

**DEPARTMENT OF ENGLISH GUIDELINES FOR
EVALUATION, TENURE, AND PROMOTION**

**RATIFIED BY FACULTY MEMBERS IN THE
ENGLISH DEPARTMENT BY VOTE:
October 31, 2018**

**ACCEPTED BY THE DEPARTMENT HEAD
OF THE ENGLISH DEPARTMENT:**

Elizabeth Schurmer 

**ACCEPTED BY THE DEAN
OF THE COLLEGE OF ARTS AND SCIENCES:**

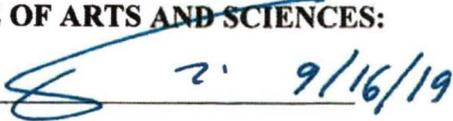
Enrico Pontelli  2. 9/16/19

Table of Contents

Section One—Mission Statements	3
New Mexico State University's Mission	3
The Department of English's Mission	3
Functions and Activities of the English Department	4
Teaching Functions.....	4
Scholarly and Creative Functions.....	4
Service Functions	5
Outreach and Extension Functions	5
Section Two—Annual Evaluation of Regular Faculty Performance.....	6
Annual Allocation of Effort Form.....	6
Annual Performance Report.....	6

**DEPARTMENT OF ENGLISH GUIDELINES FOR
EVALUATION, TENURE, AND PROMOTION**

**RATIFIED BY FACULTY MEMBERS IN THE
ENGLISH DEPARTMENT BY VOTE:
October 31, 2018**

**ACCEPTED BY THE DEPARTMENT HEAD
OF THE ENGLISH DEPARTMENT:**

**ACCEPTED BY THE DEAN
OF THE COLLEGE OF ARTS AND SCIENCES:**

Enrico Pontelli

 2. 9/16/19

Table of Contents

Section One—Mission Statements	3
New Mexico State University's Mission	3
The Department of English's Mission	3
Functions and Activities of the English Department	4
Teaching Functions.....	4
Scholarly and Creative Functions.....	4
Service Functions	5
Outreach and Extension Functions	5
Section Two—Annual Evaluation of Regular Faculty Performance.....	6
Annual Allocation of Effort Form.....	6
Annual Performance Report.....	6

Department Head Meetings with First Year Faculty 7

Section Three—Tenured and Tenure-Track Faculty 7

Evaluative Criteria for Tenure and Promotion: Teaching, Scholarship/Creative Activities, and Service/Outreach 7

 Teaching Criteria 7

 Scholarship and Creative Activity Criteria..... 8

 Service/Outreach Criteria 8

Review of Annual Performance Reports and Progress towards Tenure of Tenure-Track Faculty 8

Mentoring 9

Third Year Review 10

Applications for Tenure and Promotion to Associate Professor 10

 When to Apply for Tenure and/or Promotion 10

 Criteria for Tenure and Promotion 11

 Roles and Responsibilities in Tenure and Promotion..... 11

 Components of Candidate’s Application Packet for Tenure and Promotion 12

Open File Policy 17

Timeline for Tenure and Promotion to Associate Professor 17

Review Process for Promotion and Tenure 18

Application for Promotion to Full Professor 18

Additional Procedural Matters and Policies for Tenure and Promotion 19

Section Four—College Faculty 19

 Functions and Activities of College Faculty 19

 Annual Review: Evidence and Evaluation..... 21

 Application Process for Promotion 22

Requirements for Promotion	23
Promotion Checklist.....	28

Section One—Mission Statements

New Mexico State University's Mission

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.

The Department of English's Mission

The English Department promotes broad literacies within our students and throughout our diverse cultures.

Teaching

We help our students become strong writers and thoughtful readers. We encourage students to develop habits of mind that allow them to read a range of literary and other texts with critical understanding, to write a variety of creative, academic/scholarly, and practical texts, and to work in thoughtful ways with a commitment to the good of the community. We teach students to respect cultural diversity. We train teachers to understand and use current approaches to language, literature, and communication instruction. At the graduate level, we provide advanced education in the study of literature, film, digital media, rhetoric, cultural studies, the practice of creative writing, and the development of professional writing and communication abilities for many purposes.

Scholarship and Creative Activity

The English Department seeks to advance knowledge and enrich culture through scholarship and creative activity. The Department recognizes a wide range of scholarly practices, generally following the Boyer four-part model. This includes, but is not limited to, creative writing and performance; critical, cultural, and historical studies of literary and other texts; inquiries into rhetoric and professional communication; studies of language and communication; and scholarship on teaching, program development and learning.

Service

The English Department supports the university through participating actively at all levels of university self-governance, by assisting other units of the university in developing resources and infrastructure, enhancing their professional knowledge and skills, and contributing to the development of curriculum. English faculty members also actively contribute to the advancement of their disciplines by participating in local, regional, national and international professional organizations and activities.

Outreach and Extension

The English Department supports the local, state, national and international communities through public outreach. We support the teaching of language arts in the schools and the enjoyment of literature within our communities. We promote the use of effective communication in private and public spheres, with the goal of enhancing the lives of citizens at home, in the community, and in the workplace.

Functions and Activities of the English Department

This document is designed to supplement for the English Department the NMSU ARP and the College of Arts and Sciences PTPP. The rules and procedures in those documents supersede those outlined here.

Teaching Functions

Teaching is central to NMSU's mission, and effectiveness in teaching and advising is an essential criterion for tenure and for advancement in rank. Every faculty member in the English Department is expected to strive for excellence in the classroom.

Tenure-track faculty members in the English Department teach nine hours per semester except when assigned extraordinary advising, scholarship, service, outreach or administrative responsibilities. Normally, the teaching load represents 60% of one's obligation to the department. Individual faculty members may seek approval from the Department Head and Dean of Arts and Sciences to modify this level of teaching responsibility.

Scholarly and Creative Functions

The English Department is strongly committed to scholarly and creative activities, which normally represent 30% of one's obligation to the department.

The understanding of scholarly and creative activities are grounded in Boyer's concepts of Discovery, Integration, Application and Teaching.

Discovery

The scholarship of **discovery** involves processes, outcomes, and the passionate commitment of the professoriate and others in the university to disciplined inquiry and exploration in the development of knowledge and skills.

Integration

The scholarship of **integration** involves dynamic, reciprocal, and critically reflective processes among teachers and learners at the university and in the community in which their activity and interaction enriches and transforms knowledge and skills, taught and learned.

Application

The scholarship of **application** refers to the many and varied ways to responsibly offer and employ knowledge and skills to matters of consequence to the university and the community.

Teaching

The scholarship of **teaching** is the process by which knowledge and skills are assessed, interpreted, and applied in new and creative ways to produce new, richer, and more comprehensive, insights, understanding, and outcomes.

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

Service Functions

Service is an essential component of the university's mission and requires that the faculty member contribute—in a manner appropriate to rank and (if applicable) tenure—to the organization and development of the department, college, or university. Service to local, state, national, or international, organizations that may benefit from the faculty member's professional knowledge and skills also counts in this area. A faculty member's service does not carry the same weight as teaching and scholarly activities. Tenure and promotion cannot be offered to a faculty member whose primary contributions are service related.

A tenure-track or tenured faculty member who teaches nine hours per semester will normally be assigned a 10% service responsibility. Individual faculty members may seek approval from the Department Head and the Dean of the College of Arts and Sciences to modify this level of service.

Specific service responsibilities normally may include serving on departmental, college, and university committees, and supporting the discipline through appropriate professional activities. Tenured faculty members bear the additional responsibility of sitting on the department's Promotion and Tenure Committee. In addition, faculty's administrative work can be an important component of service, though this work may also count as outreach and/or research. This service includes being Director of Undergraduate, Graduate Studies, Writing Center, and Design Center; working with the Common Core/General Education programs; editing *Puerto del Sol*; coordinating readings; and engaging in community service.

Outreach and Extension Functions

Extension and outreach are essential to the university's mission because they disseminate new knowledge, technologies and best practices to the public, and serve as a basis for sustainable, community-oriented, informal education. Because the nature of each faculty member's expertise

varies, not every faculty member is expected to participate in outreach activities. The allocation of effort for outreach is negotiated annually by the faculty member and the department head.

Section Two—Annual Evaluation of Regular Faculty Performance

Annual Allocation of Effort Form

Each year, in accordance with College of Arts and Sciences policy, all regular faculty members (college-track faculty, tenure-track faculty, and tenured faculty) must complete an *Annual Allocation of Effort Form* for the current calendar year that is signed by the faculty member, the Department Head, and the Dean of the College of Arts and Sciences. The statement indicates the percentages of effort the faculty member plans to allocate towards teaching, service, and other contractually appropriate areas among the four areas of faculty effort in the following academic year—in particular the research and creative activity required of tenured and tenure-track faculty—as agreed upon by the faculty member, the Department Head, and the Dean of the College of Arts and Sciences. The total percentage must be 100%, but any category may be 0%. Allocations of Effort will be negotiated between the Department Head and the faculty member in accordance with the department's workload policy (see Section One above) and ARP rule 5.20. The Allocation of Effort statement and assigned percentages may be altered during the year with the mutual agreement of the faculty member, department head, and dean to reflect changing circumstances.

Each year at the annual performance evaluation meeting with the Department Head all regular faculty members will discuss goals for the following year and later submit signed written statements of them to the Department Head, who also signs them. A copy will be given to the faculty member (see ARP 9.31.5.E). The statement should inform the annual performance report and the annual performance evaluation.

Early in the Fall semester individual continuing faculty members or the Department Head may request a conference to revise or update objectives previously agreed upon during the previous Spring semester.

Annual Performance Report

Early in each Fall semester the department head supplies each faculty member with the College's guidelines for preparing the report on Digital Measures using the appropriate College template. Each year during the Fall semester, all faculty members write a succinct report that summarizes teaching, service, and other contractually appropriate areas among the four areas of faculty effort—in particular the research and creative activity required of tenured and tenure-track faculty—as defined in the Allocation of Effort form. In this report, faculty members also summarize and respond to student evaluations and attach a current vita and complete sets of teaching evaluations for all courses taught. Faculty also supply other forms of evidence of effectiveness in teaching and other areas of effort. Evidence provided varies by faculty, track, and according to individual faculty members' allocations of effort.

In the Spring semester the Department Head provides a written evaluation based on review of each faculty member's performance report and supporting documents. Each faculty member

receives a copy of this written evaluation by the Department Head. Also during the Spring the Department Head meets with each faculty member individually to discuss the evaluation. They also discuss the allocation of effort and the goals and objectives for the following year. Both the Department Head and the faculty member sign and date the evaluation, and the faculty member is given a copy of the signed document. The Department Head certifies to the Dean that such a meeting has taken place with each regular faculty member. The performance evaluation will not be considered complete until this meeting has taken place and been documented as described.

Each faculty member may write a written response to the Head's evaluation and may request that the response be sent to Dean. The Dean and the Department Head will discuss the faculty member's response, and changes to the evaluation may be made. This response will become part of the evaluation record for that year.

Department Head Meetings with First Year Faculty

Early in each Fall semester the department head will meet with each new faculty member about progress to promotion and tenure. New faculty members will be provided with copies of the Department and College Functions and Criteria Statement and the NMSU Rules on Faculty Evaluation, Promotion, and Tenure (NMSU ARP 5.85 through 5.81 posted at <https://manual.nmsu.edu/policies-and-procedures/>). The Department Head also will inform new faculty about the annual evaluation process and the department's mentoring process.

During this meeting they will discuss establishing goals and objectives as well as general information about how to prepare the APR. The Department Head certifies in writing that such a meeting has been held with each new faculty member. Tenure-track faculty will also be provided by the Department Head with the above documents in the Spring semester before becoming eligible for tenure.

Section Three—Tenured and Tenure-Track Faculty

The policies regarding tenure and promotion set forth in the NMSU ARP supersede college and department policies.

Evaluative Criteria for Tenure and Promotion: Teaching, Scholarship/Creative Activities, and Service/Outreach

Teaching Criteria

To qualify for tenure and promotion to associate professor, a faculty member must provide evidence of strong, high quality teaching. A strong record of scholarship or creative activities will not compensate for weak teaching.

To qualify for promotion to professor, a faculty member must not only have excellence in teaching, but also have established a record of active involvement in developing the department's teaching mission, in particular through some combination of the following: curricular development, course design improvement, pedagogical innovation, or mentoring.

Scholarship and Creative Activity Criteria

To qualify for tenure and promotion to associate professor, faculty members must have a substantial record of scholarship attracting some positive national attention as demonstrated by acceptable forms of peer and professional review. Prior to the closing of the application file, we expect the candidate for tenure in literature, rhetoric, or professional communication to have produced or accepted for publication at least three major scholarly articles or other forms of scholarship of equivalent scale, expertise and significance. For creative writing faculty, the contractual acceptance by a reputable publisher of a book manuscript, or a series of strong, separate publications of equivalent length and significance, must occur during the probationary period.

We recognize differences in publication expectations within the various disciplines in the department, but generally, we are informed by the four-part Boyer model previously discussed under Functions and Activities.

To qualify for promotion to professor, a faculty member must demonstrate a strong impact on her or his field of specialization since promotion to associate professor, showing national recognition and influence. Published evidence of major scholarly achievement might include a monograph or equivalent number of creative or scholarly publications, either produced or accepted, including but not limited to: articles or book chapters; edited collections or major editorial work; and editions. These products—produced by major university, academic, or commercial presses, or through digital and other venues—demonstrate the scholar's ongoing contribution to the profession.

Service/Outreach Criteria

To qualify for tenure and promotion to associate professor, faculty members must demonstrate a consistent and engaged record of service to the English Department as well as some combination of service to The College of Arts and Sciences, New Mexico State University, or their academic discipline. It is understood that the type and amount of service outside the English Department will vary depending on rank, specific expectations that vary according to faculty position, and individual allocations of effort, the type and amount of service that a faculty member performs should be determined in consultation with the appropriate administrator(s). All relevant activities in which a faculty member participates should receive appropriate consideration for promotion and tenure decisions. Service is evaluated based on its contribution to the entity served and how it draws upon the professional expertise of the faculty member. Outreach includes activities not exclusively from within the faculty member's discipline or area of research. It includes most volunteer activities in the community, while serving as a representative of the university.

A faculty member's service is less important than teaching and scholarship or creative activity in tenure and promotion decisions.

Review of Annual Performance Reports and Progress towards Tenure of Tenure-Track Faculty

Written annual performance evaluations of tenure-track faculty by the Department Head address tenure-track faculty progress towards promotion and tenure according to the above criteria and

each faculty member's allocation of effort. Each year's written statements of goals should connect annual goals to the long-term goals of tenure and promotion. Progress towards tenure and promotion are also addressed during the required annual meeting between the Department Head and tenure-track faculty members held each Spring semester.

Each year in the spring, the Promotion and Tenure Committee and Department Head meet to review the *Annual Performance Reports* of probationary faculty and faculty eligible for promotion. The Chair of the Promotion and Tenure Committee advises candidates on procedures¹, coordinates the reviews, drafts the letters of recommendation for revision, and ensures all committee members sign the reviews.

In this annual review memo, the Promotion and Tenure Committee will address in writing the probationary faculty member's teaching, scholarship and creative activity, service, and, where applicable, outreach and extension. The review is drafted by the Committee chair in consultation with the Committee and signed by all members attending the meeting. The review answers these four questions:

- Did the faculty member make acceptable progress toward tenure and promotion during the current, annual reporting period?
- Should the probationary faculty member's contract be renewed?
- Has the faculty member made acceptable progress toward tenure and promotion since beginning his or her probationary period?
- Does the Promotion and Tenure Committee have any comments and recommendations for the faculty member? What are they?

Minority opinions may also be forwarded. All review materials will be forwarded to the Dean of the College of Arts and Sciences, following university and college procedures. The Department Head also makes a separate recommendation to the Dean concerning annual contract renewal and the candidate's progress toward tenure and promotion.

Mentoring

The Promotion and Tenure Committee will assign a mentor drawn from the tenured faculty for each newly hired faculty member, either at a meeting or through electronic discussion initiated by the Chair. The committee will do so no later than early in the fall semester of the faculty member's first year. Mentors and newly hired faculty will meet during that semester to establish by mutual agreement an informal mentoring process centered on the needs and goals of the new faculty member. The purpose of mentoring is to help new faculty succeed at NMSU throughout the probationary period and achieve promotion and tenure. Serving as a mentor is in no way a supervisory position, and mentoring is not overseen by the Department Head. The mentoring relationship is confidential and must be strictly separate from the annual evaluation by the Promotion and Tenure Committee and the Department Head. Tenure-track faculty may change mentors at any time. The Chair will maintain a list of who the mentor is for each tenure-track faculty member. During its annual evaluation of tenure-track faculty the Promotion and Tenure Committee will review the list and record any mentor changes for tenure-track faculty.

Third Year Review

According to the University Administrative Rules and Procedures (5.90.3.7), tenure-track faculty in their third year may initiate a mid-probationary review. This is an optional opportunity to obtain feedback on the tenure-track faculty member's performance and is used to identify specific activities to enhance the candidate's progress toward promotion and tenure. The review is formative, intended to assist tenure-track faculty in achieving promotion and tenure. It will be based upon the Department's criteria and take into account the allocation of work effort during the three years reviewed. The mid-probationary review is purely optional, and the outcome cannot be used as a determinant for setting merit pay, for contract continuation decisions, or used in the tenure and promotion process.

According to the Administrative Rules and Procedures, the deliberations and judgments of the Promotion and Tenure Committee and the Department Head are separate for annual reviews, third year reviews, and promotion and tenure.ⁱⁱ

Applications for Tenure and Promotion to Associate Professor

When to Apply for Tenure and/or Promotion

In the case of faculty eligible for tenure and/or promotion, the Promotion and Tenure Committee and/or the Department Head advise the faculty member on whether to apply or (if applicable) wait until a later opportunity. Normally, tenure-track faculty members begin to apply for tenure and promotion during the spring of the fifth year of employment. Candidates should consult with the Department Head about precise timing, which may vary depending on prior service.

The Department Head will provide electronic copies of the applicable departmental, college, and university promotion and tenure policies to faculty members eligible to be considered for promotion and/or tenure during the spring semester prior the academic year in which the application for promotion and/or tenure will be made. If the NMSU ARP should change during a faculty member's pre-tenure or pre-promotion period (9.34.3.F), the faculty member may elect whether to be evaluated according to the former rules and procedures or the revised rules and procedures, and this election shall be documented in writing to specify clearly which standards, criteria, policies, and procedures will be applied in accordance with the faculty member's election.

After consulting with the Department Head, the candidate declares his or her intention to apply for promotion and/or tenure in a written memo to the Department Head. Candidates with extraordinary records may apply for early promotion and tenure, but they should seek advice from the Promotion and Tenure Committee and the Department Head before proceeding.

If a faculty member does not wish to be considered for tenure, he or she must give the Department Head written notice of resignation effective at the end of the sixth year of service. This notice should be given before the end of the fifth year of service. Not submitting an application is a *de facto* notice of resignation.

Criteria for Tenure and Promotion

The Promotion and Tenure Committee and Department Head will recommend that a faculty member receive tenure only when evidence demonstrates that the candidate maintains and will, in all likelihood, continue to maintain a high level of teaching, research, scholarship, service, and outreach as detailed earlier in this document under “Evaluative Criteria.”

Roles and Responsibilities in Tenure and Promotion

The processes involved in promotion and tenure must be fair, transparent, and participatory. In order to achieve fairness, transparency, and broad-based participation, all of the parties must base decisions on the documentation described in the NMSU Rules on Faculty Evaluation, Promotion and Tenure. The Department also follows the procedures documented in the NMSU Rules on Faculty Evaluation, Promotion and Tenure.

The Candidate for Tenure and Promotion

The Candidate submits yearly *Annual Performance Reports* and *Allocation of Effort Forms*. In addition, in the spring of his/her fifth year, the candidate prepares a list of prospective external reviewers and an *External Review Packet*. In early fall of the sixth year, the candidate prepares the *Promotion Portfolio*. (All three components are discussed in the next section, “Components.”) The Candidate and Department must comply with NMSU rules on faculty evaluation, promotion, and tenure (see NMSU ARP, 9.30-9.35 and 9.40-9.43). Candidates may temporarily suspend the promotion and tenure time process in accordance with ARP 9.3.5.B.

The Promotion and Tenure Committee

The Department's Promotion and Tenure Committee is a one of the department's standing committees. All of the tenured members of the department serve on this committee, along with one external member, appointed by the Dean of the College of Arts and Sciences. The committee must always have at least three members. When the minimum number of tenured professors or associate/full professors is not available within the department, the committee will be augmented by additional tenured professors of adequate rank from other departments within the College of Arts and Sciences. In these circumstances, the Dean will appoint the outside members, in consultation with the Department Head or equivalent departmental representative. Only tenured faculty members are eligible to vote for tenure and promotion; only Full Professors are eligible to vote on promotion to Full. The committee elects a chair for the year at the first meeting of the year. The serving chair will be eligible for re-election as chair.ⁱⁱⁱ

The Department Head is not a member of the committee and may not participate in its deliberations. All members with conflicts of interest regarding matters before the committee must recuse themselves from all deliberations affected by the conflict.

The committee reviews the annual reports and the tenure/promotion applications of probationary faculty members. It evaluates the candidate's list of suggested external reviewers and decides which ones to use; it also reviews the candidate's portfolio using the departmental criteria and communicates that review to the Department Head.^{iv}

The Chair of the Promotion and Tenure Committee advises candidates on procedures, coordinates the review, drafts the letter of recommendation for revision, and ensures that all committee members who attended the meeting sign the final draft of the letter.

In the cases of promotion to full professor, an appropriate committee will be constituted. Typically this committee consists of all full professors in the department plus an outside member appointed by the Dean of the College of Arts and Sciences. Steps will be taken to ensure that there are no fewer than three eligible members. If that is the case, the department head will consult with the dean's office to constitute an appropriate committee. Committee members will nominate and elect a chair.

Department Head

The Department Head will independently review the performance of each faculty member once a year using in the Annual Performance Evaluation with reference to the Allocation of Effort form and annual goals and objectives statements in accordance with principles established in this document and in the *NMSU Administrative Rules and Procedures*. For probationary faculty, the Department Head forwards to the Dean a separate assessment of progress toward tenure. Additionally, the Department Head carries out a number of other review activities.^v

Components of Candidate's Application Packet for Tenure and Promotion

The candidate prepares three major components in the application packet: 1) A list of proposed external reviewers; 2) A *Review Packet* for the external reviewers; and 3) the *Promotion Portfolio*. All three are discussed next.^{vi}

1. The List of External Reviewers

The external reviewers provide independent evidence of the stature of a candidate's scholarship or creative work; therefore, it is important that the reviewers be objective and have no close personal ties to the candidate. During the spring of the fifth year, the candidate submits to the Department Head a list of five potential external reviewers. The list should include name, professional rank, professional address (including e-mail), and preferred telephone numbers of each potential reviewer. Except in unusual circumstances, reviewers should be senior in rank to the applicant. For each reviewer, the candidate briefly describes the person's qualifications to perform the review. If the candidate has any current or past relationship with the reviewer, the relationship should be briefly described. No one employed at NMSU may be listed. After submitting the list, the candidate should have no contact with the reviewers concerning tenure and promotion until after the full application packet has been sent from the Department to the Dean of Arts and Sciences. Candidates may also submit to the Department Head a list of people they do not want to be reviewers.

The Department Head will submit the candidate's list to the Promotion and Tenure Committee, which meets to discuss the list and may recommend changes to the candidate. The committee must approve the list. It should consider possible conflicts of interest in its deliberations and advise the Department Head about any concerns.

The candidate must submit a list early enough in the spring semester to permit the Department to reach reviewers before the summer. The Department Head is ultimately responsible for ensuring that external reviewers meet reasonable expectations of lack of conflict of interest or biases with the candidate. Such potentials for bias or conflicts of interest arise if the reviewer:

- Is a current or former close collaborator (co-author or research partner), or former thesis/dissertation student/advisor/post-doctoral advisor;
- Is a current or former close informal mentor;
- Is a member of the candidate's immediate family, or is a business partner of the candidate;
- Is currently employed by the same institution, or has an arrangement for future employment or is negotiating employment at the same institution;
- Has a financial interest in the outcome of the tenure or promotion case, or where the reviewer's employer or the organization where the reviewer is an officer, director, trustee, or partner has such an interest.

If the Department Head, in consultation with the Promotion and Tenure Committee, determines that there is a conflict with one or more reviewers, the Department Head will ask the candidate to suggest alternative reviewers. The Promotion and Tenure Committee will work with the Department Head to evaluate and decide on external reviewers for the candidate's work (three for tenure and five for full professor), using the candidate's list and lists of their own making. The external reviews should include at least one of the candidate's list.

2. External Reviewer Packets

The candidate assembles three (associate) or five (full professor) packets of materials that will be mailed by the department to reviewers who agree to evaluate the candidate's application. These must be ready to mail by around June 1st.

Each packet should include the following:

- A current vita
- A 2-3-page introduction of the scholarship and creative activities presented in the packet.
- Copies of scholarly or creative work performed, published or publicly disseminated.
- Work accepted for publication but not yet published.

The candidate's teaching and service are not subjected to external review and related materials should not be included.

The Department Head will arrange for the external reviewers and will provide them with the following: candidate's packet, a brief description of the candidate's teaching and administrative load, the *Evaluative Criteria* from this document and the *NMSU Rules on Faculty Evaluation, Promotion, and Tenure*. The Department Head will request the following from the reviewers: a brief statement regarding the individual's qualifications for serving as a reviewer as well as a description of the relationship between the candidate and reviewer. The Department head will also notify the reviewers that the candidate will have the opportunity to read the letter of

assessment and that third parties, in the event of an EEOC or other investigation into a tenure and promotion decision, may review letters.

If desired, external reviewers may request additional information, but their requests must be made in writing and transmitted to the Department Head, who must forward them to the candidate. The candidate's response to the request must be made in writing and transmitted to the Department Head, who will forward it to the external reviewer. Reviewers may make these requests any time before the review letter is due.

3. The Tenure and Promotion Portfolio

The portfolio^{vii} is a large assembly of evidence and discussion of teaching, research, service, and outreach, usually organized in hanging file folders. In this portfolio, the candidate has the opportunity to make the best case for one's candidacy. It has the following major parts:

- *The Application Narrative* (discussed next)
- Executive summary
- Annual Reports for each year of employment
- Department Head Appraisals for each year at NMSU
- Syllabi and teaching evaluations for all courses taught at NMSU (and other materials that provide evidence of teaching excellence)
- Copies of publications and accepted publications as evidence of one's scholarship and creative work
- Letters of acceptance from journals or editors for work not yet published
- Records documenting external funding
- Documentation of service in the discipline, department, university, and community

The candidate may choose to include additional materials.^{viii} *Sample Application Packets* and *Portfolios* must be made available to candidates by the Department Head. Department Heads are responsible for maintaining copies of sample portfolios, provided with written permission by faculty members within the Department.

Depending on the nature of the change, the candidate may change, add, or delete materials from the Application Packet after it has been submitted for review but not after it has been officially reviewed by the Promotion and Tenure Committee. The Promotion Portfolio will be stored in the Department's Administrative Office.

The Department Head will eventually add other materials to the Core Document submitted to the Dean's Office.^{ix} The candidate is allowed to review all items included in the portfolio until final submission to College's Promotion and Tenure Committee.

Application Narrative

The *Tenure and Promotion Application Narrative* (15-25 pages) is the place where candidates can explain the different parts of the portfolio. Although self-promotion is required by the document, the department encourages candidates to avoid inflating the significance of one's accomplishments (and to avoid statements that may mislead or misinform the committee). A

candidate's acknowledgment of a specific weakness (a difficulty teaching a specific course, for example) and a description of steps taken to remedy the problem are appropriate and valuable parts of the narrative. Candidates should review the applications of faculty who have successfully completed the process. These are available in departmental records.^x

The Narrative should have the following five parts:

1. Introduction.

Here the candidate highlights the contents of the Application Narrative and summarizes why he/she meets the tenure and promotion criteria.

2. Prior Experience. In this section, the candidate should briefly outline any academic or related work completed prior to employment at NMSU, including graduate teaching, publications, and funded grants.^{xi}

3. Teaching. This section should describe in detail the candidate's teaching at NMSU. It thoughtfully considers one's teaching, including topics such as approach to or philosophy of teaching, strengths and weaknesses as a teacher, and evolution and growth as a teacher. The candidate may wish to treat graduate and undergraduate teaching separately.

The candidate should refer to student/course evaluations that are part of the *Portfolio* and summarize student responses to the candidate's teaching, including statistical summary of graduate and undergraduate evaluations, excerpts from student evaluations, and a thoughtful response to the students' perceptions of the candidate's strengths and weaknesses as a teacher. Other methods of evaluating teaching, such as peer reviews, may be included.

Here, the candidate can describe the development of new courses, curricular or pedagogical grant work, relevant curriculum development, and work with students completing theses and other capstone projects on graduate committees, and in the formal advising of students. If the candidate has provided or participated in teaching seminars or other programs that indicate commitment to excellence in the classroom, these should also be mentioned. Links to electronic teaching materials, with description of the material, are appropriate.

If the candidate has won any teaching awards, they should be described and a context given for viewing the relative merit of the award. Administrative work, especially if performed in lieu of teaching, may be described in this section or may more appropriately fall into the category of Professional Service and University Activities. Candidates should consult the Promotion and Tenure Committee and the Department Head to discuss specific cases.

The Department of English values strong teaching. Only teachers with a documented record of teaching success will earn tenure.

4. Scholarly or Creative Activities. Here, the candidate establishes the significance of the scholarship and /or creative work presented, referring to the copies or evidence located elsewhere in the Portfolio. The candidate describes, analyzes, and provides a context for scholarly and creative activities, indicating the quality of the book, journal, or other venue, where each work appears, and whether that work was peer-reviewed. Presentations given at conferences and excerpts from the reviews of one's works should appear in this section. Candidates should substantiate any claims made about the status or stature of all materials.

This section is also the appropriate place to briefly describe and contextualize grants funded, awards for scholarship or creative activity, and other kinds of recognition connected to one's scholarship or creative work. Work in program development, administration, and evaluation should be documented in this section, as well as other forms of scholarship of discovery, integration, application and teaching when such work leads to the public dissemination of peer-reviewed scholarship or creative activity. Outreach activities that are better described as the scholarship of application should also be presented in this section.

The Candidate should also thoughtfully overview his/her scholarly and creative agenda.

The Department values active recognized scholars and writers. Candidates who fail to publish or otherwise publicly disseminate their scholarly and creative work, or whose work is not peer-reviewed, will not earn tenure.

5. Professional Service (and Outreach) Activities. In this section, the candidate should describe and situate their professional service while at NMSU and other activities that contribute to the vitality of NMSU. Professional Service is a broad term, and there may be some overlap with other sections, but generally, it includes the following categories:

- Service to the department includes departmental committee work, chairing a standing committee, participating on *ad hoc* committees, providing administrative assistance, fund raising, editing departmental publications, operating departmental programs, developing uses of technology, and so on.
- Service to the college and university includes committee work, serving on the faculty senate, fund raising, supporting university and college projects in specific ways, serving on internal/external review committees, developing uses of technology, and so on.
- Service to the discipline includes serving as an officer in appropriate regional or national organizations; serving on an editorial board; judging professional work for a journal, for a press or professional organization or for a professional prize; peer review for a professional journal, press, organization; developing websites, and so on.

- For some candidates, a sizeable and important component of the professional record may include outreach activities that extend the university's impact to the public, through skills transfer and knowledge sharing.

Open File Policy

NMSU has an open file policy, which permits candidates to review all items in the packet of materials assembled for review. Further, the candidate should check with the Department Head to see if external reviews have arrived. If a reviewer fails to produce a letter, the candidate or T&P Committee may be asked to suggest an alternate external reviewer. Once the external reviews have arrived, the candidate may choose to examine the letters. A candidate may continue to add materials to the application packet until the Portfolio is reviewed by the Promotion and Tenure Committee. The Portfolio will be stored and accessed in a secure office within the main department office.

Candidates will be notified by the Department Head when the recommendation of the Department Promotion and Tenure Committee and of the Head have been completed and added to the file. Once so notified, candidates will have five (5) working days to add to the Portfolio corrections of factual errors in either recommendation.

After the recommendation of the College Promotion and Tenure Committee the Dean of the College of Arts and Sciences and has been received, candidates will have five (5) working days to add to the Portfolio corrections of factual errors in either recommendation.

Timeline for Tenure and Promotion to Associate Professor

The candidate must deliver the application portfolio complete with all supporting attachments early in the fall semester of the candidate's sixth year of employment. The Department Head will provide deadlines to the candidate, and the candidate must meet them in a timely fashion.

The following Gantt chart outlines the responsibilities of tenure track candidates (SP=Spring semester, FA=Fall semester).

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Annual Report	SP	SP	SP	SP	SP	SP ^{xii}
Goals and Objectives	SP	SP	SP	SP	SP	
List of Reviewers					SP	
External Review Packet					SP	
Promotion Portfolio						F

Review Process for Promotion and Tenure

After the candidate submits the *Promotion Portfolio* to the Department, the Promotion and Tenure Committee reviews the candidate's *Portfolio* according to the evaluative criteria described above. The Committee then deliberates in a closed session, votes anonymously in a secret ballot, and submits a report to the Department Head that describes its activities, votes, and recommendations.^{xiii} Absentia and proxy ballots will not be permitted. All vote counts will be recorded. The report will reflect the majority view but allow for dissenting opinions; it contains specific commendations, concerns, and recommendations addressing the criteria in each of the areas required for promotion and tenure.

The Department Head will evaluate the candidate's record, review the committee's recommendations, and add a separate and independent review to the packet before sending a selection of the materials to the Dean of the College of Arts and Sciences.^{xiv} Other than these two recommendation reports, nothing else will be changed, added, or deleted without the knowledge of the candidate. The Department Head must report in writing the recommendation by the Promotion and Tenure Committee and the Department Head to the Dean. The Department will inform each candidate in writing of its recommendations and numerical vote count, the department head's letter, and/or the dean's or comparable administrator's letter. Appeals to the tenure and promotion process are outlined in the university Administrative Rules and Procedures (3.25 and 10.60, see also 9.35.9).

Candidates will not typically receive notice of the final status of their applications until late in the spring semester, but they will be informed of the progress of their applications at every review stage. Candidates may withdraw their applications for tenure and promotion at any time. Withdrawal of a tenure application must be accompanied by a letter of resignation.

All records and committee procedures are regarded as highly confidential and will be safeguarded in appropriate ways to ensure this confidentiality.

Application for Promotion to Full Professor

Promotion to "professor," sometimes referred to as a "full professor," requires established disciplinary, intellectual, and institutional leadership.^{xv} A professor demonstrates command of the disciplinary field as evidenced by a combination of teaching and advising, scholarship and creative activity, extension and outreach, and service. The combination will vary depending on individual faculty member's allocations of effort, especially in the proportion devoted to outreach and extension. Faculty members initially hired at the rank of professor are often reviewed and then given tenure on appointment.

For the most part, candidates for promotion to full professor follow the previously detailed guidelines; however, there are a few significant differences:

- Candidates must provide a minimum of five names on their list of possible external reviewers and the file must contain five letters.
- In the Promotion Narrative, the Prior Experience section should mention the candidate's work

while an assistant professor at NMSU.

- In the sections that follow in the Promotion Narrative, the candidate should refer to publications, achievements, and teaching experience that have taken place since the candidate's promotion to associate professor.
- The narrative should argue persuasively that the candidate has demonstrated the leadership required of a senior faculty member and provide supporting material to substantiate the claim.
- The *Promotion Portfolio* submitted to the Department does not include the supporting documents that were included in the *Portfolio* submitted for promotion to Associate Professor.

Additional Procedural Matters and Policies for Tenure and Promotion

- The dean, department head, or comparable administrator may meet with the principal units' promotion and tenure committees to discuss procedural matters but must not be present for deliberations. These preliminary meetings will also be used to review and discuss the University Conflict of Interest policies, rules, and procedures. The department head is responsible for reviewing the University Conflict of Interest policies, and committee members are responsible for knowing and following them (ARP 3.0 and see also <https://hr.nmsu.edu/academicpersonnel/conflicts-of-interest/>).
- Written promotion and tenure policies will be reviewed and updated every three years by the Promotion and Tenure Committee and approved by Departmental vote.
- Candidates for tenure and promotion should specify which policy for evaluation purposes they wish to be considered under should tenure and promotion policies have changed during the faculty member's pre-tenure or pre-promotion period.
- After tenure and promotion, faculty members will undergo post-tenure review in accordance with the NMSU Administrative Rules and Procedures Policy 5.87
- An electronic copy of this document will be available on the department's web site, along with a link to the university promotion and tenure policies in Chapter 9 of the NMSU ARP.

Section Four—College Faculty

Functions and Activities of College Faculty

NMSU's Rules on Faculty Evaluation, Promotion, and Tenure defines College Faculty as "eligible for advancement in rank but not eligible for tenure" (5.90.3.5). Although some College Faculty in the English Department may receive course release time for administrative and other duties, the primary role of the college faculty member in the English Department is to teach.

College faculty members in the English Department devote their energies to teaching and to service activities that enhance their teaching, the curriculum of the Department of English as a whole, and the teaching mission of the College or University.

College faculty members cannot be *required* to engage in activities other than teaching and service work (e.g., Scholarly and Creative Activities, Outreach) unless written permission is provided by the Dean. At the Department Head's discretion, however, other forms of service, outreach, scholarship, or creative activity may be counted towards fulfillment of college faculty members' service obligations or as professional development contributing to the quality of their teaching.

The college faculty contributes to the Department of English's mission by teaching students to be critical readers and thinkers and thoughtful, competent writers. The Department of English provides this service to NMSU students of all majors, from all colleges.

Teaching Functions: Full-time college faculty members typically teach 12 credit hours per semester except when assigned extraordinary scholarship/creative activity, outreach, or service responsibilities. Courses are assigned depending on student needs and individual faculty members' expertise.

Courses typically taught by college faculty include the General Education writing courses, Viewing a Wider World courses, some English Major/Minor courses, and on occasion graduate courses in English. Some Department of English college faculty with specialized expertise may teach or co-teach courses for other departments, such as Theatre, the Creative Media Institute, Women's Studies, and the Honors College.

English Department college faculty enhance their teaching by engaging in professional development. This may include creative activity; scholarship; attending conferences, writing program workshops, or Teaching Academy seminars; reading to keep current with scholarship in their fields; and consulting with other teachers.

Service: College faculty members' service is valued and required. Service activities for college faculty may include participation in College faculty committee work and on standing committees in the English Department, the College, or University. College faculty members also serve by mentoring and advising students and other faculty and by participating in community outreach.

For a full understanding of the rights and responsibilities of faculty members at New Mexico State University, refer to the Rules on Faculty Evaluation, Promotion, and Tenure (2017) in the NMSU Administrative Rules and Procedures.

The Evaluation of College Faculty Performance and Applications for Promotion

The Department Head

The Department Head will independently review the performance of each college faculty member once a year and will consider evidence and assess performance in accordance with principles established in this document and in the NMSU Administrative Rules and Procedures, providing “documentation of expectations and a record of faculty performance relative to stated expectations” (5.90.3.3).

Annual Review: Evidence and Evaluation

Each spring, all faculty must complete an Allocation of Effort form as well as annual goals statement identifying specific objectives to be achieved during that calendar year (see Section 2 above). Generally speaking, college faculty allocate 90% effort to teaching (which includes professional development) and 10% to service. As College Faculty members are hired primarily as teachers, their yearly evaluation and ranking are based almost entirely on teaching effectiveness. According to the **NMSU Rules on Faculty Evaluation, Promotion, and Tenure** (9.31.2.A), “materials appropriate for evaluating teaching should include: (a) evidence from the instructor, (b) evidence from other professionals, (c) evidence from students, and (d) evidence of student learning.” The following tools are used to measure teacher performance.

The Annual Performance Report. Completed annually via Digital Measures, in accordance with College and Departmental guidelines, an effective annual report includes

- a concise and well-written description of the teacher’s pedagogy for each course, including learning objectives, teaching methods, and innovations;
- an analysis of the effectiveness of the teacher’s efforts in promoting student learning, including reflections on growth and areas for improvement;
- a description of professional development activities for that year. These would include conferences or workshops attended, Teaching Academy activities, informal consultations with other teachers, scholarship or creative activities in relevant fields, membership in professional organizations, and other activities that develop teaching skills or deepen the teacher’s knowledge of relevant subjects. To assist the department head in evaluating the significance of these activities, the faculty member should include examples of how the knowledge or skills gained have influenced the teacher’s classroom practice.
- an account of the faculty member’s service for that year. This may include participation on standing committees in the English Department such as Undergraduate Studies, General Education, and area interest groups, as well as on personnel committees for hiring and promotion of college faculty and ad hoc committees for course development, textbook selection, outcomes assessment, and so on. College faculty may also fulfill their service obligation by presenting seminars for faculty or serving in the Faculty Senate or on relevant college or university committees. If applicable, the faculty member should include information on writing letters of recommendation, mentoring students or faculty members, editing University publications, or advising student organizations. Community outreach activities such as workshops, readings, and artistic performances may also be listed as service.

Attachments: Each year the Department Head will provide specific guidance regarding attachments to include with the Annual Report, based on current Department and College policies. These generally include the following:

- current curriculum vita;
- copies of published works, if any;
- student evaluations for each course taught that year;
- at least two other forms of evidence of the teacher's success, including self-reflection/evaluation, peer evaluation, evidence of student learning (beyond course grades), classroom observation reviews from peers or department head, self- or peer-evaluation of course materials.

Application Process for Promotion

The responsibilities of the Candidate, Department Head, and Department Promotion and Tenure Committee are listed in the **NMSU Rules on Faculty Evaluation, Promotion, and Tenure** (9.35.6), and the timeline is given in section 9.35.10. The department head will inform eligible college faculty of their eligibility to apply for promotion during annual evaluation conferences and in an official memo in the spring. A minimal criterion of four years of completed service is required before applying for promotion in fall of the fifth year. Candidates should notify the department head the preceding spring of the intent to apply for promotion. Further requirements for promotion to each advanced level (college assistant professor, college associate professor, college full professor) are discussed below.

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 9.35.5.B of **NMSU Rules on Faculty Evaluation, Promotion, and Tenure**). The Department Head will provide guidance and assistance to faculty members who are applying for promotion and/or tenure and 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.

A promotion application packet is due in early September. The guidelines prescribed by the College of Arts & Sciences for the process and the promotion packet are available at <http://provost.nmsu.edu/wp-content/uploads/2012/02/PromotionCollegeTrackFaculty2017.docx>.

The department head will appoint a committee consisting of all college-track faculty members in the department higher in rank than the applicant, with the addition of the Chair of the standing Promotion and Tenure Committee of the department and a college-track faculty member from another department in the college higher in rank than the applicant. The committee must have at least three members. When the minimum number of college track faculty of the appropriate rank are not available within the department, the committee will be augmented by additional college track professors of adequate rank from other departments within the College of Arts and Sciences. In these circumstances, the Dean will appoint the outside members, in consultation with the Department Head or equivalent departmental representative. Only college track faculty

who are members of the committee may vote on a candidate's promotion. The members of the committee will nominate and elect a chair.

Applicants have the option to withdraw from the promotion process "at any time prior to the final signature of the executive vice president and the provost" (9.35.7).

Faculty members will be allowed full access to their own portfolio, personnel files, and records kept by the University, College, or Department, with exceptions as stated in the NMSU Administrative Rules and Procedures.

Requirements for Promotion

College Instructor to College Assistant Professor

To apply for promotion to College Assistant Professor, faculty must

- have completed four years of successful teaching as a College Instructor;
- submit a promotion packet consisting of a core document and a documentation file.

Core Document (2 copies)

The core document is organized by the English department secretary into a 3-ring binder, including the items listed in Appendix A: Promotion Checklist.

The primary document required of the candidate for the binder is the Executive Summary, no longer than 3000 words. The document should provide separate sections dedicated to teaching and advising along with any optional scholarly and creative activities, service and outreach. The applicant will supply evidence of superior teaching, including summaries of student evaluations. The discussion must demonstrate growth. Candidates should provide sufficient information to allow committees to measure relevance and contributions in all areas evaluated. More specific requirements follow.

- The document should provide separate sections dedicated to teaching and service.
- The document should demonstrate the candidate's philosophy in the various areas of effort, along with a reflection of the work performed in each area.
- Achievements and contributions in the different relevant areas should be discussed and placed in the context of the overall philosophy and goals of the candidate. It is recommended that the summary provides a framework for interpreting and contextualizing the content of the candidate's curriculum vitae.
- Discussion of teaching and advising should include a reflection of teaching effectiveness, professional development and impact on students' learning.
- Discussion of service should formulate the vision of impact within the unit, the College, the institution and the broader community.
- Discussion of scholarship and creative activities, if any, should be formulated with reference to the model articulated in the NMSU policy.

- Discussion of outreach, if any, should formulate the vision of impact within the unit, the College, the institution and the broader community.
- **OPTIONAL:** The document may include separate sections dedicated to optional scholarly and creative activities, service, outreach, and advising.

Documentation File

A banker-type box with the following material organized into labeled hanging file folders:

- Student evaluations for the years being evaluated;
- Supporting teaching materials. These may include copies of syllabi, assignments, exercises, quizzes, exams, copies of student work; responses to student work; written communication with students; letters of support from students; written observations of the candidate's teaching from colleagues; and so on.
- Materials documenting professional development activities. These may include awards and certificates; examples of creative or professional work produced in this time period; notes from seminars, meetings or conferences attended, and so on.
- Materials documenting the candidate's service contributions. These may include letters of recommendation written for students; committee membership lists; awards and certificates; thank you letters for contributions; emails or memos documenting contributions; work such as minutes, proposals, or letters produced for University committees or civic organizations; materials created for professional presentations; programs from performances; news stories about the candidate's service or outreach activities; and so on.
- Letters of recommendation from colleagues and/or students familiar with applicant's work (optional)

Candidates is allowed full access to their own portfolio, personnel files, and records kept by the University, College, or Department, with exceptions as stated in the NMSU Policy Manual.

The candidate is allowed to add, change, or delete items included in the portfolio at any time until the Department's Promotion and Tenure Committee meets to discuss the application. If any new information arises after that meeting but before submission of the portfolio to the College's Promotion and Tenure Committee it may be added to the portfolio.

College Assistant Professor to College Associate Professor

To apply for a promotion to College Associate Professor, faculty must

- have completed four years of exemplary teaching as College Assistant Professor;
- have contributed four years of substantial service to the department, college, university, and/or community;
- demonstrate growth as a teacher;

- submit a promotion packet consisting of a core document and a documentation file.

Core Document (2 copies)

The core document is organized by English department secretary into a 3-ring binder, including the items listed in Appendix A: Promotion Checklist.

The primary document required of the candidate for the binder is the Executive Summary, no longer than 3000 words. The document should provide separate sections dedicated to teaching and advising along with any optional scholarly and creative activities, service and outreach. The applicant will supply evidence of superior teaching, including summaries of student evaluations. Candidates should provide sufficient information to allow committees to measure relevance and contributions in all areas evaluated. More specific requirements follow.

- The document should provide separate sections dedicated to teaching and service.
- The document should demonstrate the candidate's philosophy in the various areas of effort, along with a reflection of the work performed in each area.
- Achievements and contributions in the different relevant areas should be discussed and placed in the context of the overall philosophy and goals of the candidate. It is recommended that the summary provides a framework for interpreting and contextualizing the content of the candidate's curriculum vitae.
- Discussion of teaching and advising should include a reflection of teaching effectiveness, professional development and impact on students' learning.
- Discussion of emerging leadership achieved in the various areas of effort.
- Discussion of service should formulate the vision of impact within the unit, the College, the institution and the broader community.
- Discussion of scholarship and creative activities, if any, should be formulated with reference to the model articulated in the NMSU policy.
- Discussion of outreach, if any, should formulate the vision of impact within the unit, the College, the institution and the broader community.
- **Optional:** Discussion of optional scholarly and creative activities, service, outreach, and advising.

Documentation File

A banker-type box with the following material organized into labeled hanging file folders:

- Student evaluations for the years being evaluated;
- Supporting teaching materials: These may include copies of syllabi, assignments, exercises, quizzes, exams, copies of student work; responses to student work; written communication with students; letters of support from students; written observations of the candidate's teaching from colleagues; and so on.
- Materials documenting professional development activities. These may include awards and certificates; examples of creative or professional work produced in

this time period; notes from seminars, meetings or conferences attended, and so on.

- Materials documenting the candidate's service contributions. These may include letters of recommendation written for students; committee membership lists; awards and certificates; thank you letters for contributions; emails or memos documenting contributions; work such as minutes, proposals, or letters produced for University committees or civic organizations; materials created for professional presentations; programs from performances; news stories about the candidate's service or outreach activities; and so on.
- **Optional:** Letters of recommendation from colleagues and/or students familiar with applicant's work.

The candidate is allowed to review all items included in the portfolio until final submission to College's Promotion and Tenure Committee.

Candidates will be allowed full access to their own portfolio, personnel files, and records kept by the University, College, or Department, with exceptions as stated in the NMSU Policy Manual.

The candidate is allowed to add, change, or delete items included in the portfolio at any time until the Department's Promotion and Tenure Committee meets to discuss the application. If any new information arises after that meeting but before submission of the portfolio to the College's Promotion and Tenure Committee it may be added to the portfolio.

College Associate Professor to College Professor

To apply for a promotion to College Professor, faculty must

- have completed four years of exemplary teaching as College Associate Professor;
- have contributed four years of substantial service to the department, college, university, and/or community;
- give evidence of *leadership and substantial service* to the department, the university, and the community. Leadership may take the form of curriculum development, mentoring, committee work, and/or work with professionals across the university and/or community;
- submit a promotion packet consisting of a core document and a documentation file.

Core Document (2 copies)

The core document is organized by English department secretary into a 3-ring binder, including the items listed in Appendix A: Promotion Checklist.

The primary document required of the candidate for the binder is the Executive Summary, no longer than 3000 words. The document should provide separate sections dedicated to teaching and service. The document may include optional scholarly and creative activities, service, outreach, and advising. The applicant will supply evidence of superior teaching, including summaries of student evaluations, as well as evidence of leadership and substantial service. The discussion must demonstrate growth. Candidates should provide sufficient information to allow committees to measure relevance and contributions in all areas evaluated. More specific requirements follow.

- The document should provide separate sections dedicated to teaching and advising along with any optional scholarly and creative activities, service and outreach.
- The document should demonstrate the candidate's philosophy in the various areas of effort, along with a reflection of the work performed in each area.
- Achievements and contributions in the different relevant areas should be discussed and placed in the context of the overall philosophy and goals of the candidate. It is recommended that the summary provides a framework for interpreting and contextualizing the content of the candidate's curriculum vitae.
- Discussion of teaching and advising should include a reflection of teaching effectiveness, professional development and impact on students' learning.
- Discussion of service should formulate the vision of impact within the unit, the College, the institution and the broader community.
- Discussion of leadership achieved in the various areas of effort.
- **Optional:** Discussion of scholarship and creative activities, if any, should be formulated with reference to the model articulated in the NMSU policy.
- **Optional:** Discussion of outreach, if any, should formulate the vision of impact within the unit, the College, the institution and the broader community.

Documentation File

A banker-type box with the following material organized into labeled hanging file folders:

- Student evaluations for the years being evaluated;
- Supporting teaching materials: These may include copies of syllabi, assignments, exercises, quizzes, exams, copies of student work; responses to student work; written communication with students; letters of support from students; written observations of the candidate's teaching from colleagues; and so on.
- Materials documenting professional development activities. These may include awards and certificates; examples of creative or professional work produced in this time period; notes from seminars, meetings or conferences attended, and so on.
- Materials documenting the candidate's service contributions. These may include letters of recommendation written for students; committee membership lists; awards and certificates; thank you letters for contributions; emails or memos documenting contributions; work such as minutes, proposals, or letters produced for University committees or civic organizations; materials created for

professional presentations; programs from performances; news stories about the candidate's service or outreach activities; and so on.

- **Optional:** Letters of recommendation from colleagues and/or students familiar with applicant's work.

The candidate is allowed to review all items included in the portfolio until final submission to College's Promotion and Tenure Committee.

Candidates will be allowed full access to their own portfolio, personnel files, and records kept by the University, College, or Department, with exceptions as stated in the NMSU Policy Manual.

The candidate is allowed to add, change, or delete items included in the portfolio at any time until the Department's Promotion and Tenure Committee meets to discuss the application. If any new information arises after that meeting but before submission of the portfolio to the College's Promotion and Tenure Committee it may be added to the portfolio.

Promotion Checklist

This is the checklist of procedures for promotion provided in Section 8 of the A&S Promotion and Tenure Policies and Procedures (p. 27), with an added column indication who is responsible for each task.

<i>Completed by</i>		<i>Task or Item</i>	<i>Notes</i>
Dean	A	Routing Form	
Dept.	B	College Promotion Sheet	
Dept.	C	Table of Contents	
Dept.	D	NMSU Contract Status and Dossier Review Form	
	E	P&T Recommendations:	
Cand.	E.1	Dept. College-Track Ad Hoc Committee Recommendation	
Dept.	E.2	Minority Report	Optional
Dept.	E.3	DH Recommendation	

Dean	E.4	A&S College-Track P&T Committee Rec.	
Dean	E.5	Dean's Recommendation	
Cand.	E.6	Candidate Rebuttal	Optional
Cand.	E.7	Prior service, reductions, extensions	If needed
Dept.	E.8	Mid-probationary review	If needed
Cand.	F.	Executive Summary	
Cand.	G	Curriculum Vitae	
	H	Annual Evaluations and Reports	
Dept.	H.1	Faculty APRS	
Dept.	H.2	Faculty Goals and Allocations of Effort	
Dept.	H.3	DH Annual Appraisals	
	H.4	P&T Annual Progress Reports	
Cand.		Departmental P&T Committee Reports	N/A to CT Faculty
Cand.		DH Progress Reports	N/A to CT Faculty
	J	Promotion and Tenure Policies	
Web	J.1	Selected Functions and Criteria Statement	Dept. F&C
Web	J.2	Selected College Policy Document	A&S Policies and Proc.
	K	External Reviews	N/A to CT Faculty
Dept.	K.1	Sample Request Letter	
Dept.	K.2	Qualifications of Reviewers	
Dept.	K.3	Review letters	

Legend

Dept = Provided by English Dept.

Cand. = Provided candidate for promotion

Dean = Provided by the Dean's office

Web = Accessible via NMSU web site

Note: the section K is not used for College Track Faculty

ⁱ The Promotion and Tenure Committee evaluates faculty performance in the spring based on the previous academic year. Since up to eight months have passed since the fall submission of the Annual Report faculty need to submit an updated CV and brief list of new information by March. The T&P report will acknowledge new information separately from academic year information. Faculty members are encouraged to make their Annual Reports as complete and clearly organized as possible so as to facilitate the Annual Review.

ⁱⁱ The Department and its faculty members will comply with all procedures concerning annual review and applications for tenure and promotion as established in this document and by the NMSU Policy Manual and appropriate documents from the College of Arts and Sciences. University policies also require the Department Head to complete a yearly performance appraisal of faculty performance to determine annual merit increases (discussed elsewhere).

ⁱⁱⁱ See NMSU Department of English Bylaws, V, VI.A, and VI.F.

^{iv} In this review, the Committee considers the candidate's department assignments and role apportionment as specified in the candidate's position description and Allocation of Effort Forms. The Committee also places the committee's recommendation and vote totals in the candidate's portfolio (See *NMSU Administrative Rules and Procedures*, Section 9.35.10.E).

^v The Department Head carries out the following:

- Establishes and monitors a process for tenure-track faculty to mentor the candidate in developing the best case for promotion and/or tenure.
- Provides leadership in the collaborative writing and maintenance of department promotion and tenure policy.
- Provides 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 informs tenure-track faculty of the rights to due process, appeal and informal processes for conflict resolution in promotion and tenure.
- In the annual performance reviews of tenure-track faculty, includes written details relating to assigned duties (i.e. the teaching and advising (or its equivalent), scholarship and creative activity, service, extension and outreach and apportionment). The reviews also include separate statements addressing progress toward tenure and toward promotion including steps that should be taken to strengthen the faculty member's case.
- Provides leadership in establishing agreed upon department guidelines for an annual review of tenure-track faculty by the department's promotion and tenure committee. This review is separate from, and independent of, the department head's annual review of each faculty member.
- In accordance with *NMSU Administrative Rules and Procedures*, section 9.35.B.7, requests that the review process be terminated at any time prior to review by the executive vice-president and provost.

^{vi} When appropriate and agreed to by the candidate and all reviewing committees and officials, the Portfolio may be submitted as an electronic pdf formatted file(s), provided a method for secure transmission of confidential documentation has been established.

vii This section discusses the portfolio at the departmental level, as it will be evaluated by the Promotion and Tenure Committee and the Department Head. After departmental review, the department will submit a core document to the Dean's Office and retain other documents as supplemental materials in the Department's Administrative Office.

viii Occasionally candidates procure additional letters of support from individuals who do not meet the criteria of the external reviewers. In certain circumstances, letters from former students, other faculty members at NMSU, or members of the community sometimes appear under a separate title among the supporting documents. The department does not encourage such practice except under the following conditions. If the candidate worked on a specific project with a member of another department, a letter of support from this colleague may be appropriate. Similarly, candidates who have taught for programs within the university, such as the Honors or Women's Studies Programs, may wish to include letters from the directors of these programs. Letters of support from current students are forbidden. Letters from former students are appropriate only if specific circumstances warrant them; which is to say, general letters from former students are discouraged. Letters from tenured and untenured colleagues within the department are forbidden, with the exception of letters evaluating teaching, as may be written by peers following classroom visits. Consult with the Department Head before including additional letters of support. Letters from community leaders with whom the candidate has conducted some kind of outreach program should usually appear under Service, unless the outreach program itself is presented as a form of scholarship. General letters of support do not often carry much weight in the decision-making process.

ix The core document contains:

- A routing form developed by the college with spaces for the required signatures. *This document will be added by the Dean's Office.*
- A cover sheet indicating the candidate's name, current rank, department and college.
- A table of contents.
- NMSU Contract Status and Dossier Review Form
- Any written documentation generated throughout the promotion and tenure process, including the numerical vote counts of the promotion and tenure committee(s).
- The candidate's executive summary.
- The candidate's comprehensive Curriculum Vitae.
- The annual review letters from the Department Head and P&T Committee.
- Promotion and Tenure Policies.
- External review letters.

x If a faculty member's application portfolio is used as a sample, written permission must be obtained from the owner of the portfolio.

xi If the publications were accepted before coming to NMSU but were not in print until after the candidate began employment at NMSU, then the publication should be properly listed in a later category. Similarly, grants awarded before employment at NMSU but not funded until after the candidate was employed by NMSU should properly be listed in a later category (unless the grant benefits the candidate's prior institution and does not directly benefit the candidate, NMSU, or the local community). The department will consider the candidate's continuous record. Candidates who negotiate credit toward tenure and promotion upon hiring will have prior achievements credited toward tenure and promotion. In such cases, the publications may be listed in a later (and more heavily weighted) category. Teaching for and service to other universities still carry somewhat less weight, and they should be listed in this category. The Prior Experience section should typically run no more than two pages in length.

xii Candidates for tenure and promotion must complete their Annual Performance Report earlier than usual and include it in the documentation.

xiii Committee members can attend sessions by a confidential electronic method with permission of the committee chair. Committee members must take part in the deliberations in order to vote. Committee members may vote via confidential electronic methods with the permission of the committee chair.

xiv Not everything in the Promotion Portfolio goes forward or beyond the Department. The Department Head gets a precise list of what goes in the 1" binder that goes to the College. The College Faculty Affairs Committee reviews the case first and makes a recommendation to the Dean, and the Dean then makes an independent recommendation

(comparable to T&P and DH), and all the material then goes forward to the Provost for recommendation to the President.

^{xv} Throughout this document “leadership” is used according to the definition given in NMSU’s ARP (5.90.4.5.1) which state, “Leadership is characterized by: (1) contribution to the mission of the college or university and to the faculty member’s profession; (2) participation in the distribution of responsibility among the members of a group; (3) empowering and mentoring group members; and (4) aiding the group’s decision-making process.”