

Department of Animal and Range Sciences

Promotion and Tenure Policies

October 9, 2008

Mission

The primary mission of the Department of Animal and Range Sciences is to maintain superior teaching, research, and service programs in conjunction with the mission of the university to benefit society by providing for immediate and long-term needs of students and citizens of New Mexico. The departmental programs serve not only the citizens of New Mexico, but also southwest, national, and international constituents (Program Review for USDA/CSREES, 2004).

Objectives

1. Provide quality education and training for undergraduate and graduate students.
2. Conduct research that will enhance basic knowledge and improve the economy of New Mexico and other semi-arid regions of the world.
3. Provide service to New Mexico residents by helping them solve problems and (or) improve their economic conditions.

(Program Review for USDA/CSREES, 2004).

1. Online locations of P & T documents

University policies regarding promotion and tenure supersede department and college policies. University policies are available online at <http://www.nmsu.edu/~fsenate/ptp/P&TPolicy.pdf>. Section references henceforward are to that document. The College of Agriculture and Home Economics document is available online at <http://cahe.nmsu.edu/employee/pt.html>. This departmental document is also available online, at <http://cahe.nmsu.edu/academics/anrs/>.

2. Departmental criteria for promotion and tenure:

The Guiding Principles of NMSU (5.90.3.1) were used to craft the criteria for promotion and tenure for the Department of Animal and Range Sciences. The process will be based on performance evaluations, which are consistent with the Allocation of Effort Statements (<http://cahe.nmsu.edu/employee/pt/>). The candidate's performance will include scholarship and creative activity (within research, teaching, and extension appointments), teaching and advising, outreach, service, leadership, and collegiality. Full professors serving on the Promotion and Tenure Committee will vote to determine who meets requirements for promotion and tenure. The committee's evaluation will be based on how well the candidate has met her (his) allocation of effort. Non-tenure-track faculty members, in general, have qualifications commensurate with the corresponding ranks of tenure-track faculty members. A non-tenure-track faculty member's performance is evaluated annually using the same evaluation

process as outlined for tenure-track faculty members regarding promotion through the college ranks.

The tenure process is conducted simultaneously with the promotion from assistant to associate professor. Associate professors are expected to have a thorough command of the subject matter of some segment of discipline, in addition to a comprehension of the whole. They must demonstrate competence, continuous progress, and maturity of a large academic field. They should demonstrate high quality teaching and scholarship and creative activity.

Promotion from associate to full professor is not automatic. A full professor must establish disciplinary, intellectual, and institutional leadership. The full professor demonstrates command and a mature view of the disciplinary field as evidenced by teaching and advising (or similar experience), scholarship and creative activity, service, extension, outreach, and leadership.

Criteria used in the promotion and tenure process may include (refer to NMSU Promotion and Tenure Policy Section 5.90.4):

- a. Teaching. Depending on allocation of effort, evaluation of teaching activities may include:
 - i) Teaching Effectiveness - The candidate will provide evidence of teaching proficiency, to include both student and peer evaluations. The candidate should make positive contributions toward curriculum development and course content. Evaluation will be in accordance with the allocation of effort statement.
 - ii) Teaching Scholarship - Evidence of teaching scholarship may include books and manuals, educational magazines, handbook or workbooks, invited panels, review teams or task forces, other publications (such as abstracts), presentations (local, regional, national), referred journal articles, and web-based educational materials. Potential areas of teaching scholarship are comparing and contrasting various methods for delivery of instruction; creating, revising, and(or) testing assessment tools, developing new educational strategies, developing and testing educational materials, educational consulting, and testing a teaching model.
- b. Advising. The department of Animal and Range Sciences recognizes advising as a vital role of faculty. Quantity and quality of faculty advising may include input from students, peers, and administrators. Evaluation will be in accordance with the allocation of effort statement.
- c. Extension. Faculty with a split appointment in Extension will meet the criteria for promotion and tenure developed by their Extension departments, in addition to the criteria in Animal & Range Sciences. Their overall evaluation will consider the percent appointment in each department and the allocation of effort statement.
- d. Research. The candidate will demonstrate the ability to develop a nationally and internationally recognized research program. Evaluation will be in accordance with the allocation of effort statement. Evidence of creative activity in research will be demonstrated through independent and collaborative work regarding the following:

- i) Grantsmanship. Demonstrated efforts to attain extramural funding.
- ii) Publication of Research. Demonstrated publication of original work and useful results from research conducted at NMSU in peer-reviewed journals. No specific number of publications is required. Quantity of publications will be judged in relation to the publication quality. Quality of publication will be judged based on originality, innovation, and usefulness to a discipline and industry.
- iii) Other Research Communication. Demonstrated participation in professional meetings (publication of abstracts, proceedings, etc.), and participation in local and regional meetings.
- iv) Research Reputation. Demonstrated reputation among University (departmental and college) peers, professional (state, regional, national, international) peers, and representatives of industries, agencies, public, and private. Examples include serving as referee for scientific journals and conferences, serving on editorial and review boards, grant review panels, receipt of awards, citation of work, invited participation in meetings, etc.
- v. Research Activity with Students. Evidence of successful graduate student training. Examples include graduate student thesis and dissertations defended, joint publications with students, and participation in established student training programs.
- vi) Documentation of Research Scholarship and Creative Activities. Candidates for promotion and tenure should provide a list of research areas, titles, and sources of funding, nature and scope of research areas (including responsibility in the projects, scientific leadership roles, administrative leadership roles). Research products and creative achievements include a list of publications grouped by type (candidate should have a copy of each publication in their documentation file). Activities demonstrating research scholarship and creative activities include:

- Books
- Book chapters
- Experiment Station publications
- Extension circulars
- Intellectual property
- Juried exhibitions
- Other publications such as published abstracts
- Proceedings
- Popular or trade publications
- Refereed journal articles
- Review articles
- Technical reports
- Papers and(or) posters at scientific meetings (indicate if invited)
- Presentations, other than those listed above, related to research
- Invited grant review panels, task forces, etc.
- Honors, awards, or other recognition of excellence in research
- Supervision of research facilities

- e. Outreach. Faculty will be active in outreach efforts that are consistent with their allocation of effort statements. Outreach efforts may include student recruitment, presentations at field days and to school groups, technology transfer, and serving on advisory boards, among many others. Evaluation will be in accordance with the allocation of effort statement.
- f. Service. Service is expected of all faculty. Service may be to students (prospective and enrolled), the institution (department, college, university), government agencies (local, state, national, and international), professional organizations, industry, stakeholders, or the community. Examples of service include serving on committees, contributing to the formulation of academic and administrative policies/programs, participating in department activities such as review of self-study documents, student recruitment and retention, working with industry to secure internships, generating positive publicity, work on the graduate council and faculty senate, holding positions in professional associations, appointment to government agencies or boards, assistance to producer and trade organizations, involvement in civic organizations, and participation in community projects.
- g. Leadership. Faculty will demonstrate that they have 1) made a contribution to the mission of the college or university and to the faculty member's profession; 2) participated in the distribution of responsibility among the members of a group; 3) empowered and mentored group members; and 4) aided the group's decision-making process. Evaluation will be in accordance with the allocation of effort statement.
- h. Collegiality. Criteria for evaluating collegiality may include but is not limited to: 1) interacting positively with colleagues; 2) treating others with respect; 3) being responsible for tasks within the department; 4) using personal expertise to solve problems; (5) helping to create an open environment to exchange ideas; (6) representing the university factually; and (7) supporting cooperation within and between units.

PROMOTION AND TENURE PROCEDURES

1. The candidate may temporarily suspend the promotion and tenure time process in accordance with Section 5.90.3.6.2 of the university policy, by informing in writing the department head.
2. All records and committee procedures will be kept confidential. Records and reports of proceedings will be kept by the department head or promotion and tenure committee chair, to be shared only with other members of the promotion and tenure committee.
3. Every three years the department promotion and tenure committee will review and update as needed the written promotion and tenure policies and procedures of the department. If the policy should change during a faculty member's pre-tenure or pre-promotion period, the faculty member may choose one of the policies for evaluation purposes. The faculty member will indicate the preferred criteria in writing to the department head.

4. Each faculty member not at the rank of associate or full professor will submit annually a promotion/tenure review packet (portfolio) to the department promotion and tenure committee. The portfolio will be prepared in accordance with the NMSU Promotion and Tenure Policy Section 5.90.5.5 and will be reviewed by the department promotion and tenure committee and the department head, who will give feedback and recommendations to the faculty member. Associate professors have the option to have their portfolio evaluated by the department promotion and tenure committee annually prior to applying for full professor. In addition, tenure track faculty members may request a formal mid-probationary review in accordance with CAHE policy section 5.90.3.7.

5. The department promotion and tenure committee will be composed and function as follows:

- a) All full professors in the department will be eligible to serve on the committee.
- b) The committee must consist of a minimum of three members.
- c) There are no time limits for committee membership.
- d) The committee will refer to university promotion and tenure guidelines (Section 5.90.5.3) regarding structure and function.
- e) In the case of a candidate with a split appointment among departments, all promotion and tenure committees from departments in which the candidate shares appointment must review the candidate's portfolio.
 - The candidate will follow the guidelines of the primary principal unit (that with the greatest percentage of the appointment) regarding the format used in preparation of the portfolio.
 - The recommendation of each principal unit promotion and tenure committee will be shared only with that unit's principal unit administrator and the college promotion and tenure committee.
- f) The department head may meet with the promotion and tenure committee to discuss procedural matters. Prior to deliberations, the committee chair will review with the committee the matter of conflict of interest.
- g) The deliberations and voting of the promotion and tenure committee will be conducted in closed session only among committee members. It is important that all committee members participate in the process. If a committee member is unable to attend the meeting at which deliberations will be held, the chair will arrange telephone or electronic means by which the member can participate.
- h) After deliberations are complete, the chair of the promotion and tenure committee will provide a ballot to each member. Members will complete the secret ballot, place it in a sealed envelope, and deposit it in a ballot box located in the departmental office. The committee will submit a letter to the department head summarizing its recommendations and giving the numerical vote count on each candidate. This letter must reflect the majority view and contain specific commendations, concerns, and recommendations addressing the department's criteria in each of the areas required for promotion and tenure. If the recommendation is not unanimous, then the letter will also contain the opinions of the dissenting members.
- i) All records and deliberations of the promotion and tenure committee are strictly confidential (NMSU Promotion and Tenure Policy Section 5.90.5.4.3). All materials will be maintained in the Department Head's office and will be logged in and out by committee members during the deliberation process.

3. The department head will personally inform each candidate in writing of the committee's recommendations and numerical vote count, and also give the candidate a copy of the department head's letter that will go in the portfolio.
4. The candidate may withdraw from further consideration in accordance with Section 5.90.5.6.
5. The candidate's portfolio will be prepared in accordance with Section 5.90.5.5 of the university policy, and will follow the college format as outlined in Appendix 6 (page 18 of the college document).
6. The department promotion and tenure committee will recommend sample portfolios to be made available to candidates, with written permission of the authors of the portfolios. They will be kept in the department head's office.
7. After the deadline for the submission of portfolios, a candidate may change, add, or delete materials from the portfolio only with permission of the department head.
8. The documentation file of the portfolio will be stored in the department head's office.
9. Evaluators may request additional information through the department head. All such requests must be made in writing and transmitted to the candidate. External evaluators may request additional information prior to the review deadline established by the department head. Members of the department promotion and tenure committee may request additional materials at any time before the committee vote.
10. The candidate may review all items included in the portfolio assembled prior to the review by appropriate committees, administrators, and(or) external reviewers.
11. External letters of recommendation will be solicited by the department head, as follows:
 - a. The candidate will supply the department head with possible reviewers, and together they will select at least six from whom to solicit letters of recommendation. This selection will reflect the allocation of effort of the candidate.
 - b. The department head will use the sample letter to external evaluators (NMSU Policy Section 5.90.7) to solicit letters.
 - c. A copy of the candidate's curriculum vitae and departmental criteria for tenure and promotion will be provided to the reviewer.
12. Unsolicited letters may be included by the candidate in the portfolio, and may be considered by the promotion and tenure committee if they wish.
13. All tenured faculty will continue to receive an annual review in accordance with the university Policy Manual Section 5.87.
14. Candidates may appeal any aspects of their review as outlined in the university Policy Manual, Section 4.05.40 and 4.05.50, Human Relations – General – Appeals

15. The candidate portfolio will follow the Guidelines for Preparation of the Promotion and Tenure Portfolio as outlined by the University (<http://cahe.nmsu.edu/employee/pt.html>).