review. The portfolio will then be given to the Chair of the P&T Committee for review by the Committee.

The Department Head will forward to all external reviewers the candidate's chosen representation of their scholarship, a copy of the Department's F&C document, and a cover letter informing each external reviewer that the written assessment reflect their judgment of the presented scholarship's quality and fit with the Department's F&C document.

During the sixth year the faculty member makes a case for tenure and/or promotion and a review is conducted by the university in accordance with the timeline provided in Section 9.25.9 (University Timeline for Promotion and Tenure) of the Administrative Rules and Procedures document. Those awarded tenure are awarded a continuous contract at the end of their sixth year, while those not awarded tenure are given a one-year terminal contract for their seventh and final year of employment at NMSU.

If a faculty member/candidate does not apply for tenure in the fifth year, or extended year as appropriate, and does not submit a resignation letter as contemplated by this rule, the faculty member's employment will terminate with the expiration of the current annual "Temporary Contract".

Extension of the Probationary Period

When requested in writing within one year of the qualifying event by the faculty member, leaves of absence can lead to postponement of the tenure decision date; however, modifications in that date require the recommendation of the department head and dean and the approval of the executive vice-president and provost. Faculty responsibilities may be negotiated when the extension is requested. An extension may be granted up to two times, so long as the total pre-tenure probationary period does not exceed eight years. Exceptions to this limit can be made under extraordinary circumstances if approved by the executive vice-president and provost. Candidates must be held to the same standards of performance when the probationary period has been extended as candidates whose probationary period was not extended. The probationary period may be extended, upon written request, under provisions as outlined in APR 9.35 Part 2B.

Annual Tenure Review Timeline

The annual process for promotion and tenure deliberations occurs in accordance with the timeline provided each year by the College Dean and closely coincides with the Department's Annual Performance Review process. During the Spring Semester, the Department P&T Committee reviews the portfolio of each probationary tenure-track faculty member and submits a written assessment and recommendation to the Department Head indicating progress towards promotion and/or tenure as well as the strengths and weaknesses in each of the areas assessed for promotion and tenure. The P&T Committee must vote on continuing the contract for probationary tenure-track faculty, and the vote total must be included in the report. Voting will be done by a voice vote. The report must be signed by all members of the P&T Committee before it is

forwarded to the Department Head by the deadline set by the Department Head. A recommended timeline is as follows: The faculty member is informed by the P&T Committee Chair of the deadline for submitting their portfolio to the P&T Committee Chair. The deadline should be four weeks before the report is due to the Department Head. The P&T Committee will have at least two weeks to review the portfolio. The Portfolio must be accessible to all members of the Committee, including the external faculty member (Dean's Representative). The Portfolio will be kept by the Department Administrator in the Main Office and may not be removed from the Department for any reason. The P&T Committee will meet to discuss the Portfolio, and will, over the next two weeks, prepare the report. Note that the report must be from the entire committee, rather than by the Chair, and the Committee must agree with all of the contents of the report. Minority opinions can also be submitted in accordance with the College procedures. The P&T Committee Chair will take under advisement the comments and concerns of the Committee to produce a mutually acceptable report.

During the Spring Semester, the Department Head informs the candidate in writing of the P&T committee's annual recommendation for promotion and tenure and continuous contract as well as a separate, independent Department Head recommendation. These letters will be given to the faculty member in person at a meeting with the Department Head. The annual promotion and tenure recommendations from the P&T Committee and Department Head become a permanent part of a candidate's portfolio. The faculty member has the option of writing a response letter for their file if they disagree with some aspect of the report of the Department Head or the Promotion and Tenure Committee. This letter will be submitted to both the Department Head and the Chair of the P&T Committee and must be submitted within six weeks of the meeting discussed between the Department Head and the candidate, but no later than the last day of the Spring semester.

Each candidate seeking promotion and/or tenure will incorporate their goals for the upcoming year into the annual Allocation of Effort Form and this will become a guide for assessing the next year's progress toward promotion and/or tenure. Note that with Department Head approval, this Allocation of Effort Form may be revised throughout the year if substantial change occurs and allocation needs to be shifted from one category to another.

Promotion to Associate Professor

An Associate Professor is typically a mid-career faculty member who has been awarded tenure. The process of promotion to the rank of Associate Professor typically coincides with the tenure decision for all probationary tenure-track faculty seeking tenure. The tenure and promotion decisions require separate votes by the P&T Committee. If a faculty member is initially employed at the rank of Associate Professor without tenure, the probationary period may vary depending upon agreements stipulated in writing at the time of initial hire. Once tenured, Associate Professors may hold this rank indefinitely or apply for promotion to the rank of Professor.

When considering candidates for promotion to the rank of Associate Professor, serious attention is given to performances in the applicable areas of teaching and advising, scholarship and creative activity, service, outreach, and where applicable, leadership. Each area is vital to the Department's ability to achieve its mission, and the performance of a candidate for promotion is

assessed in terms of indication of sustained future contribution to that mission. The relative importance of each area varies across candidates according to the cumulative Allocation of Efforts Forms.

The timeline and process is the same as that outlined for the tenure decision. The Dean's decision letter will be provided to the faculty member by the Department Head. A candidate receiving promotion to Associate Professor receives a continuous contract indicating the new rank and an increase in salary as specified by NMSU policy.

Promotion to Professor

A Professor (also known as "Full Professor") demonstrates through consistent and continuous accomplishments that they have a mature intellectual comprehension of the discipline as it relates to the candidate's primary subfield within the discipline, an established record of scholarship, successful assumption of leadership inside and outside the institution, and a sustained commitment to the mentorship of faculty at lower rank empowering and enabling them as they work to achieve their professional goals. When considering candidates for promotion to the rank of Professor, serious attention is given to performances in the applicable areas of teaching and advising, scholarship and creative activity, service, outreach and/or extension, and leadership. Each area is vital to the Department's ability to achieve its mission, and the performance of a candidate for promotion is assessed in terms of indication of past and future contribution to the multi-dimensional mission. A candidate's ability to achieve excellence in all areas is considered. The relative importance of each area varies across candidates according to the cumulative Allocation of Efforts Forms. Of particular importance is the candidate's commitment to sustained mentorship of probationary tenure-track faculty, significant contribution to the governance and professionally related service activity of the Department, College and University as well as sustained demonstration of civility, collegiality, and professional integrity in all aspects of Department, College, and University service.

The process and timeline for promotion to Professor is the same as that outlined for the tenure decision. A candidate receiving promotion to Professor receives a new continuous contract indicating the new rank and an increase in salary as specified by NMSU policy.

In order to ensure that Associate Professors are making adequate progress towards promotion, a review of their portfolio is required to take place after three years have passed since their promotion to Associate Professor. Subsequent reviews can occur in any subsequent year based on a written request from the faculty member to the Department Head, who will contact the Chair of the P&T Committee. The P&T Committee will consist of at least three Full Professors.

The process and timeline for promotion to Professor is the same as that outlined for the tenure decision. A candidate receiving promotion to Professor receives a new continuous contract indicating the new rank and an increase in salary as specified by NMSU policy. Promotion to the rank of Professor should not be considered to be forthcoming merely because of years of service (there is no specific minimum number of years of service required), or because tenure and promotion to Associate Professor has been awarded.

Post-Tenure Review

The Post-Tenure Review Policy (NMSU Administrative Rules and Procedures, Section 9.36) ensures that all tenured faculty members will receive an annual review by the Department Head and that those with either exceptionally fine performance or serious deficiencies in one or more areas will be identified. Special achievement shall be rewarded in a manner determined by the College. For a tenured faculty member who receives two successive unsatisfactory annual reviews with identified and uncorrected serious deficiencies, this policy provides a mechanism to establish a remedial program for correcting the deficiencies. The rule to which this policy responds is particularly concerned with the quality of teaching, and that fact shall be considered when taking any action under this policy. In particular, faculty whose teaching needs improvement, as determined by the Department Head, will be urged to take advantage of programs designed to assist faculty members in enhancing their teaching skills.

Promotion Process for Research Faculty

Introduction

Research faculty members are defined as faculty members in the College of Arts and Sciences with qualifications comparable to those of tenure-track faculty members but holding a primarily research appointment typically funded through external funding sources. Research faculty members are not eligible for tenure but are eligible for promotion and they may hold the ranks of Research Assistant Professor, Research Associate Professor and Research Professor. Research faculty are expected to strive for excellence in research and creative activities, with particular emphasis on extramural funded research and creative activities.

Research faculty will be evaluated for promotion based on the allocation of their effort in the areas of research and creative activities, research advising, and research-related service according to University, College and Department criteria, policies and procedures. Research faculty members are evaluated annually and are eligible for salary increases and promotion to the next rank according to the criteria set for their position at the time of appointment.

Research appointments are renewable annually for an unlimited time provided funding is available and annual evaluations demonstrate acceptable job performance. Failure to give timely notice shall not prevent a renewal, but lack of notice of annual renewal constitutes confirmation of the end date specified on the annual appointment letter or other HR Services documentation. An annual research faculty appointment may be terminated prior to the end of the termination date specified in the appointment letter or other HR Services documentation for two reasons:

1. Just cause, in accordance with the university's procedures governing involuntary termination of regular faculty; or
2. Loss or reduction in funding affecting the position (ARP 6.35 Part 2).

Promotion Process for College Faculty

Introduction

College faculty members are integral to the Department's ability to fulfill its mission. A person holding a College Faculty appointment is eligible for advancement in rank but not eligible for tenure. College faculty may attain the ranks of College Instructor, College Assistant Professor, College Associate Professor, and College Professor. Engagement of college-track faculty

members in non-teaching related activities (e.g., scholarship and creative activities) is to be considered an exception, which should be requested in writing to the Dean and approved by the Dean. Evaluation for promotion is based on achievement relative to the annual Allocation of Effort Form.

Promotion and Tenure Committee: College Track Faculty
The Departmental P&T Committee will evaluate the college-track faculty for promotion. All members of the committee must possess at least the rank equal to or above the rank under consideration, and one of these member's must be a college-track faculty member. If there are insufficient number of faculty with the required ranks in the Department to meet this requirement, the Department Head will request (from the Dean) an external appointment to the committee. At least one member of the committee will be appointed by the Dean and reside in a different department than Criminal Justice. The faculty member should notify the Department Head in the Spring Semester of their fourth year, before the end of the semester, of their intention to apply for promotion.

In addition, the minimum criteria as specified by the College of Arts and Sciences must be attained. Those criteria by rank are:

• **Promotion to College Assistant Professor**: Four years of completed service as a college instructor, thus the college-track faculty member can apply in the Fall of their fourth year.

• **Promotion to College Associate Professor**: Five years of completed service as a College Assistant Professor, thus the college-track faculty member can apply in the Fall of their fifth year as a College Assistant Professor.

• **Promotion to College Professor**: Five years of completed service as a College Associate Professor is required; thus the college-track faculty member can apply in the Fall of their fifth year as a College Associate Professor.

Roles and Responsibilities During the Promotion and Tenure Process

1. **Candidate**

    a. Prepare and submit a portfolio in accordance with NMSU and College Policies (see last section).

2. **Department Head**

    a. Mentor the candidate in developing the best case for promotion and/or tenure. If requested, review the portfolio of candidates and, where needed, make recommendations for improvement before submission to the P&T Committee.

    b. Provide leadership in the collaborative writing and maintenance of Departmental F&C document.

c. Provide initial information, timelines, and copies of all written guidelines regarding promotion and tenure expectations and policies to all new and continuing faculty members on a regular basis. Also inform candidates of the rights to due process, appeal and informal processes for conflict resolution in promotion and tenure.

d. In the annual performance review of faculty, include written detail relating to assigned duties based on the allocation of effort form. The review is to be formative in nature, and include separate statements addressing progress toward tenure and toward promotion including steps that should be taken to strengthen the faculty member's case.

e. Review the Conflict of Interest Disclosure Form with the Department Promotion and Tenure Committee. The completed forms will be reviewed and approved by the applicable supervisor (and only require next level supervisor review as defined below). Disclosure forms submitted containing no conflicts require only one level of review and approval. Disclosure forms submitted containing one or more (real or perceived) conflicts of interest require two levels of review and approval. In addition, a plan to manage or eliminate the conflict(s) must be submitted. If a conflict of interest or commitment exists for which no management plan is possible, the supervisor is required to recommend a plan of action. Conflicts of interest and commitment that have been submitted may be reviewed by the Committee on Conflicts of Interest in Sponsored Activities as necessary.

f. Ensure that Department guidelines are followed for an annual review of Assistant Professors by the P&T Committee. This review is separate from, and independent of, the department head's annual review of each faculty member. Department Head will consult with Chair of P&T Committee to establish deadlines for annual portfolio submission which will be communicated to faculty at least two weeks before the deadline.

g. See that the Department P&T Committee submits annual recommendations for all untenured Assistant Professors and for tenured Associate Professors at the mandatory three-year review and any subsequent optional reviews.

h. Write an independent (from the P&T Committee) evaluation/recommendation concerning each candidate's case for promotion and/or tenure in relation to the Department's F&C Document. This recommendation may be in support of or against supporting either promotion or tenure, or both. It should address the strengths and weaknesses, and the level and nature of accomplishments of the candidate.

i. Provide candidates with written copies of the recommendation of the Department P&T Committee and the Department Head. This notification must occur prior to passing the promotion and/or tenure application on to the Dean and College Promotion and Tenure Committee.

j. Place the Department Head's recommendation in the candidate's portfolio.

3. Department Promotion and Tenure Committee

a. Examine and read the entire portfolio of each candidate.

b. Evaluate the candidate according to Department, College, and University criteria and their Allocation of Effort forms.

c. Perform an annual review providing formative, specific, and detailed information regarding the faculty member's progress toward promotion and/or tenure, including steps that should be taken to strengthen the faculty member's case. This review is separate from, and independent of, the Department Head's annual review of each faculty member.

d. Carefully review the Conflict of Interest Disclosure Form submitted by the candidate.

e. Make recommendations to the Department Head pertaining to faculty members seeking promotion and/or tenure based on the candidate's portfolio and Department Criteria.

f. Record in each candidate's recommendation the Committee's vote totals.

g. Participate in the optional mid-probationary review process, providing formative feedback to candidates.

h. Provide ongoing mentorship and support as needed or requested by a faculty member.

i. Conduct fair and transparent proceedings.

j. Maintain confidentiality.

Preparation of the Portfolio for P&T Review

1. Department Head Role

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 Policy (Section 9.25.3 of NMSU Administrative Rules and Procedures). The Department Head will provide guidance and assistance to faculty members who are applying for promotion and/or tenure, and, if requested by the faculty member, will review the portfolios and core document for completeness and quality. Other members of the Promotion and Tenure Committee may assist the Department Head in this process if requested by the faculty member.

2. Example Portfolios

Faculty members are encouraged to look at recent examples of other portfolios from faculty members in the Department, or from a sample portfolio in the Criminal Justice office. The Portfolio will be assembled following the guidelines set forth in the College of Arts and Sciences Promotion and Tenure document.

3. Core and Supplementary Portfolios

Faculty members who are undergoing annual reviews or evaluations by the P&T Committee for promotion and tenure will provide Core and Supplementary Portfolios to the Chair of the P&T Committee at the required deadline. These represent the cumulative accomplishments of the faculty member since their hire date or since their last promotion. Activities before these times, if included, must be clearly delineated from the material relevant to the promotion. If credit for prior service was given, those activities should also be included. The Core Document portfolio should be in a 1" binder, and this will be the only document submitted to the Dean's office for review.

The Supplementary Document portfolio is for the Department P&T Committee and does not go to the Dean or Faculty Affairs Committee. Supplementary Portfolio volumes can be combined or split into separate binders, depending on the amount of material. Volumes should include clearly marked sections separating Teaching, Scholarship, Service, Outreach, and Leadership, as applicable.

4. Scholarship Portfolio for External Reviewers

For candidates applying for tenure and/or promotion, an additional portfolio will be prepared by the candidate in conjunction with the Department Head. This is a single binder. 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 portfolio contains information that will be sent to external reviewers who will review the candidate's scholarship

accomplishments. Seven copies of this Scholarship Portfolio (six for the reviewers and one backup copy to be kept by the Department Head) will be prepared that contain:

a. The Department's F&C document;
b. The College P&T document;
c. Curriculum vitae, including list of publications;
d. Executive summary of the Portfolio;
e. Between 5-10 examples of scholarship, chosen by the faculty member.

5. Procedures for Portfolio Changes

After submission of the portfolios to the P&T Committee for either annual review or promotion, the candidate may change, add, or delete materials. This process will involve written notification to the chair of the P&T Committee regarding what changes have been made. Examples of a scenario in which this might be necessary would be if events, such as publication of a manuscript or funding of a proposal, occurred after submission of the portfolio but prior to the P&T meeting to discuss the candidate. In the event of tenure and/or promotion, the candidate can add material up until the portfolio is submitted to the Dean's office.

6. P&T Committee Requests

The P&T Committee may request additional information. This request shall be in writing to the Department Head who will consult with the faculty member. This can occur after the portfolio is submitted to the P&T Committee but before the P&T Committee meeting to assess the faculty member.

7. Candidate's Ability to Review Portfolio

The candidate may review all of the items included in the portfolio prior to the review by the appropriate committees, administrators, and/or external reviewers, but the candidate may not see the external review letters until after the final decision is made by the Provost.

Approvals

Department Head _____ Date: 5-28-19

Dean _____ Date: 5/28/19