

New Mexico State University
Department of Journalism and Media Studies
Fall 2015 (Revised March 2018, edited again Sept. '18 to match College's)

Functions and Criteria Statement
Pertaining to Faculty Evaluations, Promotion, and Tenure

Please note: according to the NMSU Administrative Rules and Procedures (<https://arp.nmsu.edu/>), university policies regarding promotion and tenure supersede college policies, and that policies of the college supersede department policies.

Purpose of Document

The purposes of this document are: 1) to provide a framework for annual evaluations; and 2) to address the department's criteria for promotion and tenure.

Definitions and General Procedures

The "faculty" shall be defined as "all full-time members, both tenure track and tenured as well as college-track faculty in the department." In the case of full-time college-track faculty, their careers are not tenure-track and their duties shall be primarily in the areas of teaching and advising, but may also include service, extension, outreach, creative activity, or a relative mix of these duties, as outlined in the College of Arts and Sciences Promotion and Tenure Guidelines. Adjunct instructors are not subject to the procedures discussed in this document.

The department shall make all major policy decisions, including those related to the Functions and Criteria Statement, by a majority vote of the faculty at regularly scheduled faculty meetings. All policies so promulgated shall be consistent with university and College policy and procedures as set out in the NMSU Administrative Rules and Procedures (ARP at <https://arp.nmsu.edu/>) and the College of Arts and Sciences Promotion and Tenure Policies and Procedures (CAS Promotion and Tenure Policies at <http://artsci.nmsu.edu/wp-content/uploads/2017/forms/P&TPolicy15.pdf>). In some cases, ad hoc committees may be formed to explore particular issues; these ad hoc committees shall, however, be only advisory in nature to the full faculty.

The department views itself as a whole composed of individuals who have varying backgrounds, as well as diverse professional and academic preparation, strengths and interests. While all faculty members are expected to contribute in a meaningful way to the department's scholarship/creative mission (and must do so for attainment of tenure and promotion), the department recognizes that each faculty member has her/his own style and interests. All faculty normally will pursue excellence in teaching as the largest percentage of annual effort, then dedicate a percentage of effort to scholarly (research and/or creative), service, and/or outreach activities. (Note: Faculty may choose to be assessed according to the new document or any document active since the time of hire.)

The principles that guide this process, outlined here from the College's Promotion and Tenure Policies and Procedures, include fairness, diversity, faculty participation, transparency, avoidance of conflicts of interest, flexibility, confidentiality, and collegiality. (Details at <http://artsci.nmsu.edu/wp-content/uploads/2017/forms/P&TPolicy15.pdf> section 2.) It is the sum of the faculty member's activities and contributions that shall be weighed for annual performance

review as well as for tenure and promotion.

The department head shall provide a copy of this document to all faculty when they are hired, when it is altered, and shall post a copy on the department website. Once approved by the dean of the College, this document becomes effective until changes are made at any later date and approved by a vote of the faculty.

Criteria for Evaluation

The four criteria for evaluation and promotion/tenure are 1) teaching and advising, 2) scholarship and creative activities, 3) service (both professional and university), and 4) extension and outreach. This document will describe and discuss each of these in detail. These criteria for **promotion and tenure** are consistent with annual performance evaluation criteria.

NOTE: The percent may vary according to the yearly Allocation of Effort Statement. Junior faculty, however, are generally expected to follow the proportions outlined below but may negotiate different proportions with the department head. Whenever a junior faculty member does this they are encouraged to discuss these changes with the P&T Committee Chair. An example of a different percentage may be for a senior faculty member who wishes to have a 4 course load instead of 3 with research.

Teaching & Advising:

The primary function of the department and its faculty is to teach and to advise (or mentor) students properly in their academic careers. Faculty are expected to strive toward excellence in their teaching and to provide a positive learning experience in the classroom. A major goal of the department is to ensure that students' educational needs are met through the offering of appropriate courses on a reasonable rotating basis. Faculty are normally assigned a 12-credit-hour load per semester, but tenured and tenure track faculty normally receive one-course release time to perform research and/or creative activity. Faculty whose performance is deemed deficient in scholarship and creative activity may, at the discretion of the department head and the dean, be assigned a four-course teaching load.

Advising or mentoring students is also a major function of faculty members. Faculty are expected to be aware of the various requirements of the department, college and university and be reasonably available to students during the advising periods. While the student is primarily responsible for taking the correct courses in the right sequence, the faculty member is expected to provide meaningful and correct advice.

Department Norms:

The department's course offerings will be based on the curricular needs of students and expertise of available faculty, rather than the scheduling preferences of faculty members. Required (core) courses within the department shall be given first preference in scheduling. The department head shall consult with faculty as necessary to determine which courses shall be offered in a given semester, taking into account student flow through the curriculum.

Faculty may reasonably expect that their assigned course load will normally be divided between lower-and upper-division classes. Lower division may also include Common Core (general education) courses.

Summer teaching shall be made available to faculty on a rotation basis, recognizing the following factors: available university and college resources; student needs; and faculty preferences.

Faculty members are expected to meet their assigned classes as scheduled and to notify the department head, in writing (e-mail), when they are unable to meet any class meeting, for reasons of health, professional travel, or other justifiable reasons.

Additionally, faculty are expected to make themselves available on a reasonable basis to students, through the scheduling of a minimum of three office hours per week during any teaching semester. These hours of availability shall be posted on the faculty member's office door and presented to the department's office staff at the beginning of each semester.

Evaluation of Teaching & Advising: There are three areas for evaluation of teaching with the focus being on the use of teaching evaluations to guide faculty in improving their teaching.

1. Student evaluations of courses (this will account for 40% of evaluation of faculty):

Course evaluations will be conducted for every course taught in the department; forms designed by the department will be completed by students at a point as close to the end of the semester as is possible. It is the responsibility of the faculty member to arrange with the department office to schedule the course evaluation visit (during the designated evaluation period) through the main office. Under no circumstance shall the faculty member being evaluated be present in the classroom during the evaluation, and the faculty member shall not distribute or collect the forms. Results of course evaluations will be tabulated and distributed to faculty in a timely fashion.

There must be more than 50% student participation in order for the **teaching evaluation** method to be counted as valid and reliable.

2. Another method for assessing teaching effectiveness is reflections on teaching evaluations such that faculty will be required to read evaluations and offer explanations and/or suggestions to improve their own teaching based on student suggestions (these reflections we will consider to account for 30% of evaluation of the faculty member's teaching). So, for example, if a faculty member feels that students rated him/her harshly because of challenging assignments the faculty member should communicate this in his/her yearly self-appraisal.

3. A third method for assessing teaching effectiveness is the adoption of innovations to improve teaching and/or attending programs like those offered at the Teaching Academy (this will account for 30% of the evaluation of the faculty member's teaching). These efforts demonstrate a culture of learning in our department such that we seek to learn as we teach, thus being better educators of our students. Innovations can include using new materials, texts, new courses, equipment, etc. and improvement of teaching could include going to the Teaching Academy for classes, incorporating a learning management system such as Canvas or Blackboard, etc.

Students not present in class at the time of the evaluation may (when possible) arrange with the office staff to complete an evaluation form at a later time. Student evaluations are used by faculty to document the quality and originality of their teaching, both for purposes of annual review and for promotion and tenure. Results of these evaluations will be used by the department head in evaluating individual faculty's teaching, and the evaluations will be made available to the department's tenure and promotion committee.

To supplement student evaluation of teaching, instructors in the department seeking peer evaluation of teaching performance may request such visits on an informal basis. The evaluations and assessments by visiting faculty members will be turned over *only* to the requesting faculty member and shall remain confidential between the requesting and visiting faculty members. Peer visits may be used for purposes of tenure and promotion or annual review, only if the faculty member being evaluated chooses to use the peer evaluation in this way. Teaching evaluations done by a body external to the department, such as the NMSU Teaching Academy, may be considered as evidence of teaching improvement..

Also contributing to the teaching category can be documentation submitted by the faculty member with the annual performance report for the following:

- Evidence of effective course planning, as illustrated by comprehensive, well-planned syllabi.
- Experimentation with new and innovative teaching methods, such as developing a new course, including a distance education course or graduate level course at the JOUR 450 level or higher.
- The supervision of honors theses or membership on graduate committees.
- Special teaching activities: such as independent study courses.

Instructors in the department wishing to have their teaching performance assessed by colleagues may request such a visit on an **informal basis**. The evaluations and assessments by visiting faculty members will be turned over **only** to the requesting faculty member and shall remain confidential between the requesting and visiting faculty members, except when the requesting faculty member chooses to include such assessments as part of their annual evaluation or tenure and promotion review.

In the annual Allocation and Effort Statement, which must be submitted in writing, the faculty member will set her or his annual teaching and advising percentage in consultation with the department head, normally not less than 50-55% for tenure track or tenured faculty, and at 80-90% for college track faculty. The percentage of teaching will be considered in determining the number of courses assigned.

Scholarship and Creative Activity:

Scholarship and creative activity is defined here (as by the University policy) as creating, teaching and disseminating and applying knowledge and skills to worldly concerns. This model, as defined by Boyer, recognizes four forms of scholarship and creative activities: scholarship of discovery, scholarship of teaching, scholarship of engagement and scholarship of integration. A faculty member may provide their contributions in any of these four areas, but such activities should be public, subject to peer review, judging, or other forms of community assessment. Public dissemination is part of that requirement.

The department considers faculty member's scholarship and creative activities are vital components of every tenure track or tenured faculty members' performance and evaluation, but not necessarily part of a college professor's responsibility. Faculty must engage in a variety of activities that are classified under this heading. This includes, but is not limited to, scholarly articles in peer-reviewed journals, writing a scholarly book, monograph, invited or peer-reviewed book chapters, publication in conference

proceedings, presentation of research at professional meetings. Also, creative activities shall be accorded the same weight, as would be such scholarly research activities.

As a general guideline, a faculty member applying for tenure shall have, at minimum, an average of one peer-reviewed publication per year, or in the case of creative activity, one significant exhibition or creative publication per year, for his/her probationary period. This above guideline is a minimum only.

In evaluating a particular piece of work, the department head and the promotion and tenure committee shall consider the nature of the effort, the impact on the field, appropriateness of the forum where the work is presented (international, national, regional or local?), and the peer reviewed status of the forum (is it juried or peer reviewed, or not?). Wider dissemination and higher standards of the review are preferred. While collaborative efforts are encouraged, the portfolio must include clear evidence of the candidate's individual contribution, including, but not limited to, documentary evidence by editors or co-contributors.

These lists are not intended to be exclusive or exhaustive, but rather to help establish a comparative scale and guideline for the department head and the promotion and tenure committee to consider when faculty members are evaluated. Faculty who do both traditional research and also participate in creative activity in an academic review year will be allowed to do so, but the metric rankings below are recommended as guidelines.

For scholarship:

1. Sole author, peer-reviewed scholarly book published by a prestigious or academic press.
2. Sole author, international or national, refereed article.
3. Sole author, monograph.
4. Co-authored, national, refereed journal article (when **co-authored**, first author will get more credit than as a second author).
5. Co-authored, monograph (when **co-authored**, first author will get more credit than as a second author).
6. Sole author, regional refereed journal article.
7. National refereed convention paper.
8. Regional refereed convention paper.
9. Co-authored regional refereed journal article (when **co-authored**, first author will get more credit than as a second author).
10. Author of invited chapter in book.
11. Editor of book of scholarly readings.
12. Publication in a non-refereed journal.
13. Presentation of research at non-refereed academic meeting.
14. Development of encyclopedic entries.
15. Presentation of research at a Media Studies professional meeting.
16. Book review in a national refereed journal.
17. Book review in a regional refereed journal.

For creative activities:

1. Author of fiction or non-fiction work (a book).
2. Co-author of fiction or non-fiction work (a book).
3. Editor of fiction or non-fiction work (a book).

4. Author of a book of pictorial images.
5. Editor of a book of pictorial images.
6. Co-author of a book of pictorial images.
7. Sole photographer at peer-reviewed international exhibit.
8. Sole photographer at peer-reviewed national exhibit.
9. Sole photographer at peer-reviewed regional exhibit.
10. Article or pictures published in national magazine.
11. Video or film documentary peer-reviewed or winning an award at a national level.
12. Video/ film documentary peer-reviewed or winning an award at a regional level.
13. Web publication peer-reviewed or winning an award at a national level.
14. Web publication peer-reviewed or winning an award at a regional level.
15. Article or pictures published in any local, regional or national newspaper.
16. Local exhibition of creative work.
17. Article in a non-refereed regional magazine.
18. Editor of a mass communication newsletter.
19. Activities such as articles & pictures published in journalism trade publications.
20. Freelance articles or pictures published unrelated to journalism & mass media.

(Note that in evaluating any faculty member's work, the department chair and promotion and tenure committee shall also take into account the work itself and their assessment of the quality. No list is perfect, and, for the comparative value of the work and the publishing entity shall also be taken into account.)**Service:**

All tenure track faculty will offer service to the Department, the College, the University, to the profession of journalism and media, and service to local, state, national, or international agency or other organization in need of the faculty member's professional expertise. Activities that do not benefit the profession or the University or are not related to a faculty member's professional role and expertise will not be considered as evidence of professional service. Service will be negotiated with the department head and described in the annual goals and objectives statement of the faculty member. Normally, the percentage of service will occupy no less than 5-10% of the faculty member's duties. Some of the possible service applications include, but are not limited to, the following:

- **Departmental:** Chairing a departmental committee; serving on a department committee; serving as a department liaison to other campus units; advising a student organization; coordinating a departmental activity. Supervising or advising departmental publications staffs, advising or supervising radio and television broadcasting activities, and/or working with advertising and public relations competitions and related activities all are considered important contributions to departmental success. All faculty are expected to attend departmental meetings and to participate in departmental governance. Serving on or chairing the Promotion and Tenure Committee will make a major contribution to the department.
- **College:** Chairing a college committee, serving on a college committee, serving as an outside member on another department's tenure and promotion committee, all constitute service for annual performance evaluation and for promotion and tenure purposes.
- **University:** Chairing a university committee, serving on a university committee, serving in faculty senate; organizing activities on a campus-wide level.

- **Professional:** Officer in a professional organization related to the discipline, doing referee work for a conference or publication, editing a publication, coordinating conference events, such as panels, serving on board of directors of a media-related organization, serving as a paper reviewer for annual proceedings of organizations, writing book reviews, and international, national or regional consulting. These activities may be international, national, regional or state/local in their reach. Activities that bring recognition to the faculty member, department and/or university shall be accorded greatest weight. Being a member of an organization, in and of itself, does not constitute professional service.
- **Local, community:** Service with local organizations, including but not limited to, local schools, community volunteer groups, judging contests, and assisting with campus workshops.

It is the full responsibility of the faculty member to report to the department head annually a list of activities that are professionally appropriate to this category. Once again, it must be recognized at the outset that different faculty members have varied talents and interests pertaining to integrating their service to the department, the university and the profession. Some may serve the Department, College and University in a variety of ways such as committee work, advising a student club, or serving on the Faculty Senate. Others may be inclined to pursue more academic linkage such as conference-paper reviewing, writing book reviews, being a journal editor or organizing panels at a conference. Still others might be active in a variety of external organizations, serving as officers. A department's strength rests partly in the diversity of the service activities of its faculty, and department heads should recognize this and recommend that all faculty structure service accordingly.

Extension and Outreach:

Outreach is defined as engaging in activities for the community that are relevant to one's discipline. Normally, the percentage of service will occupy no less than 5-10% of the faculty member's duties. This may include conducting workshops and advising groups outside the university, etc. Outreach may include the following:

- Consulting and or service to the community that is directly related to our work in the discipline. This could include activities like producing persuasive materials for community non-profits, conducting research for schools, non-profits, etc.
- Service to k-12 education
- Visits to local schools, professionally related speeches to community gro, pro bono consulting to local media, appearing in local media outlets, and local speaking engagements.

In reviewing professional activity, the department head shall look at the totality of the service and outreach, and never penalize a faculty member for not engaging in any specific activity.

Leadership May Be Considered in Each Area of Faculty Effort

While a faculty member's performance must be evaluated through their contributions to the above Four Areas of Faculty Effort, leadership is an important component. Leadership must not be considered as a separate area to be evaluated. Rather, when applicable, its value should be considered in how they affect performance in one or more of the Four Areas of Faculty Effort.

The Evaluation Procedure:

All regular, college, tenure track and tenured faculty members shall be appraised each year by the department head as to their performance in the four areas in the percentages set by the faculty member in consultation with the department head: Teaching and Advising, Scholarly and Creative Activity, Service, and Extension and Outreach.

Faculty members will be notified well in advance to submit their annual performance reports, in either written form or in the digital database, attaching appropriate teaching evaluations, and listing their various activities for the current calendar year. They are to submit two copies of this annual performance report by the due date designated by the department head, and it is the responsibility of the faculty member to make certain that the submitted report is clear, well-documented and complete. Because of the course evaluation cycle, the teaching evaluations for the fall semester of the previous calendar year, the spring evaluations and summer (if applicable) will be part of the annual self evaluation to be appraised by the department head, while the most recent fall semester evaluations will be made available for the spring meetings of the departmental Promotion and Tenure committee

All evaluation and review of faculty will be conducted under the specific requirements as outlined in the online New Mexico State University Administrative Rules and Procedures manual, Performance Evaluation, Promotion and Tenure chapter.

The department head will review the performance reports, assign relative scores to each faculty member's performance and write a text appraisal for each faculty member. Copies of each faculty member's report, along with individual appraisals written by the department head, shall be forwarded to the dean of the college. The deans and department head at a meeting shall discuss these appraisals and performance reports.

These department head appraisals serve as guidelines for determining annual salary increases and are included in the packets to be reviewed for tenure and promotion by the College committee and above and not by the department P&T committee in the year in which they are written. This means that the P&T committee will give a review independent of the department head review, which will be submitted, to the Dean of the College.

Candidates for tenure and/or promotion shall be required to submit their annual performance reports early in the fall semester as requested by the department head and determined by a scheduled fall meeting of the departmental Promotion and Tenure Committee convened to consider the candidates. For all other faculty, the document is usually due in October or November.

Each candidate has, upon receipt of the recommendation of the Department Promotion and Tenure Committee and of the head, five working days to add to the Portfolio any correction of factual errors in either recommendation.

Each candidate has, upon receipt of the recommendations of the College Promotion and Tenure Committee and of the dean, five working days to add to the Portfolio any correction of factual errors in either recommendation.

In addition, all non-tenured, tenure-track faculty members will be evaluated yearly by the department's Promotion and Tenure committee, consisting of tenured faculty

members from within the department and supplemented by one or more outside members from other departments in the College of Arts & Sciences as needed. The chair of the committee shall be a senior member of the department chosen by the department head. During the spring semester, the committee shall review each faculty member's progress toward tenure and promotion, and do so in a cumulative fashion. The committee shall submit a written report and recommendation to the department head, who shall then write an independent assessment of the faculty member's progress toward tenure and promotion. Both the committee's and department head's letter shall state explicitly whether the faculty member is or is not making satisfactory progress toward tenure and promotion. Both parties shall state the recommendation for or against renewal of contract for the succeeding year. The committee and the department head shall address each area in the letters they write, and offer guidance where appropriate. Copies of both letters shall be transmitted to the faculty member and forwarded to the dean of the College.

For all faculty members, both tenure-track and College-track faculty, an Allocation of Effort Statement, formerly referred to as a goals statement, using the Colleg approved form, is required each academic year, to be presented to the department head during the Spring semester, outlining the faculty member's goals for the upcoming academic year. The Allocation of Effort should be negotiated between the faculty member and the department head and shall address goals in Teaching and Advising, Scholarship and Creative Activity, Service, and Extension and Outreach (when appropriate) along with percentages of effort to be devoted to each area; one copy of the goals statement shall be placed in the faculty member's file and another shall be forwarded to the dean of the College. The goals statement shall be signed by both the faculty member and the department head, approved by the Dean, and shall be made available when appropriate to the promotion and tenure committee for its review each spring.

Promotion of College Faculty

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 Track Faculty Members may attain the ranks of College Instructor, College Assistant Professor, College Associate Professor, and College Professor. Evaluation for promotion is based on achievement relative to the annual Allocation of Effort statement, with special emphasis on demonstrating ongoing efforts to remain abreast of emerging research and development in the field of Journalism & Media Studies, superior teaching, and collegial participation in Departmental service. Evaluation for non-teaching related activities such as scholarship or creative activities is considered an exception that must be requested in writing and approved in advance by the Dean. In addition, the minimum criteria as specified by the College of Arts and Sciences must be attained.

1. Promotion to College Assistant Professor

The following criteria are central to the evaluation for promotion to College Assistant Professor:

- a. Five years of continuous service as a College Instructor.
- b. Continued annual evaluations reflecting effective teaching and collegial participation in Departmental service, and professional growth activities.

Evidence of effective teaching across the promotion period include but are not limited to:

- a. syllabi, student learning objectives, activities and assignments associated with new course preparations;
- b. new pedagogy descriptions for existing courses;

- c. reflections on and/or alterations made in teaching practices based on assessments of student learning;
- d. results of student evaluations;
- e. peer review assessments;
- f. nomination for or receipt of teaching honors and awards;
- g. grant proposals written and grants funded for pedagogical or curriculum development;
- h. evidence of participation in faculty development workshops and seminars;
- i. descriptions of facilitation and presentation in faculty development workshops and seminars;

Evidence of effective service across the promotion period include but are not limited to:

- a. membership on college and University committees;
- b. engagement in the oversight and development of Department programs, clubs, and activities;
- c. committee membership or other service to professional organizations;
- d. membership on local, state, or national boards and community organizations.

2. Promotion to College Associate Professor

The following criteria are central to the evaluation of promotion to College Associate Professor:

- a. Five years of continuous service at the rank of College Assistant Professor.
- b. Continued annual evaluations reflecting superior teaching, involvement in professional growth activities, collegial participation in Departmental service, and engagement in leadership activity.

Evidence of effective teaching across the promotion period includes but is not limited to:

- a. syllabi, student learning objectives, activities and assignments associated with new course preparations;
- b. new pedagogy descriptions for existing courses;
- c. reflections on and/or alterations made in teaching practices based on assessments of student learning;
- d. results of student evaluations;
- e. peer review assessments;
- f. nomination for or receipt of teaching honors and awards;
- g. grant proposals written and grants funded for pedagogical or curriculum development;
- h. evidence of participation in faculty development workshops and seminars;
- i. descriptions of facilitation and presentation in faculty development workshops and seminars;

Evidence of effective service across the promotion period includes but is not limited to:

- a. membership on college and University committees;
- b. engagement in the oversight and development of Department programs, clubs, and activities;
- c. committee membership or other service to professional organizations;
- d. membership on local, state, or national boards and community organizations.

Evidence of effective leadership across the promotion period includes but is not limited to:

- a. evidence of taking overt initiative in contributing to the mission of the Department, College, University, or the profession;
- b. evidence of overt initiatives to foster the empowerment of colleagues in their pursuit of professional goals;
- c. evidence of service in a leadership/administrative capacity within the Department, College, University, external organizations and agencies in ways contributing to their

respective missions.

3. Promotion to College Professor

The following criteria are central to the evaluation for promotion to College Professor:

- a. Five years of continuous service at the rank of College Associate Professor.
- b. Continued annual evaluations reflecting superior teaching, involvement in professional growth activities, collegial participation in Departmental service, and engagement in leadership activity.

Evidence of effective teaching

across the promotion period includes but is not limited to:

- a. syllabi, student learning objectives, activities and assignments associated with new course preparations;
- b. new pedagogy descriptions for existing courses;
- c. reflections on and/or alterations made in teaching practices based on assessments of student learning;
- d. results of student evaluations;
- e. peer review assessments;
- f. nomination for or receipt of teaching honors and awards;
- g. grant proposals written and grants funded for pedagogical or curriculum development;
- h. evidence of participation in faculty development workshops and seminars;
- i. descriptions of facilitation and presentation in faculty development workshops and seminars;

Evidence of effective service across the promotion period includes but is not limited to:

- a. membership on college and University committees;
- b. engagement in the oversight and development of Department programs, clubs, and activities;
- c. committee membership or other service to professional organizations;
- d. membership on local, state, or national boards and community organizations.

Evidence of effective leadership across the promotion period includes but is not limited to:

- a. evidence of taking overt initiative in contributing to the mission of the Department, College, University, or the profession;
- b. evidence of overt initiatives to foster the empowerment of colleagues in their pursuit of professional goals;
- c. evidence of service in a leadership/administrative capacity within the Department, College, University, external organizations and agencies in ways contributing to their respective missions.

Promotion of Tenure Track Faculty

Tenure Track Faculty Members are the core of the Department's ability to fulfill its mission. A person holding a tenure track appointment is eligible for advancement in rank and for tenure. Tenure Track Faculty Members are normally hired at the rank of Assistant Professor, but may attain the ranks Associate Professor and full Professor. Evaluation for promotion and tenure is based on achievement relative to the annual goals as outlined within the Allocation of Effort statement, with special emphasis on demonstrating ongoing efforts to remain abreast of emerging research and development in the field of Journalism & Media Studies, superior teaching, and collegial participation in Departmental service. In addition, the minimum criteria as specified by the College of Arts and Sciences must be attained.

1. Promotion to Associate Professor: This is typically the result of having

demonstrated effectiveness in teaching, advising and other assigned duties, having demonstrated achievements in scholarship and creative activities that establish the faculty member as a significant member in the field, with potential for distinction, and having provided a balanced and effective contribution to institutional and professional service. It must be emphasized that promotion to Associate Professor is a separate assessment and process than granting tenure; while the tenure decision typically occurs at the same time as the promotion decision, the two decisions are made independently, typically at the end of six years of service. The following criteria are central to the evaluation of promotion from Assistant to Associate Professor:

Continued annual evaluations reflecting superior teaching, involvement in professional growth activities, collegial participation in Departmental service, and engagement in leadership activity.

Evidence of effective teaching across the promotion period includes but is not limited to:

- a. syllabi, student learning objectives, activities and assignments associated with new course preparations;
- b. new pedagogy descriptions for existing courses;
- c. reflections on and/or alterations made in teaching practices based on assessments of student learning;
- d. results of student evaluations;
- e. peer review assessments;
- f. nomination for or receipt of teaching honors and awards;
- g. grant proposals written and grants funded for pedagogical or curriculum development;
- h. evidence of participation in faculty development workshops and seminars;
- i. descriptions of facilitation and presentation in faculty development workshops and seminars;

Evidence of effective scholarship- research and/or creative activities includes, but is not limited to, peer-reviewed or juried scholarly articles, books, presentations, and other creative activities as outlined above under scholarship. For promotion to Associate Professor, the expectations of both quantity and quality go beyond the minimum outlined above for tenure, ie, wider dissemination, higher standards, and going beyond the minimum of one journal article per year are expected. Please note that creative activities shall be accorded the same weight, as would be research activities.

Evidence of effective service across the promotion period includes but is not limited to:

- a. membership on college and University committees;
- b. engagement in the oversight and development of Department programs, clubs, and activities;
- c. committee membership or other service to professional organizations;
- d. membership on local, state, or national boards and community organizations.

Evidence of effective outreach across the promotion period included but is not limited to engaging in activities for the community that are relevant to one's discipline. (Details are outlined above under Criteria for Evaluation.)

Promotion to the rank of full Professor: this is typically based upon the faculty demonstration of distinction in teaching, advising and service, with continued development and effectiveness in all areas, with innovation in teaching, curricular development, and other educational initiatives; the faculty should demonstrate excellence

in scholarship and creative activities, with wide recognitions and significant contributions to the field; the faculty should be a model in providing exemplary service to the institution and the profession, and demonstrate solid leadership accomplishments, including a sustained commitment to the mentorship of faculty at lower rank. Promotion to the rank of Professor should not be considered to be forthcoming merely because of years of service or because promotion to Associate Professor has been awarded. There is no specific minimum number of years of service required, although there may typically be five years of service as Associate Professor before such promotion.

The following criteria are central to the evaluation for promotion to full Professor: Continued annual evaluations reflecting superior teaching, superior scholarship, involvement in professional growth activities, collegial participation in Departmental service, strong outreach to the local and larger community, and excellent engagement in leadership activity.

Evidence of excellence in teaching across the promotion period includes but is not limited to:

- a. syllabi, student learning objectives, activities and assignments associated with new course preparations;
- b. new pedagogy descriptions for existing courses;
- c. reflections on and/or alterations made in teaching practices based on assessments of student learning;
- d. results of student evaluations;
- e. peer review assessments;
- f. nomination for or receipt of teaching honors and awards;
- g. grant proposals written and grants funded for pedagogical or curriculum development;
- h. evidence of participation in faculty development workshops and seminars;
- i. descriptions of facilitation and presentation in faculty development workshops and seminars;

Evidence of excellent service across the promotion period includes but is not limited to:

- a. membership and leadership on college and University committees;
- b. engagement in the oversight and development of department programs, clubs, and activities;
- c. committee membership and leadership or other service to professional organizations;
- d. membership and leadership on local, state, or national boards and community organizations.

Evidence of excellent leadership across the promotion period includes but is not limited to:

- a. evidence of taking overt initiative in contributing to the mission of the Department, College, University, or the profession;
- b. evidence of overt initiatives to foster the empowerment of colleagues in their pursuit of professional goals;
- c. evidence of service in a leadership/administrative capacity within the Department, College, University, external organizations and agencies in ways contributing to their respective missions. For promotion to full Professor, our faculty are expected to take a leadership role beyond simply within the department, but rather extending to the college, the university, and national scholarly organizations.

Evidence of effective outreach across the promotion period included but is not limited to engaging and demonstrating leadership in activities for the community that are

relevant to one's discipline. (Details are outlined above under Criteria for Evaluation above.)

Evidence of excellent scholarship- research and/or creative activities includes, but is not limited to, peer-reviewed or juried scholarly articles, books, presentations, and other creative activities as outlined above under scholarship. For promotion to full Professor, the expectations of both quantity and quality go well beyond the minimum outlined above for tenure, ie, wider dissemination, higher standards, and going beyond the minimum of one journal article per year are expected. For example, one involved in scholarly research in the area of journalism might be expected to include at least one scholarly book in addition to journal articles. Please note that creative activities shall be accorded the same weight as would be research activities, but all such scholarship must go beyond the basic standard for reaching tenure. Those promoted to full Professor are expected to have a strong reputation nationwide in their area of scholarship, as evidenced by the letters of outside reviewers and/or the assessment of the Promotion and Tenure Committee.

Promotion and Tenure Procedures

This section of our policy document will address the NMSU Administrative Rules and Procedures (ARP) Common Elements For Principal Units Promotion and Tenure Policies. We follow the procedures precisely as they are listed in the policy manual.

- A. University policies regarding promotion and tenure supersede department and college policies.
- B. Criteria for promotion and tenure are included in the Administrative Rules and Procedures (ARP) for the University See **ARP 9.31 – [Effective AY 18/19] Annual Performance Evaluation – Regular Faculty**.
- C. A candidate may temporarily suspend their promotion and tenure time in accordance with the University's Administrative Rules and Procedures, section 9.35.
- D. All candidate records will be maintained in the Departmental office to ensure confidentiality. Only those on the committee will be permitted to see them unless the candidate gives permission for another individual to look at them. This permission must be communicated via email or in person to the Department Head. P&T Committee members can view the materials in the office but cannot take them out of the office. Confidentiality will be ensured by the committee through the P&T Chair. This person will remind members of the confidentiality of all discussions and will report the results of the discussions to the Department Head and Dean of the College. All written communication will be in envelopes to ensure confidentiality and hand carried to the College office.
- E. Department rules and procedure for evaluation, promotion and tenure will be reviewed by a departmental committee including faculty from the department and the department head, and updated and made consistent with University and College policies as needed. This F & C statement shall be posted on the department website.
- F. If the NMSU Rules on Faculty Evaluation, Promotion, and Tenure (ARP 9.30 – 9.36) the College of Arts and Science's Promotion and Tenure Policy, or this department's Functions and Criteria policy should change during a faculty member's pre-tenure or pre-promotion period, the faculty member may elect whether to be

evaluated by the former procedure or by the revised rules. This election shall be documented in writing to clearly specify which standards, criteria, etc will be applied in accordance with the faculty member's election.

G. Candidates are encouraged to submit to a mid-probationary review during their third year. A written request for such should be made to the Department head in the Spring semester prior to a mid-probationary review. Candidates should submit their complete promotion and/or tenure portfolios prepared according to the University, Department and College guidelines to the Department Head in early Fall of their third year. The review will be conducted in accordance with the same processes and procedures as for a regular promotion. The P&T Committee and Department Head will separately give suggestions to the candidate regarding the format of the information given and any other guidance deemed appropriate by the Committee and/or Department head to aid in the candidate's progress toward promotion and tenure. Also, candidates are encouraged to meet with the chair of the P&T Committee every year to discuss their goals for the year and receive mentoring from the P&T chair on the P&T process. This mid-probationary packet will also be reviewed and suggestions may be made by the College Faculty Affairs committee.

H. N.A. – refers to a college committee

I. The members of the department committee are chosen as follows:

The Department Head will typically appoint all eligible faculty members to the Promotion and Tenure Committee. There is no length of term or term limit defined.

J. According to college procedure, members must be tenured faculty members (except in cases where there are college-track candidates for promotion, then at least one college-track faculty member should serve). In the case of an application for promotion for tenure-track and non tenure-track, committee members must hold the rank equal to or higher than the rank to which the candidate seeks promotion. The departmental tenure and promotion committee must have at least three members, and three members shall constitute a quorum for the purposes of any meeting schedule. At least one of the committee members shall be from outside the department, in accordance with college guidelines. The department head may not serve on the committee and may not participate in committee deliberations or voting. The committee chair, who will be a tenured member of the department, will be appointed by department head from tenured members of the department. If there is no tenured faculty in the department, department head should consult Dean to appoint P&T chair. The committee chair is responsible for scheduling the meeting, for moderating the meeting, for writing the recommendation, for obtaining necessary signatures on the document and for forwarding the recommendation to the department head. The chair of the committee is usually a Full Professor within the department. Should there not be Full Professor and a candidate is applying for promotion to Full, a Full Professor from outside will be appointed by the Dean to lead the committee. Further, should there be two or more Full Professors in the department, it will first be given to whomever wishes to volunteer for the position. If no one volunteers or there is more than one volunteer the committee will vote for a chair using a secret ballot to be counted by an outside member of the committee. Only faculty members with a rank equal or higher than the one sought by the applicant can vote for promotion. Full professors can vote regarding Associate's promotion toward Full. Associate and Full professors can vote on Assistant professor's promotion. Assistant Professors and those with higher rank may vote on

College Track Faculty Member's promotion from Instructor to Assistant Professor. All members of the committee may vote on tenure decisions of all candidates.

K. We have no provisions for term limits as all eligible faculty serve on the committee.

L. N.A. – refers to a college committee

M. In no case will a P&T Committee be comprised of fewer than three eligible members.

N. If the committee does not have enough members the Dean will appoint members to the committee from outside the department and that member shall have full voting rights.

O. The Dean, Department Head, or comparable administrator may meet with the P&T Committee but only to discuss procedural matters. They cannot voice an evaluation of any candidates to be discussed in the meeting.

P. The deliberations and voting of the P&T Committee will be conducted in a closed session only among committee members.

Q. Voting must be in person, with the exception that a P&T committee member can take part in meetings by a confidential electronic, with permission of the committee chair. Members must take part in deliberations in order to vote. Absentia and proxy ballots are not permitted. All vote counts are recorded by the P&T Chair and all votes are made via secret written ballot. Separate votes shall be held for promotion and for tenure, if applicable. The committee may vote more than once regarding a candidate in a single meeting but votes cannot be changed after the meeting has concluded.

R. The Chair of the P&T Committee will submit a letter summarizing its recommendations and the numerical vote count on each candidate to the Department Head and College Dean (or comparable administrator). The recommendation must:

Reflect the majority view

- a. Contain specific commendations, concerns, and recommendations addressing the department's criteria in each of the areas required for promotion and tenure.
- b. Allow for dissenting opinions containing specific commendations, concerns, and recommendations addressing the criteria in each of the areas required for promotion and tenure. All members should contribute to this written evaluation statement and recommendation.

S. Each candidate will be provided in writing: the P&T Committee's recommendations and numerical vote, the Department Head's letter, and/or the Dean's or a comparable administrator's letter. The Department Head is responsible for making sure the candidate receives this information.

T. The candidate may withdraw from further consideration in accordance with the University's ARP 9.25 Part 6, "Withdrawal."

U. Candidates should follow the College guidelines for preparing their portfolio and materials. The portfolio must document and contain evaluation of the candidate's performance in teaching and advising, scholarship and creative activities, service, and

extension and outreach. While the candidate is responsible for assembling their portfolio, it is appropriate for the department chair to assist as needed. (University portfolio requirements are at ARP 9.35 Part 6, "Portfolio Preparation")

V. Candidates may use the prior candidate's portfolio as an 'example' of what a portfolio looks like in its completed form. Written permission (email is accepted) is needed to do this unless the individual who "owns" the portfolio has loaned it to the department for these purposes. Then the candidate only need ask the Department Head if they can view the materials.

W. Candidates may add materials to their portfolio up until their P&T Committee meets to discuss the material. If material is added once the portfolio has been made available to the Committee, the Candidate must inform the Chair of the Committee of the material that has been added so he/she can inform the other committee members. New materials can also be added by the candidate after the committee has met – e.g., candidates are allowed to submit rebuttals, but again, the Candidate must inform the Chair of the Committee of the material that has been added so he/she can inform the other committee members.

X. Documentation regarding each candidate will be kept in a locked personnel file in the main office of the department.

Y. If the evaluators believe they need more information before making their decision they can adjourn their meeting and the P&T Chair can request in writing that the Candidate provide the needed information.

Z. The Candidate "owns" the portfolio and as such knows all that is put in the portfolio. Although the candidate cannot take anything out once the Department Head, P&T Chair, and/or other comparable administrator places information in the portfolio (e.g., outside review letters), the Candidate will be notified by the Department Head when anything has been added and is encouraged to look at the new information and/or will receive a copy of it.

AA. Applicants for promotion and tenure from tenure-track faculty must be reviewed by parties outside of NMSU. (College-track faculty seeking promotions are exempt from this requirements.) The soliciting of external letters will be done as follows:

1. We require three letters

2. The candidate, the department head, and the chair of the Promotion and Tenure Committee shall each submit names of possible external reviewers, and the committee shall then select the three, assuring that at least one name shall be of the candidate's choice. The chair of the Department shall be responsible for contacting the external reviewers to arrange for the letters, and the department will then send all appropriate materials bearing on the scholarship of the candidate, particularly any articles or examples of creative materials to the external reviewers, with the letters of review being sent back to the department. It is the candidate's sole responsibility to make available by a pre-determined deadline, copies and evidence of scholarly and creative activity. Prior to the meeting that will recommend tenure and/or promotion, external reviewers shall be given a firm deadline by which to mail back their letters, typically no later than September 15.

3. Department head will provide the reviewers with the Functions and

Criteria statement (attached), 2-3 examples of the candidate's scholarship (journals, etc.), information on the Boyer Model if applicable, instructions, and the candidate's CV.

4. Reviewers will be chosen based on their knowledge of the Candidate's scholarship and creative activity area. For example, for an ethnographer other ethnographers will be chosen when possible. A reviewer must be a highly regarded expert in one or more aspect of the candidates work and must be able to objectively assess the candidate's work. If the reviewer holds a tenured faculty position, it must be at or above the rank sought by the candidate. One goal here will be to have a diverse set of reviewers to get a complete picture of the candidate's performance.

5. Conflicts of interest, either real or perceived, must be avoided when selecting External Reviewers. (See ARP 3.00 through 3.13 relating to Conflicts of Interest and Ethical Conduct for more information.) The potential for such a conflict means that the reviewer must not be:

A current or former close collaborator (co-author or researcher, or former academic advisor) with the candidate.

A current or former close informal mentor.

A member of the candidate's immediate family or business partner of the candidate.

Currently employed by the same institution or has an arrangement for future employment at the same institution.

Someone who has a financial interest in the outcome of the tenure or promotion case, or where the reviewers employer or organization has such an interest. (See 8.2 of the CAS Promotion and Tenure Policies at <http://artsci.nmsu.edu/wp-content/uploads/2017/forms/P&TPolicy15.pdf>)

6. Reviewers will be asked to: Review the information provided and write a letter regarding their perception of the Candidate's eligibility for the position they desire based on our Functions and Criteria statement with a request to return the review by a certain date, and to:

a. Submit a brief statements regarding his or her qualifications for serving as a reviewer and include a copy of their own CV with the letter
b. Indicate the relationship between the reviewer and the candidate.

c. They will be notified that, according to policy, the candidate does not have to waive the privilege of inspecting these letters, and that the candidate will have the option of reading their letters.

d. They will be notified that other parties in the event of an EEOC or other investigation may review the letters

7. Unsolicited letters are not allowed in the core document (as described in the College policy) – however, they can be added to the supplemental file. These include thank you letters from students, organizations we have provided service too, and/or other faculty, staff, or administrators. These may be included in the supplemental files in the portfolio submitted to the department P&T committee, but are not allowed in the core document passed on to the college. (Note that the rules for the College's portfolio strictly limit the size and contents of the candidate's portfolio. (See 8.2 of the CAS Promotion and Tenure Policies at <http://artsci.nmsu.edu/wp-content/uploads/2017/forms/P&TPolicy15.pdf>)

AB. Post Tenure Review – an annual review designed to identify strengths and weaknesses of the tenured faculty member in the areas of teaching and advising (or its equivalent), scholarship and creative activity, service, extension, outreach and other assigned areas may occur. For a tenured faculty member who receives two successive unsatisfactory reviews with identified and uncorrected serious deficiencies, a remedial program for correcting the deficiencies may be established. Faculty whose teaching needs improvement will be urged to take advantage of “programs designed to assist faculty members in enhancing their teaching skills.” (NMSA 1978, Section 21-1-7.1) See section 9.36 of the University ARP for more detail.)

AC. Candidates will be informed by the Department Head before beginning any remedial action that there are relevant appeals processes as in ARP 3.25 Discrimination, Harassment and Sexual Misconduct on Campus and ARP 10.60 Faculty Grievance Review and Resolution.

AD- The Conflict of Interest Policy for the Department of Journalism & Media Studies respects and follows the regulations described in the NMSU ARP Chapter 3, and the CAS Promotion and Tenure Policies, section 2.5. Each year at T&P Committee meeting, the Promotion and Tenure Committee will, during a meeting, review NMSU Conflict of Interest policies to ensure all members are aware of the policies. Service on the Promotion and Tenure Committee should not take place in the presence of a demonstrated conflict of interest, such as an amorous or spousal relationship with the candidate being reviewed or any other form of conflict of interest discussed in the NMSU ARP. Such a conflict of interest can exist during the execution of promotion and tenure review when such reviews involve family members of close professional associates or friends. Normally, recusal from the committee’s decision is the preferred way to manage these conflicts. Examples of conflicts of interest in committee service work might include but are not limited to:

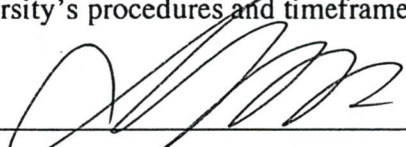
- a) Serving on a promotion and tenure committee when a person who is or has been involved in a grievance relating to the committee member is applying for promotion or tenure.
- b) Serving on the promotion and tenure committee when a family member is applying for promotion or tenure.
- c) Serving on the promotion and tenure committee for an individual with whom the member has had an amorous or spousal relationship.

In other situations, a faculty member, in consultation with the Department Chair, may petition the Dean to be excused from the Promotion and Tenure Committee for documented conflicts of interest. The Dean will transmit the decision to the Department Chair. If service by a faculty member or administrator would create a conflict of interest and the individual does not recuse herself/himself from the process, any member of the Promotion and Tenure Committee, the Department Chair, or any individual being reviewed may appeal to the Dean of the College. After consulting with the individual in question, the candidate, available members of the Promotion and Tenure Committee, and the Department Chair, the Dean will decide the issue. Recusals will be noted in the committee vote counts. All appeals to the Dean should be in the form of a written memorandum.

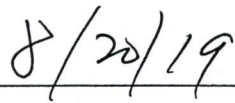
Meetings and non-renewals:

The CAS Promotion and Tenure Policies outlines a complete timetable for the promotion and tenure process. Normally, the Promotion and Tenure Committee will meet no later than April during the fifth calendar year of a faculty member's probationary period and offer a recommendation as to whether a faculty member should be advanced to candidacy for tenure and/ or promotion the following academic year. The department head shall make an independent recommendation and then inform the faculty member in writing of the recommendations. Typically, non-tenured, tenure-track faculty members must apply in writing for a continuous contract in March prior to their sixth year of service. By September, the candidate should have submitted all material for review and the P&T Committee would meet and forward responses to the candidate by September or October. The candidate should have time to rebut as needed and the core document is then forwarded to the College Dean's office.

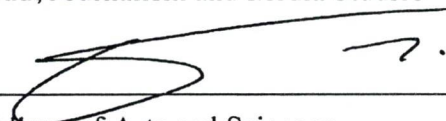
In the case of tenure-track faculty, the temporary nature of the contract provides for the nonrenewal of contract and, in the case of recommendation for non-renewal of contract by the department and/or promotion and tenure committee, we will follow the University's procedures and timeframes that are given in the University policy manual.



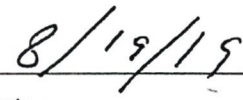
Dept. Head, Journalism and Media Studies



Date



Dean, College of Arts and Sciences



Date