

**PROCEDURES AND CRITERIA FOR PROMOTION OR TENURE OF
ALL FACULTY**

**DEPARTMENT OF ENTOMOLOGY, PLANT PATHOLOGY AND
WEED SCIENCE
New Mexico State University**

Departmental Mission

The departmental mission is to provide academic instruction, research and service among the disciplines of Entomology, Plant Pathology and Weed Science, the three primary disciplines that focus on pest management in semi-arid ecosystems. The strength of the department is the interaction of these disciplines in understanding the biology of pest organisms, their interactions and how pests impact agriculture and natural resources.

Departmental Goals and Objectives

Research Philosophy:

Our department research mission is problem solving to answer both basic and applied questions to the benefit of our local, state, and regional clientele and the betterment of science. The department strives to meet the current and future challenges in our respective disciplines. Discipline-based research is important to the academic success of individual faculty members, to meet the goals of promotion and tenure, and to the goals of the department. However, more of the department's research effort is shifting towards interdisciplinary approaches to address pest problems.

Interdisciplinary research is designed with a single goal in mind, and studies are linked across areas of expertise to answer questions that involve multiple disciplines. Accomplishments and interpretation are dependent upon and formulated by the interdisciplinary group as a whole.

Each faculty member has discipline-related expertise that can be used to approach these interdisciplinary problems. Our major departmental efforts can be described by four general themes:

- **Biology:** The development of a basic understanding of life cycles/phenology, physiology, and taxonomy of important pests and beneficial organisms as the foundation for conducting interdisciplinary research.
- **Population dynamics/interactions:** The use of basic information on pest and beneficial organism biology to understand the factors that affect population changes on scales from molecular to landscape.
- **Ecosystems monitoring:** The development and application of technologies to monitor pest and beneficial organism populations and ecosystems.

- **Integrated management:** The design of effective systems management strategies founded on a thorough understanding of pest and beneficial organism biology and population dynamics.

Teaching Philosophy

The Department teaches integrated biology so students can understand and manage current and emerging issues in plant and animal health and protection, using tools from molecular to landscape scales.

The teaching emphasis in our department is on problem-solving and mirrors our research mission, which is also aimed at solving problems. Our research programs feed our teaching program. Within this context, our teaching program provides the discipline-related background and tools to enable students to approach and solve problems.

In the pursuit of our mission, we rely on specialists in other departments to teach basic mathematics, physics, chemistry, biology, etc. Our EPPWS courses provide upper division instruction which builds on this basic science background and incorporates environmental issues, monitoring, and management to teach our students to apply problem-solving skills to biological issues... "finishing out" their education.

Service and Outreach Philosophy

The service goal for EPPWS is to provide activities and services within the disciplines of Entomology, Plant Pathology and Weed Science that create student opportunity and enhance agricultural production, environmental stewardship, natural resource management, and quality of life for New Mexicans. We support service to our disciplines, scientific societies, the broader scientific community, and the university, college and department. Service activities range from reviewing papers and proposals to committee service, leadership roles, and directly working with the agricultural industry.

We support outreach to educate K-12 groups and the community through formal and informal activities. Outreach includes promoting the department, our disciplines, and recruiting activities.

General Statement

Promotion of and issuances of continuous contracts to faculty members are matters of utmost importance to the Department. There are many criteria by which individual faculty members are evaluated, as most faculty have teaching and research responsibilities, as well as service obligations. Promotion and/or tenure evaluations must consider the individual's performance in relation to agreed-upon annual allocation-of-effort statements.

The Department follows the criteria for promotion and tenure stated in Section 5.90.4 of the NMSU Policy Manual as well as the College Promotion and Tenure

Guidelines (both found at <http://cahe.nmsu.edu/employee/pt/welcome.html>). The policies and procedures regarding promotion and tenure that are set forth in the NMSU Policy Manual supercede College and Department policies. All faculty should be thoroughly familiar with these stated policies and procedures.

It is imperative that faculty have both the opportunity and the desire to grow and develop as professionals. Within the College of Agriculture and Home Economics, candidates for promotion and/or tenure are evaluated by the Principal Unit (department in the case of EPPWS) Promotion and Tenure Committee, the Department Chair, the CAHE Promotion and/or Tenure Committee, and the Dean. At all levels of this evaluation process, judgments are made based on an individual's responsibilities and performance. These judgments must recognize that each faculty member has a unique responsibility within the university. The candidate must be aware that advancement to the next academic rank requires excellence in their specific technical area, evidence of developing stature in the university, state and nation and a professional maturity expected of those in particular professional ranks.

Candidates for promotion and/or tenure are responsible for providing the materials that allow the various evaluators to make a fair appraisal of the individual's performance, professional maturity and likelihood of continued contribution to the department, college and university. These materials are presented in a portfolio that adheres to the requirements described in Sections 5.90.5.5 (Portfolio Preparation) of the NMSU Policy Manual and the CAHE Criteria for Promotion and Tenure. The curriculum vitae portion of the portfolio should adhere to the Curriculum Vitae Format described in Appendix 5 of the CAHE Criteria for Promotion and Tenure. Candidates are strongly encouraged to review, as examples, portfolios of recently-promoted faculty within the department. If desired, the Chair of the EPPWS P/T Committee will assist candidates in obtaining example portfolios.

The Department Chair will meet annually with all faculty members regarding progress toward promotion and/or tenure, agreed upon goals and objectives, and annual performance evaluation. An annual allocation-of-effort statement will be prepared and agreed upon with the Department Chair as arranged at the spring performance review. Faculty members have the option to submit a written statement in response to their annual performance evaluation.

The Departmental Promotion or Tenure Committee

The Department of Entomology, Plant Pathology and Weed Science Promotion and Tenure (P/T) Committee will consist of all faculty members above the rank of Assistant or College Assistant Professor within the department. Consideration of candidates applying for promotion to Professor or College Professor will be conducted only by EPPWS P/T Committee members who currently hold those ranks. At no time will a candidate be considered by fewer than three eligible committee members. If the number of EPPWS P/T Committee members is

insufficient, additional fully-promoted members will be sought from departments with similar research/teaching structure within the College (e.g. Plant & Environmental Science; Animal and Range Science). The committee Chair must be fully-promoted and will be elected to a three year term by the members.

The Dean, Department Chair, or comparable administrators may meet with the Committee to discuss procedural matters. The Committee will oversee the election of one fully-promoted member to serve on the CAHE Promotion and/or Tenure Committee in accordance with the provisions of Section 5.90.5.3 h) of the CAHE Criteria for promotion and tenure. All faculty members, including Assistant and College Assistant Professors, within the EPPWS Department are eligible to vote in this election.

The EPWS P/T Committee meets each spring when appropriate to review and provide feedback to candidates on their progress toward tenure and/or 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 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.

The following is a general timeline and procedural information regarding application for promotion or tenure for candidates within the Department:

Mid-January:

- Tenure-track faculty choosing to participate in the mid-probationary review process (this is separate from the EPWS P/T Committee annual review) submit their portfolio to the Department Chair. The portfolio shall be prepared in accordance with the Section 5.90.5.5 of the CAHE Criteria for Promotion and Tenure, and to be reviewed in the spring semester by the EPPWS P/T Committee, Department Chair, and CAHE Promotion and/or Tenure Committee.
- The College committee will provide the department Chair and candidate a written formative evaluation of progress of the mid-probationary period.

March 1:

- Faculty (all tenure-track Assistant Professors and Associate Professors or College Rank faculty requesting document review in preparation for promotion) should submit a cumulative activity report (using the CAHE approved CV format referred to previously) to the Chair of the EPPWS P/T Committee, who will circulate the reports to the committee for evaluation.

Mid- to late March:

- The EPPWS P/T Committee will meet and review the activity reports and prepare a written review of each candidate, which will be provided to the candidate (with a copy to the Department Chair) by the end of March. The review will provide written comment on the progress of the faculty member, as well as suggestions on any areas of weakness the faculty member may have.
- The documentation will be reviewed by the Department Chair who will provide the faculty member an independent, written annual evaluation of their progress towards tenure and/or promotion.

March through July:

- The provost will request signatures on annual contract recommendation forms at some point during this time.

May through August:

- Candidates applying for tenure or promotion will prepare their portfolio with the assistance of the Department Chair.
- Internal and external reviewers must be contacted by the Department Chair in early August to request letters evaluating the candidate's application for promotion. The candidate should provide a list of and contact information for up to 15 potential reviewers who are familiar with and qualified to evaluate the candidate's accomplishments in the various areas under consideration (teaching and advising; scholarship and creative activity; outreach; service) to the Department Chair by August 1. The list should include current and former students, peers or administrators from NMSU, and peers or administrators at other institutions or agencies.
- The Department Chair will ask potential reviewers if they are willing to provide a letter and will provide copies of the candidate's Curriculum Vitae from their portfolio, letter of application, and the EPPWS evaluation criteria for promotion. Instructions to reviewers should include the following:
 - a. A request for a brief statement regarding the individual's qualifications for serving as a reviewer.
 - b. A request that the reviewer indicate the relationship between the candidate and the reviewer.
 - c. Notification that the candidate and third parties will have an opportunity to read a redacted version of the letter of assessment.
 - d. Notification that third parties, in the event of an EEOC or other investigation into a tenure or promotion decision, may review letters.
 - e. Letters of assessment will be addressed to the Department Chair, who will insert these letters in the candidate's core document.

September 1:

- Candidates must submit the completed portfolio to the Chair of the EPPWS P/T Committee. The Chair will circulate the core document to the committee for review prior to October 1. The documentation file (second document in the applicant's portfolio) will remain in the Department Chair's office, and should remain in the EPPWS office during

review. Only members of the EPPWS P/T, other principal unit P and T (in the case of split appointments) or CAHE Promotion and/or Tenure Committees or administrators charged with evaluating the candidate will be allowed to review any portion of the portfolio.

October 1:

- The Chair will schedule a meeting of the EPPWS P/T Committee to consider the applications for tenure or promotion within the department according to the following procedure:
 - Prior to discussion of the portfolio, each member of the EPPWS P/T Committee is responsible for reviewing the University Conflict of Interest Policy as stated in Sections 3.19-3.22 of the University Policy Manual and self identifying if a conflict of interest exists with the candidate.
 - The Committee then discusses the portfolio submitted by the candidate. Any committee member who has questions or reservations concerning the fitness of the candidate for advancement must express those concerns and explicitly cite those reasons during the meeting.
 - The EPPWS P/T Committee will reach one of two decisions:
 - Recommendation for tenure or promotion
 - Recommendation that tenure or promotion be denied.
 - Deliberations and voting will be conducted in closed session with only those committee members present permitted to vote. Voting will be conducted by secret ballot, and only tenured members are eligible to vote on tenure decisions. All votes must be recorded. A simple majority vote of the EPPWS P/T Committee shall determine the recommendation by the committee.
 - The recommendation will be forwarded in writing to the candidate and the Department Chair and shall include: the number of abstentions and votes recommending for or against tenure or promotion; commendations and concerns relative to criteria; dissenting opinions containing specific commendations, concerns, and recommendations addressing the criteria in each of the areas required for promotion and tenure; and shall be signed by all Committee members present at the meeting.

Criteria for Evaluating Candidates for Promotion or Tenure

While it is very difficult to list all the attributes that a candidate for promotion and tenure might use as evidence of their worthiness for advancement, it is expected that all faculty possess a high level of scholarship, are effective at teaching, present a demonstrated ability to cooperate effectively with other departmental members and possess a record of service. The Department recognizes that the proportion of effort devoted to discipline-based research versus interdisciplinary research will vary among individuals depending on current knowledge within their discipline, clientele needs, interests of the faculty member, and stage of career development. It is expected that each candidate explain how they have chosen to develop their research and teaching programs, and how their program fits into the larger research and instructional goals of the Department. Faculty members will be evaluated proportionally to their unique allocation-of-effort contributed to the department. In all activities, the department values integrity through responsible and honest interactions with staff, students, colleagues, and constituents in an atmosphere of mutual respect.

1. Teaching (Instruction) and Advising

Effective teaching is difficult to measure precisely. Components of good teaching commonly include the teacher's knowledge of the field, skill in arousing interest, and ability to relate the field of knowledge to human problems. Also, skill is needed in awakening students to the realization of the social, political, economic and ethical implications of their study. Courses should be organized and up to date. Evidence for effectiveness of teaching at the undergraduate and graduate levels will be based on:

- student evaluations, and peer and/or the Department Chair's evaluations,
- letters from former students,
- innovations employed such as new teaching techniques, new curricula, new courses developed, and contributions to more effective teaching.
- teaching improvement activities.

Undergraduate student mentoring and advising can be an important role for faculty. Evidence of successful mentoring and advising include:

- Providing academic support: such as helping students plan schedules and making sure that they complete graduation requirements.
- Providing research experience: such as supporting students that show an interest in doing independent research.
- Evidence of other forms of student mentoring and support

Evidence of graduate student mentoring and advising:

- All faculty are expected to help train graduate students. On-campus faculty are expected to serve as graduate committee chairs and committee members, while off-campus faculty may find it more difficult to chair committees.

- Encouragement and support of graduate student involvement in professional activities at the local, regional, and national levels.
- Academic support and mentoring to encourage students to complete degree requirements in a timely manner.

2. Scholarship and Creative Activity

Scholarship within the Department of Entomology, Plant Pathology and Weed Science are viewed as the sum of the candidate's scholarly research, teaching, and extension activities described below, plus scholarly activities that are part of items **3. Outreach** and **4. Service** later in this document. The faculty member's activities will be judged in relation to their division of effort as defined in their agreed-upon annual allocation of effort statement.

a. Research Scholarship

Candidates should present evidence of creative activities that demonstrate professional merit, interest and peer recognition. Faculty members with research efforts in the department are expected to, in consultation with the Department Chair, initiate project outlines for internally-funded research, and to develop proposals to secure outside grant funding to support their research effort. The department endeavors to provide funding to help keep a research program active on a continuing basis; however, no faculty member will realize their potential to the department, college or university unless outside funds are secured to support their area of activity. The degree of success in these efforts will be weighed against such factors as sources and availability of funds.

The evidence of successful research activity can take a variety of forms, the most obvious of which is publication in quality, refereed journals applicable to the particular discipline. In a Land Grant University like NMSU, publication in experiment station bulletins and research reports are also valued, as are invited contributions to published books, book chapters, and similar scholarly publications. Invited papers presented at professional meetings or other venues are evidence of external recognition of scholarly achievements, whereas contributed papers typically demonstrate initial presentation of new discoveries within the candidate's discipline. Awards for research accomplishments, invitations to serve on grant review panels or task forces, and work accomplished by graduate students are also indications of successful research activity. Faculty will be expected to describe the importance of the various aspects of their research scholarship relative to the mission of the department. For example, the statement should reflect how preliminary research led to grants or other funding sources and that results were presented to the appropriate audiences and resulted in a publication. Faculty should explain their roles in each publication and the value of the publication.

- b. **Teaching Scholarship** – Although not a major goal of the department, successful development and testing of new teaching approaches and products are valued. Peer acceptance, such as publication of journal articles or invited papers presented at professional meetings are examples of proper forms of documentation.
- c. **Extension Scholarship** – Any extension efforts will be evaluated according to College’s guidelines for extension scholarship.

3. Outreach

The cultivation of relationships with NMSU’s stakeholders using the faculty member’s professional expertise through presentations at grower meetings, field days, K through 12 audiences and the like is valued by the department. Certain activities may overlap with those described in section 4. **Service** below. Candidates have the flexibility to choose the section within which they believe particular activities fit best. However, each activity should only be described in one section. In addition, certain **Outreach** and **Service** activities may also represent **Scholarly Activities**. Candidates are encouraged to designate such activities separately within **Sections 3.** and **4.**, explain the scholarly nature of these activities, and how they relate to the mission of the department.

4. Service

Faculty are expected to provide evidence of their contributions to professional service, as stated in the University, College and Department of Entomology, Plant Pathology, and Weed Science guidelines for promotion or tenure. Faculty members may demonstrate service in numerous ways.

- **Professional Organizations:** Active participation in professional societies is an essential part of scholarship and service. Membership in applicable professional societies and attendance at meetings is expected. Activities such as serving as a reviewer, editor or officer in professional organizations are evidence that a faculty member is recognized and respected by peers.
- **Non-paid consulting:** Non-paid consulting with producers, various state agencies, and other departments within the College or University are examples of professional service. Depending on a faculty member’s professional expertise, such service needs may be greater if no counterpart exists in the Cooperative Extension Service or elsewhere on campus. Where practical, research and teaching faculty are encouraged to contribute their service when such needs exist.
- **Department:** Each faculty member is expected to participate in departmental committees, faculty meetings, departmental planning, and other activities as needed. Collegial participation is essential to better achieve the common goals of the department.

- College and University: Faculty participation in college and university affairs is desirable and reflects favorably on the individual and the Department. It is important, however, that faculty members and administrators ensure that participation in College and University activities does not reach a level that adversely affects an individual's research and teaching activities – particularly in the case of untenured, tenure-track faculty.
- Community: Faculty member service to the community should be related to that person's professional knowledge and skills at NMSU, and should contribute to the stature of the Department and the University.

5. Collegiality

It is desirable that faculty members within the Department interact and cooperate with each other, with staff, and with students in a professional manner. Faculty are expected to be cognizant of the overall mission of the Department and to contribute positively to that mission. Examples of collegiality include demonstrated willingness to share departmental facilities and equipment among faculty within the department; with staff and students where appropriate, and with members of other departments when feasible.

6. Leadership

Demonstrated leadership is essential to promotion to the rank of professor. The expectations of leadership are provided in Section 5.90.3.5 of the NMSU policy manual and in the CAHE P&T policy. Evidence includes documentation of leadership activities by the candidate plus outside recognition of these contributions.

Miscellaneous Procedures Pertaining to Promotion or Tenure.

- A candidate may temporarily suspend the promotion and tenure clock in accordance with the provisions in Section 5.90.3.6.5 of the University Policy Manual.
- A candidate may review all items included in the portfolio prior to its review by the EPPWS P/T Committee.
- A candidate for promotion or tenure may change, add, or delete materials from their portfolio at any time after its submission to the EPPWS P/T Committee but prior to transmittal of the core document from the Department to the College. Any changes must be accompanied by a letter of transmittal to the Department Chair and Chair of the EPPWS P/T Committee. Once the core document has been submitted to the College, any requested change, addition or deletion should be submitted to the Department Chair along with a letter of transmittal. The Department Chair will present this information to the College Committee as allowed by CAHE policies and procedures.
- After each step in the evaluation process, and prior to the next evaluation, the candidate will receive written notification of the recommendation rendered. Notifications from the EPPWS P/T Committee and the CAHE Promotion and/or

Tenure Committee will consist of copies of each committee's letter to the Department Chair or Dean, including the numerical vote count. Notifications of recommendations by the Department Chair or Dean will consist of a copy of the letter prepared by that administrator for inclusion in the core document.

- 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.
- Any unsolicited letters received that pertain to a candidate's application for promotion or tenure will be marked as such and included at the end of the External Reviews section of the core document.
- Evaluators may request additional information at any time prior to issuance of their recommendation by submitting a written request to the Department Chair and the Chair of the EPPWS P/T Committee, who will transmit the request to the candidate.
- The Department 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.
- Candidates for promotion or tenure are encouraged to familiarize themselves with the university procedures for appeals, specific details of which can be found in the Sections 4.05.40 and 4.05.50 of the university Policy Manual.
- The EPPWS *Procedures and Criteria for Promotion or Tenure of All Faculty* will be reviewed and updated at least every three years. The next review will be completed no later than 15 May 2011. The review will be initiated by the Chair of the EPPWS P/T Committee and conducted by the departmental faculty as a whole. If any policy changes regarding promotion or tenure should occur at the Department, College, or University level during a faculty member's pre-tenure or pre-promotion period, that faculty member may choose the policy under which they wish to be evaluated. The Department Chair will notify all faculty of any changes to the Department, College or University promotion or tenure policies. Subject to University and college policies, within three months of notification or in adherence to the timeline established by the policy change, each faculty member who is not yet fully promoted will inform the Department Chair and the Chair of the EPPWS P/T Committee in writing of their choice of policies to be used for future evaluation for promotion or tenure.