

**New Mexico State University
College of Education
Policies for Promotion and Tenure**

TABLE OF CONTENTS

INTRODUCTION

- Equal Protection Assurance
- Academic Freedom
- Mission of the University
- Mission of the College of Education
- A Scholar Defined

UNIVERSITY POLICY

- The Professorial Ranks
 - The Junior Ranks
 - The Senior Ranks

COLLEGE OF EDUCATION POLICIES AND PROCEDURES

- General Qualifications for Promotion and Tenure
 - Teaching
 - Research and Creative Activity
 - Service
 - Leadership

Promotion and Tenure Process and Procedures

- Timing
- Withdrawal Rights
- Credit for Service
- Departmental and Faculty Responsibilities
- The Application Process
 - Assembling the Application Materials
 - Department Head Responsibility
 - Departmental Promotion and Tenure Committee
 - College Level Promotion and Tenure Review
 - Outcomes
 - Appeal

Promotion and Tenure Policy Revision

Appendix A: Three-Year Folio Review Procedure

Appendix B: Sample Curriculum Vita

Appendix C: Sample Letter to Request Review

**New Mexico State University
College of Education
Policies for Promotion and Tenure**

INTRODUCTION

Policies and procedures for the evaluation of faculty are established for the purpose of assessing the performance of individual faculty members and their contributions to the mission of the University and its programs. In the development and implementation of these policies, the University recognizes the uniqueness of individual faculty members, their departments and disciplines. Scholarly accomplishments in the areas of teaching, research and creative activity, and service all enter into the evaluation of faculty performance.

The following document sets forth policies and procedures related to the documentation and evaluation of faculty for promotion in rank and/or tenure (issuance of a continuous contract) within the College of Education at New Mexico State University. These policies have been developed in accordance with University policy and reflect the mission of the institution and the College. Each department in the College of Education has its own written procedures wherein the dean has approved criteria that are consistent with University and College policies. University, College, and department promotion and tenure policies must be distributed to all members of the faculty upon their arrival at NMSU. This document (a) shows the relationship of the College of Education Policies for Promotion and Tenure to University policy on scholarly accomplishments, (b) identifies University policy on professorial ranks, (c) provides College-level guidance on collection and presentation of material to support an application for promotion and/or tenure and (d) delineates College-level procedures for review and evaluation of application materials.

Equal Protection Assurance

College of Education decisions regarding promotion in rank or the granting of tenure are based on merit and adhere to University policy on equal employment opportunity.

New Mexico State University is dedicated to providing equal employment opportunities in all areas of occupation without regard to age, ancestry, color, mental or physical disability, gender, serious medical condition, national origin, race, religion, sexual orientation, gender identity, spousal affiliation, or veteran status according to state and federal laws. This dedication extends to recruiting and hiring, promotion, and other personnel actions such as compensation, benefits, transfers, layoffs, terminations, training education, tuition assistance, social and recreational programs. NMSU's comprehensive affirmative action program supports this effort. (NMSU Policy Manual, section 3.25)

Academic Freedom

The College of Education, in its activities regarding evaluation of faculty, supports and upholds the University policy on academic freedom.

The quest for truth often leads the scholar into difficult and untried territory. As a dealer in ideas, the teacher or researcher comes often in conflict with prevailing belief of large segments of society and even with those of colleagues. Yet, because of the practical benefits of scholarly activity, it is profoundly important that this diversity of ideas be not only tolerated, but encouraged. The right to support unorthodox positions, arrived at through scholarly investigation, free from coercion or reprisals, is fundamental to the continued progress of society. The right to pursue unpopular lines of inquiry and express new and unaccepted ideas falls within the framework of a special set of guarantees called "academic freedom." In granting these guarantees, society expresses a willingness to risk the consequences because history confirms that the risk is outweighed by the benefits stemming from such a policy. Scholars are entitled to full freedom in the conduct of their research and publication of the results, and full freedom in the classroom to discuss those topics in which they are professionally experts as determined by their credentials. The exercise of this freedom carries with it the burden of corollary responsibilities. Scholars must not knowingly misrepresent facts. They must be careful in their teaching not to introduce controversial matter bearing no relationship to their subjects. They must exercise appropriate restraint and guard against distortions and inaccuracies. Outside their academic roles, as private citizens, scholars have no

special privileges. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As persons of learning and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution. Institutions of higher education are conducted for the common good and not to further the interest of either the individual scholar or the institution as a whole. The Board of Regents recognizes that it is not possible to define, with any great precision, the limits of academic freedom in the complex world of ideas. The gray areas are practically endless and the final judgment of what is acceptable and reasonable must be left by society to the academic community itself. The scholar's own colleagues and institution must bear the brunt of public criticism, have the most to lose from withdrawal of public trust, and are, therefore, in the best position to balance the issues of academic freedom and responsibility. (New Mexico State University NMSU Policy Manual, Chapter 5, Section 5.05)

Mission of the University

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

Mission of the College of Education

The mission of the College of Education at New Mexico State University is to serve the people of New Mexico through education, research, extension education and public service with specific emphasis on innovative practices, overcoming barriers to learning, international activities, technology, and literacy for the diverse populations of New Mexico, surrounding states, and border communities. New Mexico State University's geographic location and its status as a land-grant institution drive the College's purpose, which is consistent with the University's

mission. As a result, the College serves constituents in both urban and rural settings, and responds to border issues because of its proximity to Mexico.

The Mission of the College of Education is represented by five goals which are congruent with its Conceptual Framework: recognition of diversity, development and practice of innovative models of instruction, promotion of activities in diverse and international settings, advancement in the use of technology, and the enhancement of literacy through well-developed pedagogy. Through its mission, the College and its faculty seek to empower professionals by enabling them to acquire knowledge, skills, and dispositions and apply them so that all students learn (College of Education Governance Structure Document, NCATE Conceptual Framework).

A Scholar Defined

The University seeks to foster the scholarly development of its faculty and to encourage the scholarly interaction of faculty with students and with local, state, regional, national, and international communities. In its Latin roots, a scholar is a learned person and scholarly activities are the methods and accomplishments of a learned person. In that regard, the faculty of the College of Education hold a view of scholarly activities as attainments in teaching, research and creative activity, service, and leadership.

New Mexico State University is a Doctoral/Research University-Extensive institution, as classified by the Carnegie Foundation for the Advancement of Teaching. Therefore, all tenure/tenure track faculty, regardless of appointment, engage in research and creative activities that are judged by their peers, both inside and outside the institution. We are scholars when we conduct disciplined investigations, create new solutions, develop new interpretations, and communicate what we have learned to other scholars. We are also scholars when we bring our students to deeper levels of understanding of the problems of practice, encourage students in committing themselves to scholarly learning, and reflect on the frameworks responsible for these accomplishments to improve our own practice. We are scholars when we provide service to the field that produces change in the larger realms of practice and policy. And we are scholars when we

engage our colleagues in dialog that enhances our collective understanding of scholarly endeavors in all their forms.

Dedication to academic freedom and the promotion of scholarly exchanges can be sustained only in as much as the community respects the boundaries of good citizenship. Diversity of thoughts, interests, opinions, and personalities thrives in an atmosphere that values professional integrity, receptivity to differences, willingness to cooperate, and commitment to strong professional relationships. In order for the College and University to grow and develop, junior faculty members must be encouraged and nurtured in their primary responsibilities of teaching, research and creativity, and service as well as in sustaining professional relationships with their peers. Senior faculty members should consider it their responsibility to the College and the University to model and assist in this mentoring process. The mentoring of junior faculty requires refined skills in communication, empathy, and facilitation reflective of the leadership qualities senior faculty need to possess.

UNIVERSITY POLICY

All colleges at New Mexico State University adhere to the general University Promotion and Tenure Policies as set forth in the New Mexico State University Policy Manual in Chapter 5 labeled ACADEMIC, Sections 5.88-5.91. The document includes important statements concerning philosophical aspects of teaching, research and creative activity, and service. Specific consideration is given to qualifications for promotion to the junior (instructor, assistant professor) and senior (associate professor, professor) ranks. Candidates for promotion and/or tenure must carefully examine these University policies before beginning the application process.

The University describes promotion as a change in rank based on professional improvement and performance of a faculty member. Promotion to the senior ranks (associate and full professor) should represent an implicit prediction on the part of the department, college, and university that the individual so appointed will make sound contributions to teaching and learning during the remainder of his/her professional life. The evaluation of a faculty member's work is conducted on an annual basis.

The University's description of tenure is the issuance of a continuous contract. The consideration for advancement to candidacy for continuous contract must be made within the first 5 years of the tenure-track service unless previously negotiated otherwise (see policies section on Promotion and Tenure Process). Decisions for promotion and tenure are considered separately, even though the application for each may occur concurrently. (NMSU Policy Manual, Section 5.88)

Consideration for issuance of a continuous contract (tenure) begins no later than spring of the fifth year and is completed no later than the sixth year of employment. The following sections delineate University policy on rank qualifications and are taken directly from New Mexico State University NMSU Policy Manual (NMSU Policy Manual, Section 5.15).

The Professorial Ranks

Common elements to be considered for promotion, differing only in degree in all ranks, include teaching, research and creative activity, and service. When considering required time in each rank, it should be emphasized that the periods stated are to be considered minimum and not as maximum, under normal circumstances. Time served in a rank at another institution may be taken into consideration. Evidence of competence differs for various fields, to some extent, and standards and judgment may not be rigidly uniform.

The Junior Ranks

Instructor. *This rank should be given to persons with advanced training who have demonstrated scholarly or creative ability. Usually, the individual will not yet have demonstrated ability to do both teaching and research independently. An instructor must have knowledge of his/her particular course material and should have some intellectual vision; but need not be expected to have acquired a significant understanding and original point of view or philosophy of the general subject.*

In addition to such general considerations, as stated above, the specific degree requirements for this rank will be the master's degree or the equivalent, and except under unusual circumstances, the instructor will be

encouraged to be studying toward a terminal degree (Faculty Senate, 11/87).

Assistant Professor. To be considered for this rank, a person must have demonstrated ability in the field. It is strongly believed that a relationship exists between teaching and research, and that a good teacher or researcher must constantly remold the materials of courses or projects in light of new knowledge derived from the person's own creative scholarship, as well as that of others. An assistant professor may be expected to have a thorough command of the subject matter of some segment of the general field of the discipline, in addition to a comprehension of the whole.

In addition to such general considerations as stated above, specific degree requirements for advancement or promotion to rank of assistant professor and, of course, applicable to the senior ranks as well, NORMALLY, will be the doctoral degree. Outstanding experience and recognition in the profession outside the academic field may be considered as the equivalent of the degree requirement.

The Senior Ranks

Promotion to either associate professor or professor should represent implicit prediction on the part of the Department, College, and the University that the individual so promoted will make sound contributions to teaching and learning during the remainder of his/her academic life. Advancement should occur only after careful investigation of the candidate's progress in scholarship, teaching, research, service, leadership, and learning.

By this statement it is meant that serious attention must be given to the caliber of the candidate's professional stature, for this will probably be the key factor in determining the extent to which past performance in teaching and creative work may be expected to carry on through continuing and enlarged contributions. Services rendered to communities and agencies or organizations in his/her professional capability shall be considered in assessing qualifications for advancement to senior ranks (Faculty Senate, 11/87).

Associate Professor. *An associate professor occupies a position adjunct to that of the professor. This person's views contribute to Departmental policy. It must be assumed that he/she has competence and a mature outlook over a fairly large part of the whole field. To be considered for this rank, a person should expect to serve for at least 4 years as an assistant professor under normal circumstances.*

A candidate for an associate professorship is expected to have demonstrated his/her capacities in the lower ranks and should offer evidence that teaching and research have kept abreast of times in method and subject matter, that a greater degree of professional maturity has been attained, and that there has been a retention of interest in competent teaching and research. Furthermore, the candidate must have shown evidence of productivity and competent scholarship beyond that completed for the degree of the doctorate.

Professor. *Appointment or promotion of individuals to professorships is obviously the most critical step in determining the future of the academic caliber of the University. There should, therefore, be clear understanding of the functions and qualifications of individuals of this rank (Academic Deans' Council, 2/73). A professor, through teaching, research and creative activity, and service, should have demonstrated substantial command of the whole field, sound scholarship, and a mature view of his/her discipline (Academic Deans' Council, 2/73).*

Promotion to professor should not be considered to be forthcoming merely because of years of service to the University or because a continuous contract is achieved. A person being considered for a professorship is expected to have maintained all the qualities and conditions required for tenure and the associate professor rank. In addition, a professor should exhibit special stature in the discipline, leadership, and substantial strength in all areas---teaching, creative activity (including research), and professional service (Academic Deans Council, 2/73).

COLLEGE OF EDUCATION POLICIES AND PROCEDURES

Within the College, candidates for promotion and/or tenure are evaluated by the Departmental Promotion and Tenure Committee, the

Department Head, the College Promotion and Tenure Committee within the Faculty Affairs Committee, and the Dean. The Graduate Dean reviews all applications and committee reports and makes his/her recommendations to the Provost. At all levels of this evaluation, judgments are made based on a candidate's individual responsibilities and performance. Those making these judgments must recognize that each candidate has a unique responsibility within the department, College, and the University. Likewise, candidates must be aware that advancement through the academic ranks requires not only excellence in academic disciplines, but also evidence of developing stature (e.g., university, state, national, international), and the maturity expected of those in the professorial ranks. Candidates for promotion and/or tenure are, therefore, responsible for providing evidence of the roles they play and their performance, professional maturity, and continuing contributions to the department, College, and University.

General Qualifications for Promotion and Tenure

In the College of Education at New Mexico State University, Department faculty accept responsibilities for research and creative activity, teaching, service, and leadership. An individual faculty member's priorities and responsibilities may vary in response to changing personal and professional needs as well as changing missions of the department and the college. Regardless of the emphasis assigned to various activities, it is important that the quality of faculty be rigorously evaluated, and that the individual contributions of faculty advance the goals of the department, the College, and the University. Following are guidelines for defining and evaluating the major responsibilities of faculty.

Teaching, research and creative activity, and service are inter-related activities, not mutually exclusive categories. In depicting scholarly accomplishments, candidates must be afforded the flexibility to choose how they will depict each area. The items that appear in the sections that follow are illustrative. The appearance of an item in one area (e.g. textbook authorship under teaching) does not mean that an individual cannot choose to place that item under a different area (e.g. research and creative activity) when such choice more accurately reflects the candidate's priorities and responsibilities.

Teaching

The Standard

The teaching of students is central to the mission of New Mexico State University. Effectiveness in teaching is an essential criterion for appointment, advancement, and tenure. Teaching commonly includes the dissemination of knowledge that is within a faculty member's area of expertise; skill in stimulating students to think critically and to apply knowledge to human problems; the integration of relevant domestic and international information into class content; the preparation of students for careers in specific fields of study; and the creation and supervision of appropriate field or clinical practica.

The Evidence

Faculty can be promoted and/or tenured only when there is clear evidence of effective performance in the teaching role. What follows are examples of what must be submitted as evidence of teaching.

- Extent of teaching (list of courses taught, frequency, and students enrolled in each course)
- Student evaluations (quantitative summary of student questionnaires, summary of student comments on questionnaires, interviews with students, unsolicited comments from students or graduates)
- Department head evaluation of teaching as contained in the letter of recommendation

The following items are optional and, at the discretion of the applicant, may be submitted as evidence of effective/quality teaching:

- Recognitions of teaching excellence (teaching awards; invited lectures at other colleges, universities, or institutes)
- Individual student contact (advising, mentoring, independent studies, theses, dissertations, service on dissertation committees)
- Instructional innovation (syllabi, instructional materials, WEB pages, instructional cases, models for student outcomes evaluation)]
- Curriculum development (program and course content)

- Instructional technology (collaborations and networking descriptions, peer instruction in technology use, course web sites, instructional software development, instruction)
- Distance education (on-site instruction, online instruction)
- Clinical and/or field supervision (student teaching, practicum, internships)
- Professional reviews of classroom instruction and materials conducted by peers or colleagues from the NMSU Teaching Academy
- Success of one's students (course connected student projects, student presentations or publications, career achievements)
- Scholarship in support of teaching (textbook writing, manuals)
- Professional development that enhances teaching
- Non-credit instruction (guest lectures, workshops, in-service training)
- Team or collaborative teaching

Research and Creative Activity

The Standard

New Mexico State University is a Doctoral/Research University - Extensive institution, as classified by the Carnegie Foundation for the Advancement of Teaching. Therefore, all tenured/tenure track faculty are expected to pursue a continuous agenda of research and/or creative activity.

Research and creative activity are defined as original intellectual work that is documented, communicated to appropriate audiences, and validated by peers. Such work should address serious intellectual, scientific, aesthetic or creative issues, and make a contribution to the candidate's profession. A successful candidate must have professional contributions that have been assessed by external peer review. Peer reviews may take

several forms, but acceptance of the candidate's work should provide evidence of some wider recognition of the work's value.

The Evidence

Faculty can be promoted and/or tenured only when there is clear evidence of effective performance in the research and/or creative activity role. What follows are examples of what might be submitted as evidence of research and creative activity.

- Peer-reviewed journal articles
- Publication of agency or government reports, list and/or copies of technical reports
- Development and publication of new technology, materials, methods, or software that advances knowledge and instruction in a field of study; adoption lists; reviews of material developed; Web material access records
- Presentations, demonstrations, and speeches that have been invited, or for which there is peer review
- Grant proposals submitted and/or awarded; reviews of grant proposals; government contracts; foundation awards
- Artistic creation as demonstrated through literature, the performing arts, fine arts, graphic design, or cinema; reviews of artistic performances and other artistic creations
- Development of collaborative, interdisciplinary, or inter-institutional research programs
- Recognitions of research and creative activity (awards, commendations, peer citation of publications)
- Professional development that enhances research and creativity

Service

The Standard

Faculty service is critical to the success of the University in serving its central missions. Service is defined as involvement in community, state, regional, national, and international activities within one's field of knowledge, as well as by contributions made to the Department, College, and University.

Service is a key responsibility of all faculty. As faculty become more experienced, it is expected that they serve on committees that address issues of relevance to the member's unit, institution, and community.

The Evidence

Faculty can be promoted and/or tenured only when there is clear evidence of effective service. What follows are examples of what might be submitted as evidence of service.

- Contributions to governance (descriptions of roles in program or policy development and revision at departmental, college, and/or university level; elected memberships to College or University governance councils; Provost appointments to boards/councils)
- Copies of public policy contributions (expert witness contributions; oral or written testimony for legislative or executive bodies; program or policy analysis for local, state, national, or international governmental agencies)
- Documentation of external committee work that is representative of one's academic interests or expertise (lists of local, state, national and/or international committees; descriptions of appointments, roles, and contributions; letters inviting service and acknowledging service)
- Documentation of internal committee work (lists of program-related, departmental, College, and University committees; description of roles on committees including those chaired; records

of contributions to committees); include student examination committees under teaching

- Documentation of interactions or partnerships with K-12 schools and community agencies (descriptions of activities, letters of request and acknowledgment from school or community personnel, content and evaluation of professional development seminars offered; requests and content descriptions for paid and unpaid consultations; technology transfer activity descriptions)
- Faculty enhancement (documentation of colloquia presented within the Department or for other departments, mentoring of other faculty members within the Department or for other departments)
- Involvement with professional organizations (invitations to participate in governmental meetings or on federal review panels; role in organizing professional conferences, serving as session chair or discussant; reviewer for manuscripts, conference proposals, or grant proposals)
- Materials developed to facilitate coordination of programs (multi section courses, interdisciplinary programs, supervision of teaching assistants, management of clinical and field supervisors)
- Public and civic activities (records of public performances, speeches to community groups and organizations)
- Student-related activity descriptions (advisor to student organizations, formal recognitions from student groups, presentations to student groups; recruitment and retention activities)
- Other university activities (activities that contribute to the academic, social, political, or cultural climate on campus; organizing speakers' forums, assisting in theatrical or musical productions)

Leadership

The Standard

Academic leadership is defined as conceptually distinct from positions of authority. It is defined as the performance of four functions: (a) contributing to the advancement of the institution and to the profession it represents, (b) participating in the distribution of responsibility among the membership of a group, (c) empowering and mentoring group members, and (d) aiding the group's decision-making process.

The leadership category is emphasized for a person being considered for a professorship. In demonstrating leadership, candidates must show that they are having an impact on their fields at the national and international levels. The candidate is expected to have maintained all of the qualities and conditions required for tenure at the associate professor rank. In addition, a professor should exhibit special stature in his/her discipline, leadership and substantial strength in all areas---teaching, research/creative activity, and professional service (Academic Deans' Council, 2/73).

The Evidence

The leadership exhibit should contain information showing initiative, perseverance, originality, and skills in human relations. It is expected that evidence included under teaching, research/creative activity and service may also be included in the display of leadership. The following types of information are appropriate for documentation of leadership in an application:

- Evidence of scholarship, publications, and research and creative activity beyond that required for adequate performance as an associate professor
- Review letters addressing leadership abilities and impact on the field. Note: At least three of these letters must be from outside of the University and three of the letters must be scholars at the professor rank.
- Leadership positions in the department, College and University.

- Leadership positions in national or international professional organizations
- Appointments such as editor, guest editor, or member of an editorial board. Consultant to nationally-visible initiatives, visiting professor, or keynote speaker at national and international conferences
- Book reviews or scholarly citations highlighting the impact of one's research and creative activity
- National/international technical assistance, consulting or other activities, that would indicate that the candidate has attained national and/or international stature
- Grant proposals that have been written, funded and directed by the candidate

Promotion and Tenure Process and Procedures

Timing

Promotion and tenure are separate decisions under normal circumstances. Typically, candidates apply for both promotion and tenure in the fifth calendar year of service. Candidates already possessing an associate professor rank may choose not to apply for promotion to professor when applying for tenure. If a faculty member has unusual circumstances such as illness; the birth, adoption or care of a child; or extreme illness in the immediate family, he/she may negotiate with the Department Head and Dean to extend the application process.

The recommended University time line for the review process appears below. (See NMSU Policy Manual 2003, Chapter 5, Section for further details on time lines.)

MID-APRIL	<p>Potential candidates request a preliminary recommendation from Department P&T Committee through department head</p> <p>Department P & T Committee's preliminary recommendations</p> <p>Department head's informing of candidate</p>
JUNE-AUGUST	<p>Development of core document and supplementary material</p> <p>Candidate and department head generate lists of potential external reviewers</p> <p>Department head's solicitation of external review letters</p>
OCTOBER	<p>Department P & T Committee's final recommendations</p> <p>Department head's review and letter of recommendation</p> <p>Department head's informing of candidate</p> <p>Department head's transmittal to COE Dean</p>
OCTOBER-DECEMBER	<p>Dean's transmittal to College P&T committee</p> <p>College P & T Committee's review of materials</p> <p>College P & T Committee's transmittal of recommendations to COE dean</p>
JANUARY-FEBRUARY	<p>COE Dean's review of materials</p> <p>COE Dean's Informing of Candidate</p> <p>COE Dean's transmittal to Graduate Dean</p> <p>COE Dean's meeting with the Graduate Dean</p> <p>COE Dean' transmittal to the Provost</p>
MARCH-APRIL	<p>COE dean's meeting with the graduate dean and provost</p> <p>Graduate dean and provost's written recommendation</p> <p>Graduate dean and provost's transmittal of all recommendations to the president</p>

APRIL – MAY	President's approval of continuous contract (tenure) and final recommendations on promotion President's transmittal of promotion information to the Board of Regents Final notification through the provost, COE dean, and department head to the candidate
JULY	Provost's appeal of continuous contract (tenure) and final recommendations on promotion President's approval of promotions President's transmittal of promotion information to the Board of Regents Final notification of decisions through the Provost, COE dean, and department head to the candidate. Promotion and tenure decisions become effective.

Withdrawal Rights

A candidate has the right to withdraw from promotion and/or tenure consideration at any time prior to the final signature of the provost (NMSU NMSU Policy Manual, Chapter 5, 2003). Withdrawal is accomplished by written request. Within the College, at the completion of each level of evaluation and before the materials are passed on to the next level, the candidate is informed of the decision by letter either by the COE dean or the department head. This allows the candidate to decide whether he/she wishes the application process to continue. If, after completing the requisite years of probationary service, a tenure-track faculty member who holds a temporary contract decides not to apply for tenure he/she must so indicate in writing to the department head. This notice must be accompanied by notice of resignation effective no later than the end of the sixth year of service. Similarly, withdrawal from the tenure review process must be in writing and must be accompanied by notice of resignation effective no later than the end of the sixth year of service. (Academic Deans' Council, 1/90)

Credit for Prior Service

Faculty appointed with prior service credit from other organizations must have a detailed letter from the appropriate NMSU official. Normally, credit for prior service is detailed in the letter of offer presented to the candidate at time of hire. Other than a change in the normal probationary period, expectations for tenure and promotion to the rank of Associate Professor remain consistent with established policy.

Departmental and Faculty Responsibilities

Every department has approved policies for the annual review of faculty and for promotion and/or tenure review. Every department member should receive a copy of these policies upon employment in the unit. Departmental policies set forth processes and criteria for formative and evaluative activities that are consistent with the faculty member's assignment and the department's academic mission. For example, departmental guidelines might identify evaluative criteria that are appropriate to the discipline, or might delineate which activities will receive greater or lesser emphasis in promotion and/or tenure decisions. Guidelines should also include appropriate methods for evaluating the interdisciplinary scholarly activities of departmental faculty. If University, College, or departmental missions, goals or promotion and tenure criteria are changed during a candidate's promotion and tenure cycle, the candidate indicates in writing the policy that is to be used in the tenure/promotion evaluation process. This written statement is to be included in the promotion/tenure evaluation materials.

Each faculty member should maintain a current file documenting his/her achievements in teaching, research and creative activity, and professional service. All faculty receive yearly evaluations from their departmental promotion and tenure committee and from their department head regarding their progress toward promotion and/or tenure. Faculty should be made aware of any weaknesses in the area of teaching, research and creative activity, service, and leadership (for those seeking advancement to full professor) so that they may work with senior faculty and the department head to address these concerns. Junior faculty who have completed three calendar years (five academic semesters) submit in spring of the fourth calendar year a packet to the College Faculty Affairs Committee for review of progress toward promotion and/or tenure (see Appendix A).

The Application Process

All members of the College of Education faculty should be in possession of the College of Education Policies for Promotion and Tenure. The first step to be taken by individual faculty members anticipating submission of materials for promotion and/or tenure should be an examination of all guidelines (Departmental, College, and University). Department Heads are responsible for informing departmental faculty regarding types of materials needed in the candidate's files, but the individual candidate is ultimately responsible for preparing the documentary material in the file. Preliminary recommendations for tenure and/or promotion begin at the departmental level during the spring semester of the fifth calendar year.

Assembling the Application Materials

The application materials provided by a candidate for promotion and/or tenure include the Core Document and Supplementary Material.

The Core Document

This document consists of material required by University and College policy and is limited to no more than 40 pages. (This limit applies to sections controllable by the candidate.) As part of this document the candidate will prepare a letter of application. The letter should contain a well-stated summary of the candidate's interests, competence, past contributions, on-going activities, and noteworthy circumstances. The candidate will also prepare academic vita for documentation in the areas of teaching, research and creative activity, service, and leadership (where appropriate). A sample academic vita appears in Appendix B. The vita will be submitted to the department head who will review for completeness. The department head may give the vita to the department promotion and tenure committee for use in considering the candidate's readiness for promotion and/or tenure.

The candidate should compile a ring binder with tabbed sections utilizing the following organization:

- Table of Contents
- Candidate's letter of application
This should address which P&T Policy version (by date) is being used for the review.
- Candidate's academic vita. A sample vita is contained in Appendix B.
- University promotion form or contract status form
- Minimum of four review letters from outside NMSU, to be solicited by the department head. Applications for review of tenure and/or promotion must include letters from professionals who are knowledgeable in the candidate's discipline. If the reviewer is currently, or was at one time, a university faculty member, that individual must hold rank at or above that to which the candidate aspires. If appropriate and if approved by the Department Head, reviewers might additionally include government officials, foundation management, or other related scholars. At least two of these letters will come from a list of names generated by the candidate. Two will come from a list developed by the Departmental Promotion and Tenure Committee in conjunction with the department head. A draft letter for department heads soliciting reviews is included in Appendix C.
- Letters of support from the candidate's department, others in the University, and letters from off campus
- Summary of student evaluations (not more than two pages)
- Other support materials

Once the core document is assembled, the candidate will submit it to the department head. The candidate will have an opportunity to review all items included in the core document (NMSU Policy Manual, Chapter 5,

Section 5.91). Once the document is submitted to the department promotion and tenure committee, nothing will be changed, added, or deleted from it without the knowledge of the candidate and the committees of promotion and tenure.

Supplementary Material

The candidate should assemble any additional evidence that supports the application for promotion and/or tenure in one supplementary ring binder. This evidence should comprise the best work of the candidate and should not duplicate any evidence in the core document. Examples of work that might be included appear in previous sections on Teaching, Research and Creative Activity, Service, and Leadership. Careful attention to selection, organization, and lucidity of the supplementary material is advised; information needs to be clear to potential readers, especially those outside of the Department or discipline. The supplementary material should be submitted to the department head at the same time the candidate submits the core document.

Department Head Responsibility

The department head will obtain at least two review letters from a list of potential external reviewers submitted by the candidate. This list will contain a minimum of five outside professional contacts who are at or above the rank being sought and who are knowledgeable about the candidate's discipline. The department head, in conjunction with the department promotion and tenure committee, will also identify at least five additional potential external reviewers from which at least two additional letters will be obtained. The assembled letters from external reviewers must consist of at least two from the list provided by the candidate and at least two from the list provided by the department head/department promotion and tenure committee. External review letters, once received, become part of the application file. Candidates cannot cull non-complimentary reviews from the application packet. External reviewers must be informed that the candidate will have an opportunity to read letters of assessment. Further, they must be told that letters may be reviewed by NMSU reviewing bodies and by third parties in the event of an EEOC or other investigation into a tenure or promotion decision. Reviewers must be asked to disclose possible conflicts of interests or close personal

relationships with the applicant. Appendix C contains a sample letter indicating the nature of the request for the outside letter of review. Each request for a review will include a cover letter, the candidate's vita, at least two samples of the candidate's professional writing/creative work, and the department's promotion and tenure policy. The department head will include in the application packet a brief statement indicating, for each external reviewer, why that reviewer is qualified to act as a reviewer.

Prior to submitting the application materials to the department promotion and tenure committee, the department head will review the application materials, see that they are complete, and, if needed, make suggestions for improvement. The department head will then present the assembled application to the departmental promotion and tenure (P&T) committee. Following the review by the departmental P & T committee, the department head will transmit the application, the departmental P&T committee's recommendation, a separate department head's recommendation, and the numerical ballot results to the COE dean. The department head will provide to each candidate copies of the departmental P&T committee's report and the department head's report.

The department head's recommendation should include an evaluation of the quality of academic performance and effectiveness of the candidate in each of the defined areas of faculty responsibility. This evaluation should be consistent with the accumulated annual performance reviews, highlight significant accomplishments of the faculty member, and interpret the value of his/her significant contributions to the department and to the profession. Additionally, the department head should clarify the annual apportionment of the faculty member's responsibilities related to teaching, research and creative activity, and service. The specific duties of the candidate and any administrative or special assignments should also be clarified.

Departmental Promotion and Tenure Committee

The departmental P&T committee will have no fewer than three tenured members. The department head cannot serve on this committee. In the event that a department has fewer than three tenured faculty members to serve on the committee, the department will recruit an additional member (or members) from outside the department to serve; the

specific selection procedure will be left up to the individual department (NMSU Policy Manual, 2003). If possible, the substitute members should be faculty in the College of Education. The chair of the departmental P&T committee will, by secret written ballot, survey the committee membership regarding support for the candidate's application for tenure and promotion. The departmental P&T committee will submit a written report of the numerical results of the ballot and a narrative justification of its recommendation/s to the department head and a summary of this report to the other committee-eligible members of the department. Strict confidentiality of materials, deliberations, and decisions of the departmental P & T committee must be observed. None of the materials, forms, discussions, or other business dealing with specific candidates for promotion and/or tenure is to be divulged to persons other than the department head.

College-Level Promotion and Tenure Review

The Faculty Affairs Committee, a standing committee of College Council, is charged with conducting College-level performance evaluation activities including promotion and tenure review. The Faculty Affairs Committee consists of the Chair, who is a College Council member, and one tenured faculty representative elected from each department not represented by the Chair (College of Education Governance Structure, 2001). Coordination of the promotion and tenure review process is the responsibility of the Chair. Prior to considering applications, the chair of the Faculty Affairs Committee will have an initial meeting with the COE dean to discuss the evaluation process.

To accomplish the promotion and tenure review function, the elected members of the Faculty Affairs Committee will convene as the College Promotion and Tenure Committee (hereafter called the College P & T Committee) to evaluate the candidates' materials following the review by the department P&T committee and by the department head.

Membership

The College P&T Committee will consist of no fewer than five tenured faculty members including eligible members of the Faculty Affairs Committee and other eligible tenured faculty members as needed.

Members will include eligible members from the Faculty Affairs Committee who meet University's policy guidelines (such as needing all full professors or excluding those who have voted at the departmental level). To ensure that the College P & T Committee includes at least 5 qualified members, the Chair of the Faculty Affairs Committee will obtain a list of eligible College of Education substitutes from the Office of the COE Dean. The Faculty Affairs Committee will randomly select faculty member(s) from the substitute list. If the substitution requirements cannot be met in the College of Education, the Chair of the Faculty Affairs Committee will contact the Institutional Research Office for a list of eligible candidates from other colleges. The Faculty Affairs Committee will then randomly select the substitute member(s). Department heads will not serve on the College P&T Committee, nor will College P & T Committee members serve on reviews of faculty members from their own departments. In cases of promotion, all College P & T members must hold ranks equal to or higher than the rank to which the candidate may be promoted. The chair of the Faculty Affairs Committee will serve as the chair of the College P&T Committee unless rank or department representation requirements prohibit serving.

College P&T Committee Procedures

Applications for promotion and/or tenure will be maintained in the office of the COE dean or his/her designated representative. College P&T Committee members will sign for each application when it is removed from the COE dean's office, and the application will be kept secure at all times. If additional information concerning a candidate is needed, the College P&T Committee member(s) will contact the Committee chair who will obtain the material through the department head. Members of the College P&T Committee will not, as part of the review process, contact candidates or their peers. The COE dean or department head may appear before the College P&T Committee to present information at the request of the Committee and the dean may appear to make a brief introductory charge message at the beginning of the review process. The Committee may request additional information/materials from the dean or the cognizant department head.

Strict confidentiality of materials, deliberations, and decisions of committees must be observed. None of the materials, forms, discussions,

or other business dealing with specific candidates for promotion and/or tenure is to be divulged to persons other than the COE dean.

After each committee member has reviewed all the documents, the College P&T Committee will meet to evaluate the candidate and cast ballots. The Committee Chair will vote as a regular committee member. The committee will cast separate, secret ballots on promotion and on tenure and make recommendations (one for promotion and one for tenure) to the COE dean as follows: (a) Recommended for promotion and/or tenure, (b) Not recommended for promotion and/or tenure, or (c) Abstention. The College P & T Committee Chair will submit a memorandum concerning the recommendation on each candidate to the COE Dean. This statement will contain the actual vote (for, against, abstention), of the Committee and a narrative justification of the recommendation/s. When the Chair of the College P & T Committee is not the Chair of the Faculty Affairs Committee, the Chair of the College P & T Committee will also submit a statement of the vote and forms to the Chair of the Faculty Affairs Committee who will hold all voting forms for one year.

The Office of the COE Dean is the repository for records and recommendations regarding promotion and/or tenure. The COE dean will notify each candidate of the recommendation of the College P&T Committee. After the COE dean has reviewed all applications and Committee reports, he/she will make his/her recommendations to the provost.

Votes from the departmental P&T committee, department head, College P&T Committee, COE dean, graduate dean, and provost are not weighted. There is no number of “no” votes that would indicate an unsuccessful application. All votes are recommendations to the President who ultimately makes the final recommendation to the NMSU Board of Regents.

Outcomes

All candidates will be informed of promotion and/or tenure decisions as soon as practical after the provost’s recommendations are recorded on the Personnel Action Form. Promotion and tenure status for successful candidates is changed at the beginning of the next fiscal year (July 1).

Unsuccessful candidates for promotion are not penalized in any way. Candidates are encouraged to meet with their department head to discuss the decision and to identify promotion criteria that require additional work. Unsuccessful applicants for promotion are encouraged to apply for promotion again as soon as they believe they have addressed all criteria for promotion. Unsuccessful candidates for tenure who have completed five years of service are offered one-year terminal contracts. Department heads and faculty are expected to continue to maintain professional relationships with unsuccessful candidates and to provide appropriate support and relocation assistance as appropriate.

Appeal

The University appeal process is applicable when a candidate alleges discrimination or violations of procedure or due process have occurred. If a faculty member wishes to appeal the final decision on promotion and/or tenure, he or she is encouraged to first exhaust the University's appeal/grievance procedures that are outlined in the NMSU Policy Manual, Chapter 4 (2003) before seeking legal counsel. Once a faculty member brings legal counsel into the process, the University's appeal/grievance process is terminated.

PROMOTION AND TENURE POLICY REVISION

This edition of the COE Promotion and Tenure Policy was developed by College Council in spring of 2003. The document has been extensively reviewed through focus groups and written comments by the faculty and administration of the COE. College Council and the Faculty Affairs Committee worked jointly to ensure views were considered within the final revision of the document. The final version of the document was approved by the Dean of the College of the Education on May 5, 2004 and ratified by the faculty on The need for subsequent revisions to this document is the joint responsibility of College Council and the Dean.

During the period transition between existing and revised guidelines, candidates seeking promotion and/or tenure need to choose which policies they will follow. The transition period will be in effect for five years following the final approval of this document.

Appendix A

THIRD YEAR FOLIO REVIEW

Review Procedures

Junior faculty who have completed three calendar years (five academic semesters) submit in spring of the fourth calendar year the following material to the Faculty Affairs Committee:

- A one page letter from the candidate requesting a review; conveying synopsis of accomplishments in teaching, research, and service; and stating plans for future growth
- Current academic vita
- Copies of faculty performance evaluation summaries from the Department senior faculty and from the Department Head for the 3 year period
- Material must be submitted to the Faculty Affairs Committee the first week of April

Outcomes Analysis

- Decision: The Faculty Affairs Committee will review information submitted during the month of April and make a decision that there is clear evidence of progress toward tenure or that progress toward tenure is not clear
- Feedback: The Faculty Affairs Committee will provide the candidate with a narrative of strengths and areas for growth for each of the three areas (teaching, research and creative activity, service)

Appendix B

ACADEMIC VITA FORMAT

General Guidance

The intent of the Academic Vita is to provide a complete academic record. Throughout entries should be listed chronologically beginning with the most recent. This format is an abstract; it does not include narrative. Individuals wishing to provide narrative may do so with the letter of application and accompanying summary statements of accomplishments in teaching, research and creative activities, service, and, where appropriate, leadership. In recognition of the page limit requirement for the Core Document, individuals seeking promotion to Professor may wish to limit their delineation of accomplishments to work completed since promotion to Associate.

Recommended Format

1. Academic History

Degrees granted, dates
Honors and awards
Specialized training, dates

2. Employment History

Listing of all positions held, including dates and employer

3. Teaching and Mentoring

Section Guidance. This section provides an indication of depth and breadth of teaching as well as accomplishments in other instructional activities.

- Undergraduate and graduate courses taught:
List courses taught, including semester, year, level, course number, and title, and, when appropriate, type (on-campus, off campus, Web-CT); consider subdividing into current, previous, and previous institutions
- Workshops and Continuing Education Instruction
List major instructional activities (workshops, non-credit courses, in-service training, etc.), which you have conducted, including title and agency

- Mentoring
 - List field, clinical, or performance experiences supervised
 - List independent or directed studies supervised
 - Identify number of doctoral students mentored in field experiences or teaching
 - Identify number of graduate exams, theses, and dissertations for which you were a member and for which you were a chair
 - Identify number and level of advisees seen on a regular basis.

4. Research and Creative Activities

Section Guidance. This section provides an indication of the scope of research and creative activity. It should include a listing of exhibitions, grants, performances, presentations, products, publications, and other creative works with complete citations. When citations are in a language other than English, provide in parentheses an English translation. Clearly indicate whether a work was commissioned, invited, reviewed, submitted but not yet judged, etc. Do not include works under development.

- Creative Works: consider subdividing this section into clear categories
 - Books, chapters
 - Exhibitions
 - Journal articles
 - Monographs
 - Performances
 - Presentations at meetings of learned societies
 - Product Development
 - Reviews, abstracts
 - Technical Documents
 - Other creative or scholarly works
- Editorship: list books, journals, or other learned publications for which you have been editor.
- Sponsored Projects: for all proposals, list period, source and

amount of funding received, type of funding (contract, research grant, personnel preparation grant, commission, etc), role (principal investigator, co-investigator, evaluator). List pending and awarded separately.

5. Service

Section Guidance. This section provides an indication of your involvement in and contribution to activities that enhance the profession and the University. Consider organizing this section by level of impact: national/international, state/regional, University, and community.

- Service to the Profession
 - Professional societies: List organizations, membership, offices held, committee activities, service performed, and dates.
 - Participation in state or regional, national or international programs: List specific activities (e.g., panel discussant, session chair, respondent, governor's appointment, presidential commission, grant proposal reviewer, presentation proposal reviewer, NCATE examiner)
- Continuing education instruction, if not included under teaching
- Other professional service, if not included elsewhere, such as consultant to state/regional or national/international entity, invited lecturer at another university, etc.
- Service to the University (include dates, role, and brief explanation if needed)
 - List University, College, and Departmental committees
 - List administrative services or positions held
 - List services rendered to other departments within and outside the college
 - List service to students
 - Advisor to student groups and organizations
 - Other student services (discussion groups, addresses to student groups, participation in student orientation or recruitment programs)

- Service to the Community [include activities relevant to your academic discipline dates, role, and brief explanation]
 - List community organizations to which you have provided service
 - List participation in community programs or projects
 - Consultations of technical assistance with preK-12 schools, school districts, private or public agencies

Appendix C

SAMPLE LETTER TO EXTERNAL EVALUATORS

Dear Dr. _____,

Dr. _____, an Assistant Professor (or current rank), is being considered for (promotion, tenure, or both) this year at New Mexico State University. I would very much appreciate your assessment of Dr. _____'s professional performance. At New Mexico State University, separate decisions are made with regard to tenure and promotion. At this time, we are making the (tenure, promotion, or both the tenure and promotion) decision.

University policy mandates that I seek evaluations of a candidate from professionals who are qualified to judge the candidate's teaching, research, scholarly qualities, career development, and contributions to the discipline. Of particular value would be a frank appraisal from you of his/her research abilities and accomplishments, including papers given at scholarly meetings; the quality of his/her publications; his/her reputation or standing in the field; his/her potential for further growth and achievement; whether he/she would be ranked among the most capable and promising scholars in his/her area; and the quality of his/her teaching should you have information on that.

It would be helpful if you could rate Dr. _____'s contributions in comparison with others you have known at the same stage of professional development. Also, please describe the nature of your association with Dr. _____. A copy of his/her curriculum vita and pertinent publications are included with this letter. Also included is a copy of the department promotion and tenure policies and a record of Dr. _____'s teaching load.

We are aware of the imposition that this inquiry provides; however, we assure you that guidance from professionals like you is vital to our decision-making process. An early report would be appreciated as we hope to have all letters in the file by _____.

Your letter will be made available to the candidate and, on a confidential basis, to the reviewing bodies. Your letter could also be reviewed by third parties in the event of an EEOC or other investigation into a tenure or promotion decision.

Thank you,

College of Education
PROMOTION AND TENURE
POLICIES DRAFT

**Developed by a Joint Committee of the COE College Council
and the Faculty Affairs Committee**

**Approved by the Faculty Affairs Committee of the
COE College Council, April 2004**

Approved by the College Administrative Council May 2004