

**DEPARTMENT OF PHILOSOPHY
NEW MEXICO STATE UNIVERSITY
STATEMENT OF FUNCTIONS AND CRITERIA**

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I. Departmental Mission Statement

The mission of New Mexico State University is to serve the people of New Mexico through education, research, extension education, and public service, with special emphasis on preserving the state's multi-cultural heritage, protecting its environment, and fostering its economic development in an independent world. New Mexico State University is an equal opportunity institution welcoming all within our community, regardless of race, gender, sexual orientation, age, disability, or other circumstances.

Consistent with the mission of NMSU, the Department of Philosophy's mission is to develop and impart knowledge and skills necessary for understanding the perennial problems from the history of philosophy as well as the most current philosophical issues, both theoretical and applied. The Department's mission entails four broad and interrelated goals falling into the general areas of teaching, scholarship, service, and outreach. Our teaching and research activities function together to accomplish our mission. We believe that instruction in philosophy is best when professors are involved in serious research and are able to integrate that research into their courses. Professional service is also a vital aspect of the Department's activity. Our responsibilities for each of these goals are:

Teaching: We have the responsibility to provide the highest quality education in philosophy to our students and where possible to relate philosophical ideas and concepts to other academic disciplines. Education in philosophy will contribute to an understanding of our intellectual heritage, sharpen critical thinking abilities, and provide an understanding of both classical and contemporary philosophical theories, problems, and research. We must also provide specialized courses and programs for philosophy majors and students in other departments. We are responsible for the mentoring and development of undergraduate students who wish to pursue careers in philosophy.

Scholarship: The Department strongly supports scholarship. Our broad responsibility in scholarship is to advance knowledge in philosophy through theoretical and applied research. The Department is committed to publishing research in the form of books, journal articles, and lectures as well as in other forums. Research contributes not only to the academic community but also to society at large. It is also important in maintaining a high level of intellectual achievement and scholarship. The Department recognizes that scholarship can take many forms reflected in the diverse strengths, background, and interests of its faculty members. (See the details on how we understand the different types of scholarship below, Departmental Functions and Activities, B, p. 3.)

Service: Our service responsibility is to engage in activities supportive of the Department's, College's, University's, and the philosophy profession's endeavors.

Outreach: The members of the Department of Philosophy recognize our special commitment to the citizens of New Mexico. When possible, we should share our expertise with those outside of academia (not just in New Mexico but the entire country and even the world) in order to enhance their lives, help solve their problems, and foster enlightened citizenship.

II. Departmental Functions and Activities

The Philosophy Department's functions derive from its missions, goals, and responsibilities. Each tenured or tenure-track faculty member is responsible for teaching, scholarship, and service; college track faculty are responsible primarily for teaching and service, with minimal scholarship responsibilities. The University defines a full teaching load as 12 credits per semester, beyond which individuals are expected to engage in research and service.

A. Teaching and Advising Function

The Department highly values excellent teaching and efforts to improve teaching. We believe that high-quality, creative teaching is our most important responsibility. Every faculty member is expected to strive for teaching excellence. All faculty members are expected to provide excellent, up-to-date instruction in philosophy. Faculty members are also expected to participate in teaching improvement activities.

Though the normal teaching load is 12 credit hours per semester, tenure-track faculty members actively engaged in research will normally teach 9 credit hours per semester, unless assigned extraordinary advising, scholarship, service, or outreach responsibilities. Under no circumstances will the teaching load be less than 9 credit hours per semester without the consent of the Dean of Arts and Sciences. A full-time faculty member who teaches 9 semester credits per semester will normally be assigned a 60% teaching responsibility for purposes of annual evaluations. College faculty members will normally be assigned 90% teaching responsibilities for the purposes of annual evaluation; this will normally require a teaching load of 12 credits per semester. This level of responsibility can be modified with the consent of the Dean of Arts and Sciences.

Faculty members are expected to be able to teach at all levels. Teaching duties will be assigned so that necessary courses are offered each semester and the needs of the undergraduate majors and minors as well as non-majors are met.

In addition tenured, tenure track, and college track faculty members are expected to (i) participate in student evaluation of courses and teaching, (ii) contribute to departmental advising efforts, (iii) participate in departmental outcomes assessment efforts, (iv) develop new courses, when necessary, to support our curriculum, (v) help in the development of new, or modification of current, degree programs, and (vi) foster student research, for example, supervision of graduate student research and Honor's theses.

B. Scholarship Function

The Department of Philosophy regards scholarship and the expansion of knowledge as a central responsibility. Research and creative activities may include both basic and applied work and should result in high quality works in a form suitable for public dissemination and amenable to critical evaluation as judged by professional, disciplinary standards. A tenure-track faculty member who teaches 9 credit hours per semester will normally be assigned a 30% scholarship responsibility for the purposes of annual evaluations. A College faculty

member will normally be assigned 0% scholarship responsibility. This level of responsibility can be modified with the consent of the Dean of the Arts and Sciences.

Research will be understood in the broader context of Scholarship as defined in Ernest L. Boyer, *Scholarship Reconsidered: Priorities of the Professoriate* (Carnegie Foundation for the Advancement for Teaching, 1990). The four types of scholarship distinguished by Boyer count as scholarship because each requires creativity, produces a public product available for use by others, and is subject to quality review by peers. Boyer's four forms of scholarship are:

1. **Scholarship of Discovery** “comes closest to what is meant when academics speak of ‘research’” (Boyer, p. 17). For all tenure-track faculty members, the scholarship of discovery normally includes: (i) developing and arguing for new ideas and raising new questions, (ii) maintaining an active, programmatic investigation of new ideas and theories, (iii) contributing to disciplinary knowledge, (iv) regularly disseminating the results of one's scholarship in professionally appropriate and acknowledged ways, and (v) involving students, whenever possible, in one's scholarly projects. Selection from the above specific areas of concentration is the prerogative of the individual faculty member. The discipline of philosophy, perhaps more so than any other discipline, values the discovery, articulation, and defense of new fundamental ideas and questions. With that in mind the Department will consider the scholarship of discovery to be the foundation of the other three types of scholarship.
2. **Scholarship of Integration** makes “connections across the disciplines, placing the specialties in larger context, illuminating data in a revealing way, often educating non-specialists, too” (Boyer, p. 18). This type of scholarship usually includes (i) connecting one's original work to concerns in other disciplines so as to bring together divergent theories or create and extend new ones, and (ii) using one's expertise to illuminate ideas or theories in a revealing way, often for laymen or non-specialists.
3. **Scholarship of Application** (also known as Engagement) “moves toward engagement as the scholar asks, ‘How can knowledge be responsibly applied to consequential problems? How can it be helpful to individuals as well as institutions?’ And further, ‘Can social problems *themselves* define an agenda for scholarly investigation?’” (Boyer, p. 21). Boyer, J. Braxton, W. Luckey, and P. Helland in *Institutionalizing a Broader View of Scholarship Through Boyer's Four Domains*, ASHE-ERIC Higher Education Report, Vol. 29, No. 2 (San Francisco: Jossey-Bass, 2002) explain: “the scholarship of application focuses on utility to constituencies outside a discipline and, more important, to society in general. It is when the institutional reach extends to the lay public that researchers can expand their knowledge through practical application” (p. 27). The scholarship of application usually occurs where original work and outreach intersect.
4. **Scholarship of Teaching** will normally involve the development and dissemination of new ideas about teaching, and inventing and establishing the efficacy of new teaching tools.

C. Service Function

The Department values service to the Department, the College, the University, and the profession. Given the relatively small size of the Department of Philosophy, departmental service is expected and required of every faculty member. Departmental service will normally include: (i) serving on departmental committees, and for tenured faculty members, (ii) serving on the Department's Promotion and Tenure committee.

Service to the College and University normally involves serving on college and university committees.

Service to the profession normally includes supporting the discipline of philosophy by working as editors and referees for professional publications, as well as other activities, such as serving on committees and holding offices of various professional organizations in philosophy.

A faculty member who teaches 9 credit hours per semester will normally be assigned a 10% service responsibility for the purposes of annual evaluations. College faculty members will normally be assigned 10% service responsibilities for the purposes of annual evaluation. This level of responsibility can be modified with the consent of the Dean of the Arts and Sciences.

D. Outreach

The Department values outreach to the community whenever possible. Outreach to the community normally includes educational activities for the general public and serving on boards and committees in the broader community in which one's disciplinary expertise is required or requested. Philosophers do not always have opportunities to make significant contributions to outreach. For the purpose of annual evaluations, faculty members will normally be assigned 0% outreach responsibilities, though for faculty members who are contributing to outreach, this percentage can be changed in consultation with and the consent of the Department Head.

III. Criteria For Evaluation, Promotion, and Tenure

As stated above, a tenure-track faculty member in the Department who teaches nine hours per semester will normally have the following levels of responsibility for the purposes of annual evaluation: 60% for teaching, 30% for scholarship, 10% for service, and 0% for outreach. Leadership will not count as a category separate from these, but will be evaluated as an aspect within each of these, for example, leadership in scholarship. College faculty members will normally be assigned the following level of responsibilities for the purposes of annual evaluation: 90% teaching and 10% service. Faculty members may take different proportions of teaching, scholarship, or service responsibilities with the approval of the Department Head and the Dean of Arts and Sciences. Whatever the emphasis assigned to these responsibilities, the quality of the faculty contributions will be rigorously evaluated.

The Department and its faculty members will comply with all procedures concerning annual performance evaluation and applications for promotion and tenure as established by the *Administrative Policies and Procedures Manual* and appropriate documents from the College of Arts and Sciences. NMSU Policies and Procedures are updated frequently and supersede any departmental guidelines if an inconsistency arises. The criteria for promotion and tenure within the Department of Philosophy are based upon and are expected to be consistent with the NMSU Policy Manual.

A. Evaluation of Teaching and Advising

The Department values highly faculty members who are good teachers. A significant factor in assessing a faculty member's merit is his or her accomplishments in teaching, mentoring, and curricular activities, consistent with the faculty member's responsibilities. Indications of excellence in teaching include the ability to lecture and lead discussions, to create a variety of learning opportunities, to draw out students and inspire beginners, to stimulate advanced students to engage in creative work, to organize and evaluate materials in one's area of specialization, and to assess student performance.

One's contributions to teaching are not limited to the classroom. We recognize that mentoring students and academic advising are important teaching functions. While the Philosophy Department does not an M.A. or Ph.D. program, its faculty may be asked to serve on the graduate exams, thesis, or dissertation committees of other departments, as well as supervise theses by students in the Honors College. This service is another teaching function that is significant in the evaluation of a faculty member's contribution to teaching.

The success of the Department depends on the success of each individual faculty member. Thus, the Department recognizes the importance of mentoring one's colleagues as well as students. Evaluation of teaching performance should also consider sustained mentoring of other members of the faculty. Though individual faculty members may take on different mentoring roles and responsibilities, mentoring activities are considered an extension of teaching.

Accomplishments in teaching include: (1) development of new courses, the improvement of existing courses, and contributions to the development of the overall curriculum; (2) development or improvement of degree programs; (3) development of new teaching approaches, including the development and use of new technologies; (4) advising and mentoring students; (5) involvement in the assessment of student learning; (5) collaborating with students on research, including supervising graduate and undergraduate research; and (6) development or participation in interdisciplinary courses of study.

Evidence of a faculty member's teaching must include student evaluations. Each faculty member is responsible for seeing that the students in each of his or her classes complete a standardized departmental student evaluation either online or by filling out a form distributed in class. If the evaluation is done in the latter manner, then someone other than the faculty member should distribute the forms to the students and deliver them directly to the Department Head. The course instructor may receive the evaluations only after final grades have been submitted.

Overall evaluations of teaching will include consideration of the number of classes and students taught, new class preparations, and the relative difficulty of preparing a course outside the faculty member's areas of expertise.

Faculty members may also include as evidence of teaching performance peer evaluations, personal narratives as well as honors and awards for teaching. It is the burden of the individual faculty member to document all such evidence in such a way that it is verifiable.

B. Evaluation of Scholarship

The departmental evaluation of faculty contributions in scholarship will be consistent with and guided by Boyer's four types of Scholarship outlined above. The primary evaluative criteria are the quality and significance of scholarship. Sustained and consistently high-quality scholarship, and the promise of excellent scholarship in the future, will be considered more important than the quantity of work done. We recognize that scholarly work will vary depending on the individual faculty member's area of emphasis and that one's teaching, scholarship, service, and outreach often overlap.

Braxton, Luckey, and Helland in *Institutionalizing a Broader View of Scholarship Through Boyer's Four Domains*, provide necessary conditions for work to be considered scholarship: "it must be public, amenable to critical appraisal, and in a form that permits exchange and use by other members of the scholarly community" (p. 25). The Department of Philosophy will consider these essential criteria for something to be considered scholarship.

As mentioned above the Department of Philosophy considers the scholarship of discovery to be the basis of the other forms of scholarship. A faculty member's contributions to the scholarship of discovery should take the form of publications. The following ranking, in descending order of importance, will serve as a guide of the relative significance of the different types of publications that are evidence of **the Scholarship of Discovery**: (1) books, especially with elite academic presses; (2) journal articles; and (3) book chapters, encyclopedia articles, and edited collections.

Criteria useful in evaluating the quality of these different types of publications include: (i) the role of peer review; (ii) the place and form of publication; (iii) the rejection rate of the journal or press where the work appears; (iv) the relative contribution of co-authors; (v) the length; (vi) the frequency of citation of the work or other measure of impact; and (vii) invited contributions. Single-authored academic books and articles in highly regarded, blind-refereed, international and national journals are usually strong evidence of maintaining a high-quality research program in the scholarship of discovery. It is expected that by maintaining a high-quality research program, a faculty member's work will have a significant impact on the development of disciplinary knowledge.

The Department of Philosophy also recognizes and values Scholarships of Engagement, Teaching, and Integration. These typically emerge out of a faculty member's Scholarship of Discovery. Activities under these types of scholarship will be evaluated in terms of comparable expertise and effort. Each faculty member is responsible for articulating and demonstrating his or her expertise and effort in each of these forms of scholarship, as well as providing evidence of impact.

The Scholarship of Integration usually involves interdisciplinary work or work directed to audiences beyond the profession. Evidence could include textbooks, scholarly popular books, integrative book reviews, and encyclopedia essays. It also could include scholarship produced in the process of organizing unique interdisciplinary conferences or developing a web-based scholarly forum. As with all scholarship, such work must be in a form suitable for public dissemination and amenable to critical evaluation as judged by professional, disciplinary standards.

The Scholarship of Application or Engagement refers to professional expertise used to benefit the institution, the people of New Mexico, and the larger community. This scholarship occurs when one's original work and outreach overlap. Examples would be scholarship produced from service on ethics boards, program evaluation, and contract work with government and non-profit organizations. Again, with all scholarship, such work must be in a form suitable for public dissemination and amenable to critical evaluation as judged by professional, disciplinary standards.

The Scholarship of Teaching includes published refereed articles on pedagogy, as well as other types of work where the faculty member has used his or her expertise to assess and enhance student learning, including presenting colloquia at NMSU's Teaching Academy or at other venues.

In all of these scholarships, faculty members should be actively engaged in activities that result in the dissemination of their findings in professionally accepted ways. In most instances, evidence of a high-quality research program will be reflected in works either appearing in print or accepted for publication, including in electronic media. Given the variety of forms whereby scholarship can be disseminated, however, it is not always easy to define quality. Several leading journals accept less than 10 percent of the manuscripts submitted, with the number of submissions running in the hundreds annually. Similarly, many journals and academic presses require unanimity or near unanimity on the part of the anonymous referees. We will take publications in these *fora* to be significant, though not necessarily conclusive, indications of high quality. Nonetheless, it is important for the Department to recognize that some important works may appear as a special paper, monograph, book chapter, web site, film, or other innovative venue. Also, we must take into consideration that there are a few research outlets that are common to the entire field, while there are a variety of specialized journals that differ considerably in their professional stature.

External funding can be an important component of scholarship as well. It may take many forms. External funds may be obtained to support an individual's research program, to engage in creative activities that benefit the Department, such as developing new courses and programs, or to conduct applied research on behalf of other organizations and groups. Soliciting and obtaining external grants and contracts is evidence of scholarly activity, though a particular project may overlap with teaching, service, or outreach concerns. In evaluating external funding, consideration will be given to: (i) the funding source; (ii) the relative size of the award; (iii) the type of work it represents; (iv) the level of student support; and (v) how it contributes to the quality of life in the Department. An ability to generate external funding, in and of itself, is not sufficient grounds for advancement in rank or the granting of tenure,

but is valued in annual performance evaluations. A faculty member's failure to apply for or win any grants or external funding should not be regarded as a significant shortcoming in research in Philosophy, especially if said member has a strong publication record.

Presenting papers at professional meetings and conferences is an important element of scholarship. In evaluating presentations and papers, consideration will be given to invitations to present, whether the papers were blind reviewed, the acceptance rate for submissions, and the relative importance of the forum.

Two other criteria may be appropriate to consider in the evaluation of research. First, the Department places value on working with junior faculty and students in the conduct of research. Second, the Department recognizes that more senior (usually tenured) faculty may undertake extended research projects that will not produce immediate results in terms of publications. In such instances, a faculty member must provide evidence of continued effort and substantial progress in the production of work suitable for public dissemination, though the Department realizes that discerning the quality of this ongoing activity can be difficult. The burden is on the individual faculty member to make a case for the significance and quality of his or her work in progress.

C. Evaluation of Service

The Department values faculty service to the Department, the College, the University, and the philosophy profession, and evidence of such service is important to the overall evaluation of each faculty member's merit. Evidence of service includes: (1) membership on departmental committees and other forms of service to the Department (e.g. maintaining the Department's web-site, coordinating visits by guest speakers, etc.); (2) membership on college and university committees; (3) membership on the Faculty Senate; and (4) serving on committees for or holding offices in professional organizations, organizing conferences or workshops, serving as a referee for paper submissions to journals or conferences, and serving as an external reviewer for promotion and tenure decisions of faculty at other universities. The burden is on the individual faculty member to document all such service in a way that is verifiable.

D. Evaluation of Outreach

Though faculty members in the Department will not usually be expected to participate in outreach activities, some faculty members may make significant contributions to the University mission in the form of outreach to the community. The Department recognizes the importance of this outreach in the evaluation of those faculty members. Contributions to outreach include: (1) serving on boards or community organizations related to one's expertise; (2) contributions or influence on public policy or practices outside of academia; (3) presentations for laypeople of material involving one's expertise; and (4) development of grants for serving the community outside the University. Such contributions should be documented in a verifiable manner.

The Department recognizes that outreach and the scholarship of application may sometimes overlap. When a faculty member's research activity is primarily devoted to the scholarship of application, his or her percentage of effort regarding outreach should be adjusted

accordingly in consultation with the Department Head and only with the approval of the Department Head and the College Dean.

IV. Annual Evaluation Procedures and Promotion and Tenure

A. Annual Evaluation Procedures

Each faculty member will meet with the Department Head once a year in the Spring to determine the faculty member's role in the Department and the percentage of effort to be assigned to that individual's teaching, research, service, and outreach for the following academic year. The assignments made in this annual Allocation of Efforts document should be appropriate to the individual faculty member's departmental role, but as noted above in II A and B, they will normally be 60%/30%/10% in teaching/research/service for tenure track faculty and 90%/0%/10% for college faculty. The Goals and Allocation of Effort document is an agreement between each individual faculty member and the Department Head, which becomes official only when both have signed to document. When appropriate, goals and allocations of effort can be revised during the course of the year in a new document agreed to by the individual faculty member and the Department Head. Any such changes or revisions to the original signed Goals and Allocations of Effort document must be approved by the Dean of the College of Arts and Sciences. Progress toward the goals declared by the faculty member in this annual document (or toward comparable goals that may replace the originally declared ones) is an important factor in determining progress toward promotion and tenure.

Each faculty member must complete an annual performance report once a year and submit it to the Department Head by the due date set by him or her, usually sometime in October. The official University tool to be used for this report is Digital Measures. On the basis of this performance report and the Allocation of Efforts document completed the previous Spring, the Department Head will conduct an assessment of whether the faculty member "exceeds," "meets," or "does not meet" expectations both overall and separately for each area to which he or she has allocated a percentage of effort. This assessment is not considered complete until the faculty member and the Department Head meet and both sign the document. The Department Head and the Dean of the College are not required to reach a consensus on these assessments.

Each year non-tenured faculty members will provide, with the assistance of the departmental secretary if necessary, to the Department Head and the Chair of the Promotion and Tenure Committee copies of all material supportive of his or her accomplishments in teaching, research, service, and outreach. These materials must include: (1) a current vitae; (2) the most recent annual performance report; (3) the Allocation of Efforts document for the current year; and (4) the Promotion and Tenure Committee's report from the previous year. Faculty should provide these materials at least one week prior to the Promotion and Tenure Committee's annual meeting, usually in the middle of the Spring semester. These supportive materials will become part of a cumulative record of a faculty member's yearly accomplishments.

B. The Promotion and Tenure Committee

The Promotion and Tenure Committee comprises all tenured members of the Department, with the exception of the Department Head, as well as an external member appointed by the College Dean. The committee must include at least three members. When the Department lacks sufficient faculty members for a Promotion and Tenure Committee, the College Dean will appoint additional outside members. In no case will the committee comprise fewer than three eligible members. The members of the committee will elect, by a simple majority vote, a Chair at the first meeting of the committee of each calendar year, for a term that will last for that year. If that Chair must step down or be recused, then a new Chair will be elected by the members of the committee.

In cases of promotion, committee members must hold ranks equal to or higher than the rank to which the candidate is to be promoted. In cases where college track faculty members are candidates for promotion, at least one college track faculty member should serve on the committee and have a vote to support or oppose promotion. All members of the committee and parties involved in the evaluation of promotion and/or tenure cases will guarantee the confidentiality of records, deliberations, and recommendations. Membership in the committee indicates an agreement to uphold the confidentiality of all records and deliberations of the committee.

The Department's Promotion and Tenure Committee will evaluate the progress toward tenure and/or promotion of all non-tenured faculty members at least once a year. The committee will make a recommendation to the Department Head concerning renewal of annual contract. The Department Head then makes a recommendation to the Dean concerning such renewal. The Department Head and the Promotion and Tenure Committee must provide specific and detailed information regarding the faculty member's progress toward promotion and/or tenure in their respective final written evaluations. The reviews of the Department Head and the P&T Committee are separate and independent reports that represent the views of the Department Head and P&T Committee respectively. Each annual review of progress toward tenure and/or promotion must include a meeting between to faculty member and the Department Head. Faculty members have the right to review and respond to these final written evaluations. Tenured faculty as well as the Department Head can request annual evaluation of progress toward promotion.

For annual performance evaluations by the Department Head, and for contract renewal recommendations and promotion and/or tenure recommendations by the Promotion and Tenure Committee and the Department Head, evidence will be considered and performance assessed in accordance with the criteria established in this document. The Committee and the Department Head may obtain input from inside and outside the University.

Based on an anonymous vote in the form of a *written* ballot, a simple majority will determine the Promotion and Tenure Committee's recommendation concerning a faculty member's contract renewal, tenure, and/or promotion. In cases of promotion *and* tenure the Committee will conduct one vote for promotion and a separate vote for tenure. The Committee's letter of recommendation must reflect the majority view, but it should faithfully record the views of all committee members, including those who may dissent from the

majority's view. If those in the minority believe that the Committee's final letter does not adequately explain their dissent, they may as a last resort submit a separate minority report. All Department faculty members have a right to submit their views in writing to the committee. In the case of tie votes on any of these issues, all relevant views will be submitted to the Department Head without a majority recommendation. All such materials will be forwarded to the College Dean, following University and College procedures.

All voting will be conducted in closed session only among committee members. In order to have a vote on any decisions the committee member must be present when the vote is taken. No proxy votes or votes *in absentia* will be permitted. However, with the permission of the chair, committee members may attend the meeting using electronic methods such as Skype. Votes must be submitted in person or by confidential electronic means. No proxy votes will be allowed.

C. Conflicts of Interest

The Department respects the guidelines and regulations concerning conflicts of interest described in the NMSU ARP Chapter 3, and the College of Arts and Sciences' Tenure and Promotion Policies and Procedures, section 2.5.

A faculty member or administrator must not take part in the review process in the presence of a demonstrated conflict of interest, such as an amorous or spousal relationship with a candidate or any other form of conflict of interest discussed in the NMSU ARP, in which instance the faculty member or administrator involved shall not participate in the candidate's review at any level. A faculty member, in consultation with the Department Head, 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 Head.

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 Head, or any member of the Faculty Affairs Committee or College-Track Faculty Promotion Committee may appeal to the Dean. After consulting with the individual in question, the candidate, available members of the Promotion and Tenure Committee, and the Department Head, 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.

In some cases, the Department Head will participate in the preliminary discussions of the Department Promotion and Tenure Committee to review and discuss the University Conflict of Interest policies, rules and procedures. The Department Head may participate only if invited by the Promotion and Tenure Committee and must not be present for the deliberations. These preliminary meetings will also be used to review and discuss the University Conflict of Interest policies, rules and procedures.

D. Mid-Probationary Review

Mid-probationary review is not required by the Department, but any candidate for tenure or promotion may request such a review. Faculty who choose to participate in the review process must make their request and submit their portfolio to their department head by mid-January. The portfolio shall be prepared in accordance with ARP 9.35 Part 6, "Portfolio Preparation by Candidate" and the guidelines in section F below. It must be reviewed and reported on by the Department's Promotion and Tenure committee, the Department Head, and the College's Faculty Affairs committee. The college committee will provide to the department head and faculty member a written formative evaluation of progress. The review is conducted in accordance with the Philosophy Department's promotion and tenure policy set out in this document.

E. Application for Promotion and Tenure

The criteria and procedures for promotion and tenure are described in sections 5.90 and 5.91 of the NMSU Policy Manual. These University policies supersede any at the College or departmental level in cases of conflict. If the NMSU Rules on Faculty Evaluation, Promotion, and Tenure (ARP 9.30 – 9.36) 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 Rule or the revised Rule, and this election shall be documented in writing to clearly specify which standards and criteria will be applied in accordance with the faculty member's election.

Normally, a tenure-track faculty member applies for tenure and promotion during the Spring semester of his or her fifth year at NMSU. Candidates begin to prepare their files at the end of their fifth year. In the Spring of the fifth year, the Department Head must provide electronic versions of the University and College of Arts and Sciences policies and procedures for tenure and promotion to the candidate as well as the Department's Functions and Criteria Statement. Candidates are discouraged from applying for promotion and tenure before their fifth year except when early application was previously negotiated with the Department Head and College Dean based on one's prior experience. Such negotiations will take place prior to the candidate's formal hiring and the terms will be included in the signed offer or contract. Normally, an associate professor will not be considered for promotion until he or she has held the rank of associate professor for five years. Nevertheless, should an associate professor feel that he or she is qualified for promotion before five years have elapsed, he or she may request to be considered for promotion to full professor.

When the candidate for the promotion and/or tenure is the Department Head, recommendations will be reviewed in the same manner as for other faculty, except that the Dean will appoint a senior faculty member of adequate rank to assume the supervisor's usual responsibilities for review purposes.

College faculty may also apply for promotion to associate and full professor. Normally, a college faculty member may apply for promotion to associate professor after at least four

years of continuous service as a college faculty member and to full professor after at least five years as an associate college professor. Evaluations for the promotion of College faculty members shall be made in accord with the specific allocation and description of duties agreed upon by the individual and the Department Head with approval from the College Dean.

A candidate may withdraw his or her application for promotion or tenure at any time but must so indicate to the Department Head in writing. If a candidate does not apply for tenure in the Spring of his/her fifth year, the candidate must submit a letter of resignation to the Dean no later than the end of the fifth-year contract period. The resignation shall be effective no later than the end of the sixth-year contract period.

F. Extension or Reduction of the Tenure Clock

In accordance with the NMSU Policy Manual, a faculty member may request in writing a postponement of his/her tenure decision date for a year; such request must be approved by the Department Head, the Dean, and the Executive Vice-President and Provost. The tenure clock may be extended under the following circumstances: leave of absence without pay; military leave of absence; medical leave of absence; family leave of absence or exceptional family responsibilities; catastrophic events, such as a fire or flood; and prolonged jury duty service. Candidates who receive extensions must be held to the same standards of performance as candidates who do not receive extensions.

A faculty member may also request at the time of his or her appointment a reduced probationary period for either tenure or promotion; such request must be approved by the Department Head, the Dean, and the Executive Vice-President and Provost. Prior probationary service at another institution may count toward the six-year probationary period at NMSU, but usually only up to a maximum of three years.

G. Application Portfolio

Faculty members and the Department Head will work together to construct an application portfolio for tenure and/or promotion, whether to Associate Professor or Professor. A complete portfolio will include the following materials organized in a 1" loose leaf binder with a spine label identifying the candidate and index tabs for each section: (1) Contract Status/Promotion Form (signed and dated by the Department Head); (2) Promotion and/or Tenure Cover Sheet, indicating candidate's name, current rank, department, and college; (3) Department Head's recommendation; (4) the recommendation of the Department's Promotion and Tenure Committee, inclusive of the numerical vote counts and members' signatures; (5) Table of Contents; (6) An Executive Summary by the candidate that meets the structure and length requirements set by the University and/or College; (7) The candidate's comprehensive Curriculum Vitae, organized in such a way that it is clear which items are relevant to the period for which the candidate is being evaluated and which pertain to a previous period in the candidate's career; (8) Faculty Annual Performance Reports and signed and dated Allocation of Efforts documents for the period under review; (9) Department Head's annual assessment of the candidate for the period under review with any numerical rankings or ratings omitted; (10) Department's Promotion and Tenure Committee's reports for the period under review with numerical rankings, ratings, or vote

counts omitted; (11) Department Head's recommendation on progress toward tenure and promotion for all years in the period under review; (12) departmental Functions and Criteria document; (13) at least three external letters; (14) A document from the Department Head and/or the Chair of the Department's Promotion and Tenure Committee describing the background and qualifications of the external referees. The Department Head is responsible for ensuring the inclusion of items (3), (4), (13), and (14); the candidate is responsible for ensuring that all other items, complete and accurate, are included. A candidate may add materials to her or her portfolio until it is given to the Department's Promotion and Tenure Committee. The original and one copy of the portfolio will be forwarded to the College Promotion and Tenure Committee. A College faculty member's application should include all these materials with the exception of items (14) and (15).

A documentation file containing other supporting material, such as copies of the candidate's original publications for the period under review, will be retained in the Department main office under the control of the Department Head. Candidates may include any other material that they think will strengthen their case for promotion and tenure. Relevant items include teaching evaluations or summaries thereof and other documentation of teaching excellence; evidence of service to the Department, College, University, or profession as well as any evidence of outreach to the community; and a record of success at obtaining external funding, if any. Members of the Department's Promotion and Tenure Committee will have access to this material in the departmental office.

It is the Department Head's responsibility to help the candidate construct his/her file. The Department Head may supply the candidate with a sample portfolio. If the sample was one actually used by a faculty member, then written permission must first be acquired from that faculty member. Tenured faculty members, including the Department Head, are encouraged to mentor non-tenured members in the process toward promotion and tenure. If it is evident that a non-tenured faculty member has no mentor in the Department, it is the responsibility of the Department Head to appoint a tenured faculty member as mentor. These mentoring activities should be documented in a faculty members annual report in Digital Measures.

H. External Reviewers

For external reviewers, a faculty member should put together a packet of materials that pertain to his or her research accomplishments. This packet should include a candidate's personal statement, vitae, copies of significant publications, and other significant documentation of his or her scholarship. External reviewers will be selected, following College and University procedures, from a candidate's list of potential reviewers and from a separate list constructed by the Promotion and Tenure Committee in consultation with the Department Head. A candidate may indicate external reviewers not to include. More than three external reviewers may be selected to ensure that at least three letters have been received by the time the application portfolio is submitted to the Committee. At least one of the selected external reviewers must be from the candidate's list (so long as no conflict of interest exists). The Department Head should meet with the candidate to explain why the particular external reviewers were chosen. All of the referees must be of the same or a higher rank as that for which the candidate is being considered and must be recognized as individuals who have made significant contributions to the field. The external referees should be provided with copies of the candidate's scholarly publications and any other

evidence of the scholarly work performed by the candidate during the period under review. External referees should also be provided with copies of this document as well as the College's and the University's promotion and tenure policies. Once the Department's Promotion and Tenure Committee has agreed on a list of external reviewers, the Department Head will solicit each potential reviewer in writing, requesting a letter that makes a recommendation for promotion and/or tenure. External reviewers should be asked to provide an account of why they are qualified to assess the candidate's scholarship and to declare any possible conflicts of interest with the candidate that might disqualify them from serving as external reviewers. External reviewers should be free of any real or perceived conflicts of interest. The Department Head is responsible for handling conflicts of interests. External reviewers should be instructed to limit their assessment of the candidate to his or her scholarship and scholarly potential, offering no evaluation of teaching. External reviewers may request additional information regarding the candidate's scholarship relevant to the case, but all such requests must be made in writing and transmitted to the candidate. The Department Head should inform external reviewers of what the normal teaching load is for faculty in the Philosophy Department (i.e. three courses per semester), so that reviewers avoid judging quantity of scholarship by criteria that are appropriate for departments with much lighter teaching loads. The Department Head must also inform reviewers that, as per NMSU policy, the candidate is free to read the letters should he or she wish to do so; reviewers should also be informed that their letters may be read by third parties if there is an EEOC or other investigation. It is the Department Head's responsibility to ensure that all external letters received in time are included in the applicant's portfolio, and to include information attesting to the qualifications of the letter writers to serve as external reviewers (i.e. their CV's). College faculty members do not need external reviewers in support of their applications for promotion, though they may be included if the individual in consultation with the Department Head thinks such support will be relevant to their case.

NMSU has an "open file" policy. A faculty member has access to everything that goes into his or her application portfolio after a final decision has been made. Faculty may also view the external letters as they arrive, allowing them to respond in their Executive Summary document to any criticisms of their scholarship by an external reviewer, if they wish to do so.

A candidate may include in his/her portfolio a supplemental document of letters not solicited by the Department Head from sources that do not qualify as external reviews (e.g. non-academics, or academics of lower rank than the one to which the candidate is seeking promotion). Though they should be considered along with the other supporting materials the candidate provides, the Department's Promotion and Tenure committee does not have to consider them of equal importance to the letters from the external reviewers.

I. Promotion and Tenure

After receiving the candidate's complete portfolio by the month of September (in accordance with the Timeline for Promotion and Tenure set out in 5.90.5.9 of the Policy Manual), the Department's Promotion and Tenure Committee will meet (usually in the month of October) to evaluate the candidate's record in accordance with the criteria described in this document. The committee will deliberate, vote, and submit a report to the Department Head that describes its activities, votes, and recommendations. The Dean, Associate Deans, or Department Head may be present at the beginning of this meeting to

answer procedural questions, but only committee members should be present in the room when the vote is taken. The Department Head will evaluate the candidate's record, review the Promotion and Tenure Committee's votes and recommendations, and make a recommendation. The Department Head's recommendation should be independent of the Promotion and Tenure Committee's, reflecting the Department Head's own judgment of the candidate's fitness for tenure and/or promotion. The Department Head must meet with the candidate and provide the recommendations of the P & T Committee and the Head. The Department Head will then submit the entire file, including the recommendations of the Promotion and Tenure Committee and the Department Head, and will notify the candidate in writing of the votes and recommendations. The candidate has five days to response to either of these in writing (only to address factual errors in the reports). The portfolio will then be submitted to the Dean of the College. If the candidate has written rebuttals to either the Department Head's or the Department's P&T recommendation, such rebuttals will be included in the portfolio submitted to the Dean. Sometime between October and December the College will have forwarded the candidate's portfolio, along with the Department Head's and Promotion and Tenure Committee's recommendations, to the College's Faculty Affairs Committee, which will make its own recommendation in accordance with the College's promotion and tenure policy. Sometime in January or February the College Dean, having reviewed all of these recommendations and made his/her own, will inform the candidate in writing of the Faculty Affairs Committee's and his/her own recommendation. The candidate has five days to response to either of these in writing (only to address factual errors in the reports). If the candidate has written rebuttals to either the Dean's or the College's Faculty Affairs recommendation, such rebuttals will be included in the portfolio submitted to the Provost. In March/April the Dean will meet with the Executive Vice President and Provost, and by April/May the candidate will be informed of the University's decision. The Executive Vice President and Provost makes the final decision regarding promotion and tenure.

i. Tenure

The Promotion and Tenure Committee and the Department Head will recommend that a faculty member receive tenure only when evidence demonstrates that the candidate maintains and, in all likelihood, will continue to maintain a high level of teaching effectiveness; an active, productive, and high quality research agenda; reasonable service; and, if applicable, significant contributions to outreach. For tenure decisions, professional collegiality and compatibility may also be considered. A "collegial" member of the faculty meets all of his or her professional responsibilities and obligations, and cooperates effectively with the collaborative projects of others in the Department, College, and University. Collegiality is not incompatible with being a vocal critic of Department, College, or University policies or administrators, and allegations of non-collegial conduct cannot justify any infringement of faculty's academic freedom.

ii. Promotion to Associate Professor

In addition to meeting the above standards for tenure, promotion to associate professor for tenure-track faculty requires that the candidate's scholarship is receiving positive national or international recognition within the profession and that the candidate shows professional academic leadership. Faculty members must have produced several significant works of scholarship, usually publications, in a form suitable for public dissemination and amenable to

critical evaluation as judged by professional, disciplinary standards. For College faculty with intensive teaching duties, demonstrated ability and effectiveness in teaching will be the primary consideration, though consideration will also be given to service to the Department, College, University, and the profession.

iii. Promotion to Full Professor

For tenure-track faculty, promotion to professor requires the candidate to demonstrate continuing productivity in scholarship, increased recognition in the field, and increased professional academic leadership. Since a significant factor in assessing a faculty member's merit is his or her accomplishments in teaching, mentoring, and curricular activities, a candidate for promotion to full professor must show evidence of continued effectiveness in teaching, enthusiasm, mentoring of students, and contributions to the improvement of instruction. In the case of promotion to College full professor, this evidence of teaching accomplishment will be the most important factor as determined by the candidate's assigned percentage of effort. Evidence of leadership in some significant aspect of service to the Department, College, University, or the profession will also be necessary for promotion to full professor.

iv. Post Tenure Review

Faculty members with tenure will be evaluated by the department head once a year but will not be reviewed by the Promotion and Tenure Committee. For the purposes of post tenure review, the Department Head's annual assessment will normally suffice. However, in accordance with the Policy Manual, if a tenured member of the faculty is found by the Department Head to be seriously deficient in overall performance but especially in teaching performance, the Department Head will inform the member in writing and recommend actions that he or she undertake to correct the deficiency. If the faculty member has not undertaken effective corrective action and the deficiency persists for two or more years, then the Department's Promotion and Tenure Committee will conduct a more complete review of the faculty member's performance. In accordance with the Policy Manual, if a tenured faculty member's teaching performance has deteriorated to the point where it is "typically unsatisfactory," the Executive Vice President and Provost may recommend loss of the faculty member's tenure.

J. Appeals

Appeals will be handled in compliance with NMSU ARP (3.25, 10.60). All faculty members, especially the candidates for promotion and/or tenure, should familiarize themselves with all relevant University procedures.

In general, when a faculty member alleges a violation of policy or due process with regard to promotion and/or tenure, the appeal process described in the NMSU ARP (10.60) will be followed.

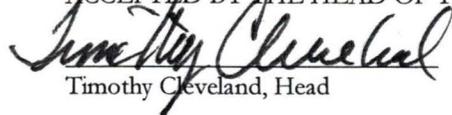
Peer review is an inherent part of the promotion and/or tenure process. The advisory judgments of the Department Promotion and Tenure Committee and the Faculty Affairs

Committee, College- Track Promotion Committee, Department Head, Dean and Executive Vice President and Provost are not, in themselves, appealable. Under the terms of the Civil Rights Act of 1964, such judgments are reviewable insofar as they may be discriminatory; otherwise, appeals of promotion and/or tenure decisions may be based only on violations of procedure or due process that are provided in the NMSU ARP. In all instances, the appropriate appeals boards will attempt to resolve all complaints.

Beginning with the date on which this document is approved, every three years the Department, under the guidance of the Department Head, will meet and review and, when necessary, update this document. A signed copy of this document must be posted on the Departmental website.

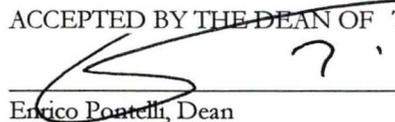
RATIFIED BY THE MEMBERS OF THE DEPARTMENT OF PHILOSOPHY 09/28/2018

ACCEPTED BY THE HEAD OF THE DEPARTMENT OF PHILOSOPHY


Timothy Cleveland, Head

11/26/19
Date

ACCEPTED BY THE DEAN OF THE COLLEGE OF ARTS AND SCIENCES


Enrico Pontelli, Dean

11/29/19
Date