

Department of Agricultural and Extension Education

DEPARTMENTAL PROMOTION AND TENURE PROCEDURES FOR AGRICULTURAL AND EXTENSION EDUCATION

NEW MEXICO STATE UNIVERSITY

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**Department of Agricultural and Extension Education
Guidelines for Promotion and Tenure**

I. Introduction

Mission

The Department of Agricultural and Extension Education at New Mexico State University is committed to the broad mission of our land grant university and the mission of the College of Agriculture and Home Economics. These statements provided the philosophical foundation upon which the mission of the department was based. Our departmental mission is as follows:

“Preparing and supporting educators and leaders in agriculture to improve the economic well-being¹ and quality of life² of all stakeholders.³”

¹ Agricultural and Extension Education strives to provide stakeholders with the knowledge, skills and attitudes that will enable them to compete for and perform in top positions in their field of function as informed citizens and consumers.

² Agricultural and Extension Education strives to provide stakeholders a balanced learning and working environment of fairness and opportunity, acceptance and love, challenge and growth, and purpose and meaning (Covey, 1991).

³ Stephen Covey (1991) defined stakeholders as those who will suffer if the enterprise fails. Agricultural and Extension Education has an extensive network, therefore, the department strives to serve many stakeholders.

Departmental Goals and Objectives

Goals:

The Department of Agricultural and Extension Education at New Mexico State University fulfills its mission through teaching, research, extension, outreach, service and international activities by:

- 1) Offering instruction that will prepare persons to enter and advance in their chosen profession.
- 2) Developing and applying innovation in knowledge related to the discipline.
- 3) Assisting people in identifying and solving present and future problems through research, thus improving their effectiveness as educators, leaders, and agriculturists.
- 4) Providing Extension and Outreach programs and professional service to individuals and groups through utilizing sound pedagogical and andragogical educational methodologies.
- 5) Creating awareness of and approaches to domestic and international development and educational problems and potential new areas of endeavor.

Objectives:

The department accomplishes its mission and goals through the following program objectives:

- 1) Conduct a viable undergraduate program with options to prepare students for careers in education, extension, communications, agribusiness, industry and governmental agencies and institutions, both domestically and internationally.
- 2) Conduct a viable graduate program to help advance professionals in the areas of teaching, extension, research, communications, and domestic and international development and provide leadership for agriculture, education, extension and related fields.
- 3) Provide effective advising to assist both undergraduate and graduate students in achieving their personal academic and career goals.
- 4) Serve students in the College of Agriculture and Home Economics through course offerings unique to agricultural and extension education, agricultural communications and leadership.
- 5) Conduct interdisciplinary programs and activities with other departments in the college and university.
- 6) Plan and conduct research to discover new knowledge, solve problems, and determine new methods for applying knowledge at the local, state, national, and international levels.
- 7) Plan and conduct comprehensive and dynamic Extension and Outreach programs to assist agricultural and extension educators in improving their competence and enable them to respond to an increasingly complex and global society.
- 8) Encourage a comprehensive and responsive professional development program to assist faculty and staff in increasing their competence and perspective in teaching, extension, communications and outreach, research, service and international activities.
- 9) Provide faculty and staff with opportunities to assume leadership positions at the college, university, state, national and international levels.
- 10) Evaluate courses and programs to maintain a responsive and dynamic program that addresses the needs of various clientele based on current and future trends and developments.

II. General Principles and Guidelines

A. Introduction

University policies regarding promotion and tenure supercede Principal Units (PU) and college policies. Promotion and Tenure Committee members, tenure track faculty and faculty considering applying for promotion are responsible for reviewing all applicable documents.

A critical responsibility of the University is evaluation of faculty members. Promotion and issuances of continuous contracts to faculty members are matters of upmost importance to the Department.

The Department of Agricultural and Extension Education adheres to promotion and tenure policies, processes, and criteria, as set forth in the Promotion and Tenure Policies for New Mexico State University (Section 5.90, New Mexico State University {NMSU} Policy Handbook, April and May 2007;

<http://www.nmsu.edu/~fsenate/ptp/Revised-12Feb2008-P&T%20Policy.pdf>. and the [College of Agriculture and Home Economics](#):

http://cahe.nmsu.edu/employee/forum/docs/CAHE_prmo_tenure_11June08_final.pdf. A candidate must read all three documents to fully understand the process.

Candidates for promotion and /or tenure are responsible for providing the materials that allow the various evaluators to make a fair assessment of the individuals' performance, professional maturity and likelihood of continued contribution to the department, college and university. The candidate will prepare a portfolio following the CV format found in Sections 5.90.5.5 (Portfolio Preparation) of the NMSU Policy Manual and Appendix 5 of the CAHE Promotion and Tenure document. Candidates are strongly encouraged to review sample portfolios of recently promoted faculty members available in the department or through the NMSU Teaching Academy.

The Department of Agricultural and Extension Education is composed of faculty holding several different types of appointments and responsibilities. Most departmental faculty have a tenure-track teaching/research 12-month appointment, but full-time teaching and full-time Extension appointments may also exist. University and College of Agriculture and Home Economics process for promotion of non-tenure track faculty (NTTF) will be the same as for tenure track faculty.

Because Agricultural and Extension Education faculty have different appointments, standards for retention, promotion and tenure must reflect those differences. Guidelines for the Department of Agricultural and Extension Education follow.

Promotion and Tenure involves three separate processes:

- 1) Untenured tenure-track faculty and all NTT faculty are evaluated each year to determine whether a new one-year contract will be issued (retention).

- 2) Consideration for tenure (generally in the sixth year) is a separate procedure.
- 3) The promotion process is considered separate from the tenure process. However, for most individuals, both promotion and tenure will be considered concurrently in the same year.

These three processes are distinct from the annual performance evaluation. However, it is recognized that the annual performance evaluation is an important input to the promotion and/or tenure processes and the inputs to the annual evaluation should be consistent with those for retention, tenure and promotion processes and decision.

Candidates applying for tenure and/or promotion to Assistant or Associate Professor will have their progress evaluated annually by the Principal Unit's Promotion and Tenure Committee, and the Principal Unit's Administrator (PUA), before the applications are forwarded to the College Promotion and Tenure Committee in the year that the tenure and/or promotion is sought.

Candidates applying for promotion to Professor have the option to have their progress evaluated annually. The review is cumulative, intended to assist all faculty in achieving promotion or both promotion and tenure and should take into account the allocation of work effort during the years reviewed. The outcome of such a review must not be used as a determinant for setting merit pay.

Evaluation of performance and achievement will be based on the allocation of effort (Appendix 2 of the CAHE Promotion and Tenure document) statements that outline specific goals and objectives to be achieved during a specified time period (typically annually). These statements must be agreed upon annually in consultation with the Principal Unit Administrator. The Principal Unit Administrator will meet annually with all faculty members regarding progress toward promotion and/or tenure, agreed upon goals and objectives, and annual performance evaluation. Faculty members have the option to submit a written statement in response to their annual performance evaluation

Performance will be evaluated at the time of application for tenure and/or promotion, in three broad areas: scholarship and creative activities, teaching and advising, and service and outreach. The definitions and criteria for evaluation of performance in each of these areas are described in this document.

B. Professorial Ranks

Descriptions of professorial ranks are in accordance the Promotion and Tenure Policy for New Mexico State University (5.90.3.5)

Instructor

Instructor demonstrates expertise within their discipline through practical, applied and/or related

experience. Individuals new to this rank may not have demonstrated ability to conduct independent scholarship and creative activity, but there must be substantive evidence of likely success at university teaching or its equivalent. Instructors may be working toward a terminal degree. An instructor's job description primarily relates to teaching or its equivalent and usually does not include scholarship and creative activity. An instructor is not eligible for tenure, except at community colleges.

Non Tenure Track Faculty (NTTF)

NTTF is synonymous with college-rank faculty. A person holding a College Faculty appointment is eligible for advancement in rank but not eligible for tenure. Performance will be reviewed annually by the PUA using the same evaluation process as outlined for Tenure Track Faculty or as determined by the principal unit. Professional activities, including service should also be evaluated.

Assistant Professor

An Assistant Professor normally holds the highest terminal degree in their field of expertise. An Assistant Professor is expected to have a thorough command of the subject matter of some segment of the discipline, in addition to a comprehension of the whole. Assistant Professors are tenure-track faculty members hired on a yearly, renewable contract for a maximum of seven years. During the sixth year, Assistant Professors usually are evaluated for promotion and tenure simultaneously, having submitted their portfolio at the beginning of that year. However, an Assistant Professor may elect to apply for tenure and promotion at any time with the written approval of the department head and dean or their equivalents. The application for tenure may occur only one time.

Associate Professor

An Associate Professor is often a mid-career faculty member who has been awarded tenure. If a faculty member is initially employed at the rank of Associate Professor without tenure, the probationary period may vary depending upon agreements stipulated in writing at the time of the initial hire. Once tenured, Associate Professors may hold this rank indefinitely or apply for promotion. Promotion to Professor should not be considered forthcoming merely because of years of service to the University, or because tenure has previously been awarded. In accordance with the principal unit's timeline, a faculty member may present a promotion portfolio in any given year. An Associate Professor must demonstrate competence, continuous progress, and maturity over a large part of the academic field. It is expected that evidence showing high quality of teaching and scholarship and creative activity has been provided and is current.

Professor

A Professor, sometimes referred to as a "full professor," has established disciplinary, intellectual, and institutional leadership. The Professor demonstrates command and a mature view of the disciplinary field as evidenced by teaching and advising (or its equivalent) or similar experience, scholarship and creative activity, service, extension, or outreach. Faculty members initially hired at the rank of Professor are often given tenure on appointment.

C. Guidelines Governing Recommendation for Tenure and Promotion

Guidelines Governing the Recommendation for Tenure and Promotion to Associate Professor

The faculty member being recommended for tenure and promotion to Associate Professor should have a sustained level of performance based on the faculty member's allocation of effort. The faculty member should have evidence of creative and scholarly activity evidenced by professional publications, peer recognition, program innovations, grantsmanship or other creative activities typically associated with academic endeavor. The faculty member should have exhibited professional development as demonstrated by continued improvement, individual or collaborative research, teaching and instructional improvement and service, and participation and leadership in professional activities.

The faculty member should have a positive teaching and research reputation established by experience. There should be evidence of scholarly achievement and professional stature. There should have been successful development of teaching.

Scholarly and creative activity programs should have been successfully developed. These programs should have included effective leadership, demonstrated creativity and grantsmanship and written publications in the faculty member's field. The faculty member should have participated in professional activities which include a demonstrated ability to communicate research results in scientific publications and lay channels when appropriate. The faculty member should be a member of the Graduate Faculty and demonstrate effectiveness in advising students and serving on graduate committees. The faculty member should have demonstrated effective participation in supporting activities such as committee assignments and program planning.

Policies Governing the Recommendation for Promotion from Associate Professor to Professor

The Agricultural and Extension Education Promotion and Tenure Committee will review a candidate's documentation in the Spring and provide a recommendation to the PUA regarding consideration for promotion from Associate Professor to Professor.

Professor is unique among the academic ranks. A "full" Professor should exhibit a substantial command of the whole field and a well marked, sound, and significant scholarly view. In other words, the professor has something to "profess", to present as a mature and considered view of the field as a whole. Further, these views should manifest a deep understanding of the general purposes of the University, and they should be capable of relating the immediate field to its larger purposes.

Promotion to Professor should not be considered to be forthcoming merely because of years of service to the University. 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 the following:

A. Special Stature in Their Field

This can be accomplished by a combination of contributions as judged by peers both on and off campus in the following areas that correspond to assigned activities.

- (1) Teaching Ability: As indicated by innovation, enthusiasm, and contributions to activities designed to foster quality instruction at the undergraduate/graduate level. Both student and peer evaluations of teaching will be considered as well as any other appropriate indicators.
- (2) Research Ability: As indicated by publications, grant support and contributions to priority research issues.
- (3) Professional Service: As indicated by involvement in university, state, regional national and international groups within his/her field.
- (4) Extension and Outreach Programming: As indicated by outreach that contributes to formal and non-formal education and excellence by generating and applying knowledge to address community needs through mutually beneficial collaborations among NMSU and its partners, stakeholders, and the public.

B. Leadership

This quality will be determined primarily on a departmental basis and secondarily on a University and/or outside basis. Qualities of leadership defined in the CAHE Promotion and Tenure Policy (5.90.4.5.1) will be heavily weighed.

C. Balanced Contributions

A Professor will exhibit excellence in all assigned areas - teaching, research, and professional service, extension and leadership.

III. Criteria for Evaluating Candidates for Promotion and Tenure

The Department of Agricultural and Extension Education is composed of both tenured and non-tenure-track faculty (NTTF). The same process will be used to evaluate all faculty members. Criteria will be based on the annual allocation of effort statement (Appendix 2, CAHE Guidelines for Promotion and Tenure, 2008). In consultation with

the PUA, the faculty member shall complete and sign the allocation of effort statement for the next year's performance, each year at the time of the candidate's annual performance evaluation. Criteria, based on the allocation of effort, are listed below.

The department will not specify a minimum number of publications, classes, presentations, or activities that will insure promotion and/or tenure for any candidate. However, to provide a general guideline, faculty on a 75% teaching and 25% research appointment should publish a minimum of one journal article per year and achieve a 3.5 out of a 5.0 overall instructor rating on the department's student evaluation of teaching for each class taught. Faculty on 100% Extension appointments should complete two publications or programs per year. To achieve outstanding performance, the department expects two or more journal articles a year and a 4.0 overall instructor rating on the department's student evaluation of teaching for each class taught. Extension faculty will be expected to complete a three or more activities or publications. Generally, the department expects outstanding performance in at least one of the primary areas of a candidate's allocation of effort to be successful in the promotion and /or tenure process. All values will be scaled in accordance with the candidate's allocation of effort agreement. In addition, candidates are expected to participate fully in department meetings and activities, and to serve the department, college and university in a variety of activities. All on-campus faculty will be expected to advise undergraduate and graduate students.

A. Teaching and Advising

High quality teaching and advising are not only fundamental responsibilities of all faculty members at NMSU, but as a department responsible for developing professional educators. They are central to the mission of the Department of Agricultural and Extension Education. Research based on effective teacher characteristics and advising. (Rosenshine and Furst, 1971, Feldman, 1988 & 1989) serve as the foundation for assessing effective teaching. Faculty members are responsible for providing quality instruction at all levels including undergraduate, graduate, extension or continuing education. Quality student advisement is equally as essential. Evaluation of teaching and advising should include a summary from the candidate providing a description of teaching responsibilities, teaching and advising loads, professional development activities and professional service to teaching activities as well as any special awards, honors or recognitions. Support of teaching and advising excellence includes:

- (1) Satisfactory performance is expected as attested to by student evaluation forms (quantitative and qualitative) and any other evaluation procedures that document satisfactory or above average performance as measured by the instrument and by peer or department head evaluations. Letters from former students are also appropriate as a source of feedback. Innovative teaching techniques, new curricula, and new courses will also be considered. Student placement and performance in professional endeavors is also an important component of effective instruction. Written summaries of personal teaching philosophy and

summaries of self-reflections of teaching are encouraged.

- (2) The candidate must provide documentation of at least one (1) peer review of teaching (by a qualified faculty member at a higher rank)
- (3) Documentation of current course syllabi or program outlines including documented revisions and updates when necessary
- (4) Participation in professional development related to teaching, including the Teaching Academy, conferences, symposia and workshops.
- (5) The manner in which the faculty member approaches advising is an indicator of current and future performance expectations in teaching. Evidence of satisfactory performance regarding student advisement is also necessary. Recruitment and advisement are critical functions of the department and faculty members should actively engage in appropriate activities, as identified through individual job descriptions and the allocation of effort. Faculty members should document advising activities, including the number of undergraduate and graduate advisees per year, and information about special advising activities (e.g. international students or athletes, etc.). Comments from students (solicited and unsolicited) will also be considered. Advising activities can be evaluated in numerous ways including but not limited to:
 - (a) assisting students in selection of courses and/or careers
 - (b) recording progress to completion of degree requirements
 - (c) writing letters of recommendations for awards, scholarships, internships and jobs
 - (d) assisting students in obtaining professional employment
 - (e) encouraging and facilitating student participation in professional development experiences
 - (f) supervising student research and serving on committees
 - (g) advising student organizations or clubs
 - (h) evidence of other forms of student mentoring or support
 - (i) participation in various recruitment functions

Extension Faculty

- (1) The department places great importance on the role of teaching through consulting projects and non-formal contacts working with extension clientele. These activities can be evaluated in several ways, including but not limited to the following:
 - (a) formal and nonformal educational outreach
 - (b) expertise in subject matter
 - (c) ability to relate subject matter to broader fields

- (d) insight into future needs of society and directions of discipline
- (e) program planning and delivery
- (f) cooperation
- (g) application and funding of grants and/or extramural funding
- (h) conducting workshops/training programs
- (i) demand for consulting services or requests for assistance

B. Scholarship and Creative Activity

The Department of Agricultural and Extension Education will require, as a condition for promotion and tenure, that faculty engage in scholarly and creative activity which is broadly defined as academic endeavors that will establish the faculty member as an expert, leading to the generation and dissemination of new knowledge. This knowledge should be subject to peer review and shared through written publications, oral presentations, improved practice, program development or other professional advances. NMSU and CAHE recognizes four areas of scholarship: *discovery, teaching, engagement and integration*.

The scholarship of discovery refers to the pursuit and creation of original research or works through which new knowledge is generated.

Teaching scholarship refers to the use of the faculty member's research and other creative work to develop, transmit, transform, and extend teaching activities in more effective ways.

Engagement involves the faculty member applying his/her expertise to explore, understand and solve pressing social, civic, and ethical problems that demand the same level of rigor and accountability associated with research (discovery) activities.

According to Boyer (1990), integration consists of "Making connections across disciplines and advancing knowledge through synthesis."

The Department views scholarship as the sum of an individual's scholarly and creative activity and teaching and service/outreach activities.. However for Extension faculty, the relative importance of teaching and scholarly activity will be based on the individual's allocation of effort. In both cases, guidelines can serve as a basis for self-evaluation by all faculty of the department.

Although most faculty members in the department have a split appointment between teaching and scholarly activity, some faculty members may have 100% teaching, or Extension appointments. Due to the differences in departmental appointments, scholarly expectations may differ across appointments. Regardless of the appointment, all faculty members are expected to engage in scholarly activities that contribute to the role and mission of the department, college and university. A candidate for promotion and/or tenure should display productivity and creativity through scholarly and creative activity.

The Department of Agricultural and Extension Education does not have an absolute minimum-quantity requirement for any activity that falls under scholarship. Rather, the department P & T committee must weigh the quantity and quality of a candidate's complete academic record, which consists of scholarship (broad-defined), teaching, outreach and service and which is placed in the context of the candidate's specified allocation of effort.

Scholarly Activity Criteria:

The candidate should demonstrate original and creative work in the discipline. Collaborative and inter-disciplinary works are encouraged and will be evaluated in accordance to the candidate's role and contribution in the joint effort. Evaluation of scholarship and creative activity will consider the criteria adapted from Diamond (NMSU 5.90.4.2.1) stating that: *All scholarship and creative activities should result in peer-reviewed products that adhere to criteria.*

Evaluation of the success of scholarly activity can take a variety of forms. Scholarly activities that will be valued for tenure and promotion will not be limited to refereed research publications. Scholarly activities that transfer research-based knowledge or technology, or in other ways attempt to solve problems for the department's diverse clientele (e.g. professional articles, presentations and curriculum development efforts), are highly valued.

- (1) Evaluation of the success of scholarly activity can take on a variety of forms. Peer recognition, widely evaluated, is considered one of the more important measures of success. Writing and publishing books, papers in peer reviewed journals, bulletins, research reports and awards for scholarly activity are good peer-reviewed indicators of scholarship quality. Papers presented at professional meetings, papers published in non-reviewed journals and work with graduate students are other indications of successful scholarly activity.
- (2) Materials for evaluating scholarship should include but are not limited to:
 - (a) listing of all peer-reviewed materials accepted for publication/presentation
 - (b) listing of all other materials (books, book chapters, papers, monographs, proceedings, etc.) accepted for publication
 - (c) all other materials submitted for publication
 - (d) listing of all collaborative and interdisciplinary projects involved in as well as a description of roles and responsibilities
 - (e) description of all research grants funded
 - (f) summary of any awards or recognitions for scholarly activity
- (3) Evidence of scholarly activity for ABS and Extension faculty will be based on documentation of activities engaged in and products developed.

C. Extension Scholarship

The Department of Agricultural and Extension Education includes tenure track and NTT faculty who are part of the Cooperative Extension Service (CES). Extension faculty members are an integral part of the NMSU system. Extension faculty achieve scholarly excellence by generating and applying knowledge to address community needs through mutually beneficial collaborations between NMSU and its partners, stakeholders and the public. Extension program excellence and scholarship guidelines are found in Appendix 3 of the College of Agriculture and Home Economics P & T Guidelines.

In accordance with the eight general components of extension scholarship defined in Appendix 3 of the CAHE P & T document, the Department of Agricultural and Extension Education has identified the following criteria for evaluating Extension Scholarship. Criteria include but are not limited to, the following:

Expertise in subject matter:

- * Develop and implement Extension programs related to area of expertise at stakeholder request
- * Help resolve management problems and/or issues related to field of expertise to the State and Region
- * Build strong partnership with agents, state and federal government agencies, and businesses
- * Respond to needs of the 4-H Youth Development program
- * Invited panels, review teams or task forces
- * Presentations (local, regional or national)
- * Invited grant-review panels

Ability to relate subject matter to broader fields

- * Provide educational programs as requested by stakeholder groups
- * Seek feedback and input from stakeholders on client needs, including curricular content and research topics
- * Train county faculty, ag teachers, and other stakeholders through individual and group meetings

Needs Assessment, planning and training

- * Keep abreast of, and provide up-to-date information about subject-area trends and research findings
- * Keep current in use of information technology
- * Participate in at least one professional development opportunity yearly

Leadership in program development

- * Develop and guide statewide or area programming in a specific subject area
- * Develop Extension curricula and related support for county, regional or national program delivery

- * Facilitate and implement applied research and demonstration projects to address clientele needs, concerns, and or uses
- * Deliver presentations at international, national, or regional professional meetings.

Texts, publications and materials published or developed for teaching

- * Demonstrate scholarship through publications and creative works (See Appendix II , CAHE P & T policy)
- * Possible publications include but are not limited to: Extension Bulletins, Other college publications (e.g. AES reports), peer-reviewed journals, abstracts, and reviews, proceedings, handbooks and workbooks
- * Demonstrate communication through popular press media, newsletters, poster sessions, and/or web-based media
- * Some consideration will be given to unpublished, but time-consuming and worthwhile industry reports

Professional service to extension programming

- * Provide support to statewide events
- * Deliver programs that provide subject -matter expertise upon request throughout the state and train others to deliver the curricula
- * Obtain resources to develop and enhance Extension programs

Reputation among current and former clientele

- * Serve as a liaison between communities and campus; reiterating the mission of the land grant university
- * Serve as an ambassador of the university throughout the state and region
- * Serve as liaison between communities and campus; sharing the needs and expectations of communities with campus faculty

Reputation among peers

- * Cooperate and collaborate with other faculty, including Specialists and County Agents to develop and conduct comprehensive Extension programs
- * Collaborate with university research and teaching faculty in identified areas of program discovery, development and delivery
- * Work with colleagues at other Universities to develop relevant programming

D. Service and Outreach

The primary responsibilities of faculty in the Department of Agricultural and Extension Education are teaching, research and Extension. However, within the constraints of these

responsibilities, faculty members are expected to have performed satisfactorily on service activities. Various types and levels of service activities are appropriate. Service and outreach efforts could be engaged in at various levels such as: department, college, university, community, state, national, international and professional organizations.

Service activities are evaluated according to their allocation of effort agreements. Faculty are urged to maintain a positive balance with teaching, research and extension responsibilities.

Service and outreach differ from Cooperative Extension Service (CES) activities in that they are not funded or delivered by the New Mexico CES, nor do they necessarily seek input from clientele as is done with CES. Collaboration with CES is encouraged. Service and outreach activities may include but are not limited to:

- (a) National: Active membership and participation in professional societies is recognized as an essential part of scholarship. Activities such as serving as a reviewer, editor, officer or committee chair reflect recognition by peers and credit the individual and department.
- (b) State: Service to various state agencies and clientele groups, when requested is acceptable. Consideration would be given to type of activities and the nature of the service.
- (c) Departmental: Participation in departmental planning and operation is recognized as an essential part of the duties of all faculty members.
- (d) College: Participation in college planning and operation is highly desirable and considered to be an important duty of all faculty members.
- (e) University: Faculty participation in university affairs is desirable and may reflect favorably on the individual and department.
- (f) Community: Service to the community will be considered to the extent that it contributes directly to the stature of the department and university.

E. Collegiality

Faculty members should interact and cooperate in a positive manner with each other and with students, staff, administrators and others with whom they interact with in the context of their positions at NMSU. How a faculty member works with colleagues and within the institution contributes to the workplace climate. A faculty member's willingness to function positively as part of the group is a quality that is an important consideration for promotion and/or tenure (Diamond, 2002).

Candidates will be evaluated according to the criteria outlined in section 5.90.4.6.1 of the CAHE Promotion and Tenure Policy.

- (a) Interacting positively with colleagues
- (b) Treating others with respect

- (c) Taking turns being responsible for tasks within the principal unit
- (d) Using personal expertise to solve problems
- (e) Helping to create an open environment to exchange ideas
- (f) Representing the university factually, and
- (g) Projecting a positive attitude.

F. Leadership

Leadership should embody initiative, perseverance, and originality. Candidates should show that they are having an impact through contributions to the advancement of the profession and the university. This is of particular importance when applying for promotion from Associate Professor to Professor.

The Department concurs with Section 5.90.4.5.1 of the CAHE Promotion and Tenure Policy on the definition and evaluation of leadership.

Evidence of leadership may include but is not limited to:

- (a) Serving as chair of departmental, college and university committees
- (b) Serving on college and university committees
- (c) Assuming leadership roles in community service activities
- (d) Assuming leadership roles in professional organizations

V. General Policies and Procedures for the Promotion and Tenure Process

Roles and Responsibilities of the Candidate

1. The candidate is responsible for submitting a promotion and tenure portfolio composed of a core document and documentation file in accordance with the College of Agriculture and Home Economics Criteria for Promotion and Tenure Guidelines (5.90.5.5). Candidates should use the APA citation style.
Core Document: The Core Document shall include the elements listed below in the order specified. The combination of items d-f below shall not exceed 50 pages (see University Guidelines 5.90.5.5 and 5.905.1).

- a). A routing form with spaces for the required signatures (for those applying for promotion and/or tenure)
- b). A cover sheet indicating the candidate's name, current rank, department, and college.
- c). Any documentation generated throughout the promotion and tenure process, including any numerical vote counts of the promotion and tenure committee.
- d). A Table of Contents.
- e). Candidates executive summary in which the candidate provides a summative report and personal statement regarding their activities in and philosophies regarding teaching and advising, collegiality, scholarship and creative activity, service, extension and outreach and leadership (if applicable). In the case of non-traditional scholarly activities submitted by the candidate, it may also be useful for the candidate to summarize how these activities meet the Diamond criteria. (5.90.4.2.1)
- f). Curriculum vitae
- g). Annual performance evaluations for the period under review, including the allocation of effort forms (that include goals and objectives), written statements by the faculty member as part of, or in response to annual performance evaluations, the PUA's comments, and any response made by the candidate to the PUA's comments. Numerical rankings, ratings or vote counts must be removed (University Guidelines 5.90.3.3 and 5.905.1).
- h). The most recent completed conflict of interest form.
- i). The PU's mission statement.
- j). External reviews

Documentation File: The Documentation File contains supplementary materials provided by the candidate related to the areas of activity. This material is not routed beyond the College P & T Committee, but is available for review.

2. Candidates are strongly encouraged to review examples of existing portfolios of recently promoted faculty to that rank. Examples may be obtained from the department or from the Teaching Academy. Written permission from faculty sharing their portfolio must be obtained.

3. Performance evaluations will be conducted annually as described in Section 5.86 of the NMSU Policy Handbook, and all yearly performance reports for the review period will be included in the portfolios submitted by the candidates.
4. The timeline for promotion and/or tenure is described in Section 5.90.5.9 of the NMSU Policy Handbook.
5. A candidate for promotion and/or tenure may temporarily suspend the promotion and tenure clock in accordance with the provisions of Section 5.90.3.6.5 of the NMSU Policy Handbook
6. A candidate may review all items included in the portfolio prior to its review by the Principal Unit P & T Committee.
7. A candidate for promotion or tenure may change, add, or delete materials from the portfolio at any time after its submission to the Principal Unit P & T Committee but prior to transmittal of the core document from the Principal Unit to the College. Any changes must be accompanied by a letter of transmittal to the PUA and the Chair of the AXED P & T Committee. Once the core document has been submitted to the PUA, any requested change addition or deletion should be submitted to the PUA along with a letter of transmittal. The PUA will present this information to the College Committee as allowed by CAHE policies and procedures.
8. Faculty choosing to participate in the mid-probationary review process must submit their portfolios to the PUA by mid-January. The portfolios shall be prepared in accordance with Section 5.90.5.5 of the CAHE document and be reviewed by the PU Promotion and Tenure Committee, the PUA, and the CAHE Promotion and Tenure Committee. The College Committee will provide a written formative evaluation of progress to the PUA and the candidate. The review is conducted in accordance with the principal unit's Promotion and Tenure policy (See Section 5.9.3.7 of the NMSU Policy Handbook).
9. During the review process, a candidate may withdraw from further consideration for promotion or tenure in accordance with Section 5.90.5.6 of the University Policy Manual.
10. The appeals process is outlined in the NMSU Policy Handbook, Section 4.05.40 and 4.05.50, Human Relations - General - Appeals.
11. Confidentiality and security of records will be maintained by the PUA and Promotion and Tenure Committee members at all times. All deliberations and voting of the Promotion and Tenure Committee will be confidential and conducted in a closed session only among committee members. 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.

Responsibilities of the Principal Unit Administrator

The roles and responsibilities of the Principal Unit Administrator (PUA) are described in Section 5.90.5.3 of the NMSU Promotion and Tenure Guidelines and Policies.

1. The PUA annually evaluates members of the department (unit) in the fall of each year and reports these evaluation to individual faculty members and the administration of the College of Agriculture and Home Economics in accordance to the section 5.86 of the NMSU Guidelines for Promotion and Tenure.
2. Each faculty member, in consultation with the PUA will prepare an allocation of effort statement as part of the annual performance evaluation process. The allocation of effort statement is described in detail in Section 5.90.3.4 of the NMSU Guidelines for Promotion and Tenure and Appendix 2 of the College of Agriculture and Home Economics Criteria for Promotion and Tenure.
3. The PUA is responsible for managing the peer review process (described below) for candidates seeking promotion or tenure.
4. Confidentiality and security of records will be maintained by the PUA and Promotion and Tenure Committee members at all times.
5. The Principal Unit adheres to the policy regarding post-tenure review set forth in Section 5.87 of the University Policy Manual, by providing a written annual review of the performance of each faculty member.
6. At least every three years, the written criteria for promotion and/or tenure policies and procedures for the Principal Unit will be reviewed and updated, if necessary. 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 by notifying the PUA in writing by February 1st of the year the candidates submit their documents for Spring Review.
7. In the case of a candidate with a split appointment among principal units, all PUA's must review independently the candidate's portfolios.
 - Each PUA involved in the process will consult with all other involved PUA's
 - The PUA of the primary principal unit will submit a letter of evaluation to the Dean. The other PUA's also may submit letters of evaluation to the Dean.(CAHE Criteria for Promotion and Tenuure 5.90.5.3)

Guidelines for Conducting the External Review Process

Evaluation of a faculty member's accomplishments can best be made through the informed judgements of peers and colleagues in the profession. In matters of promotion the principal unit administrator will always seek external reviewers of the highest caliber. The peer review process will be managed by the PUA in consultation with the candidate.

1. Evaluators may request additional information at any time prior to issuance of their recommendation by submitting a written request to the PUA and the Chair of the Principal Unit Promotion and Tenure Committee, who will transmit the request to the candidate

2. A minimum of five letters of reference will come from peers, students and colleagues. Letters of reference must include letters from the candidate's Principal Unit, letters from the university but outside the candidate's PU, and letters from outside the university.

The

candidate will provide the PUA with a list of potential references. Letters of references will be solicited by the PUA. The final list of references can include, but is not limited to the names on the list provided by the candidate.

3. The PUA will obtain letters from a minimum of two external reviewers suitable to review the candidates qualifications. The PUA will provide the external reviewers with the following:

a. A cover letter including:

- * A request for a brief statement regarding the individual's qualifications to serve as a reviewer
- * A request that the reviewer indicate the relationship between the candidate and the reviewer
- * notification that the candidate will have an opportunity to read the letter of assessment
- * notification that third parties in the event of an EEOC or other investigation into a tenure or promotion decision may review the letters

b. Candidates' core document

c. Principal Unit's Promotion and Tenure Guidelines

d. Three examples of published scholarly and creative work including but not limited to peer reviewed journal articles

4. Any unsolicited letters received that pertain to a candidate's application for promotion and tenure will be marked as such and included at the end of the External Reviews section of the core document.

The Principal Unit Promotion and Tenure Committee

The Department of Agricultural and Extension Education (AXED) Promotion and Tenure Committee will consist of all faculty members above the rank of Assistant Professor within the Department. Consideration of candidates for promotion to Professor will be conducted only by committee members who currently hold that rank. At no time will a candidate be considered by fewer than three eligible committee members. If the number of Agricultural and Extension Education Committee members is insufficient, the PUA will, in consultation with the existing committee, select from other departments in the College. The committee Chair must be fully-promoted.

The AXED Promotion and Tenure Committee meets each spring when appropriate to review and provide feedback to candidates on their progress toward tenure and promotion. They meet again in the fall to consider completed files of candidates who have applied for tenure and/or promotion. A specific timeline for the submission of portfolios and action dates for the promotion and tenure process during the upcoming fiscal year is provided by the Dean of CAHE during the spring semester, with a suggested approximate timeline provided by the Provost each fall. Candidates applying for tenure or promotion in the fall should have the CV portion of their portfolio and letter of application completed by August 1 and their entire portfolio completed by September 1.

1. Each year the Promotion and Tenure Committee (P & T) will:
 - (a) evaluate the progress toward a continuous contract of each nontenured tenure-track faculty member and report in writing to the department head the strengths and weaknesses of each in the areas of teaching, scholarly and creative activity and extension and outreach.
 - (b) recommend in writing to the PUA whether or not a new temporary contract should be issued to each of these faculty members.
 - (c) if a new temporary contract is issued, the PUA must give a copy of this report to the candidate, and discuss it with the candidate. The candidate may respond to this report in writing, requesting clarification from the committee, and may submit supporting documentation for further committee review.
 - (d) tenured faculty members seeking promotion to full professor may choose, but are not required to have their packet reviewed on a yearly basis. Packets reviewed will receive in writing a summary of progress that outlines strengths and weaknesses in the areas of teaching, scholarly activity, professional leadership, international, and extension and outreach.
 - (e) Review the University's Conflict of Interest Policy to ensure all committee members are informed and in compliance.

2. The committee will meet each year to discuss non-tenured tenure- track faculty in the department. Recommendations will be made regarding which faculty members should be considered for a continuous contract in the Spring before the final probationary period. The following Fall the committee will review the cumulative documentation of those candidates it had recommended for consideration the previous spring. They will add a letter of assessment to the candidate's packet that provides the strengths and weaknesses in the areas teaching, scholarly activity, and extension and outreach, and the results of balloting.

The Principal Unit Administrator (PUA) will:

- (a) provide to committee members, each year, a list of the faculty eligible for promotion and/or tenure by name, rank, date and place of last promotion (or appointment), day employed on New Mexico State University faculty, and date started on tenure track at NMSU.
 - (b) inform the untenured faculty member of the committee's recommendation.
 - (c) assist candidates in completing his/her files documenting their achievements in teaching, scholarly activity, and extension and outreach.
 - (d) ask the candidate for a list of people whose stature in the candidate's professional areas and research areas is such that the reviewer can write an informed objective evaluation.
 - (e) have the option to add names to this list.
 - (f) select the external reviewers from the extended list.
 - (g) contact the reviewers and arrange for the letters. Reviewers will be sent a copy of the candidates' resume and a minimum of three research publications.
3. The Promotion and Tenure Committee will reach one of the following decisions:
 - (a) Recommendation for tenure and for promotion.
 - (b) Recommendation for postponement of a decision (if such a decision is possible within the time-line established by the University)
 - (c) Failure to Recommend, or not to award tenure or promotion.
 4. The PUA will evaluate the candidates' resume for promotion and tenure. The PUA will discuss the committee's report and his/her own evaluation with the candidates being considered. The faculty member will elect at this time to proceed or withdraw from

further consideration.

5. The Principal Unit Administrator, Promotion and Tenure Committee, and the individual being considered have the responsibility for preparing the document containing the supportive evidence with confidential materials such as the solicited letters being added by the department head.

6. Comments and positions of the individual members of the Departmental Promotion and Tenure Committee will not be revealed outside of the committee. All committee deliberations are confidential. Final decisions of the committee and the department head will be revealed per University promotion and tenure policy procedures.

7. The Principal Unit Promotion and Tenure Committee chair will prepared written ballots. Voting must be in person and in secret. Absentia and proxy ballots are not permitted.

All

votes must be recorded.

8. After each step in the evaluation process, and prior to the next evaluation, the candidate will receive a written notification of the recommendation rendered. Notifications from the Principal Unit Promotion and Tenure Committee and the CAHE Promotion and/or Tenure Committee will consist of copies of each committee's letter to the PUA or Dean, including the numerical vote count. Notifications of recommendations by the PUA or Dean will consist of a copy of the letter prepared by that administrator for inclusion in the core document.

9. The Dean of the College or his/her representative, as well as the PUA, may meet with the Principal Unit's Promotion and Tenure Committee to discuss procedural matters.

10. The Principal Unit's Promotion and Tenure Committee will submit a document to the PUA. This document will consist of a cover letter, and report(s). The cover letter will state the date of the meeting, members in attendance and the numerical vote count. Signature lines will be provided for all members of the committee to indicate that procedures were followed and they were provided an opportunity to review the report(s). The majority report will contain a summary of the committee members' recommendations, commendations and concerns. Committee members with dissenting opinions may submit a minority report in conjunction with the majority report.