

Department of Family and Consumer Sciences
New Mexico State University

Promotion and Tenure Guidelines

July 16, 2008

FAMILY AND CONSUMER SCIENCES DEPARTMENTAL GUIDELINES

Introduction

Mission

The Department of Family and Consumer Sciences (FCSC) at New Mexico State University is committed to the broad mission of land-grant universities in general, our University in particular, and the mission of the College of Agriculture and Home Economics. The philosophical base from which we developed the Departmental mission statement emanates from the beliefs that:

- Issues impacting the human condition are interconnected in nature;
- Quality of life is affected by reciprocal relationships between people and their environments;
- Human beings and families are the fundamental units of society;
- Education empowers people to make informed decisions.

The Department offers a unique, multi-disciplinary perspective from which to address issues encountered by individuals as they interact with their environment. Issues are addressed from state, national and international perspectives. The faculty in the Department of Family and Consumer Sciences serve the culturally diverse clientele of New Mexico through quality teaching, research, extension education, and public service programs. They endeavor to produce and disseminate scholarly information to advance the understanding of the citizens of New Mexico in the areas of human development, family relations, family resource management, clothing, fashion merchandising, textiles, food science and technology, human nutrition, and family and consumer sciences education. All faculty in the Department are expected to work toward the fulfillment of this mission as they proceed towards tenure and promotion.

Departmental Goals and Objectives

Goals

The Department of Family and Consumer Sciences at New Mexico State University has the following goals in teaching, research, and outreach and service:

1. Providing excellence in instruction in the various aspects of Family and Consumer Sciences to prepare students to enter and advance in their chosen professions.
2. Conducting research to add to the Family and Consumer Sciences body of knowledge, and working with individuals and families to apply such knowledge to their lives.
3. Providing professional outreach and service and leadership to stakeholders, including other professionals and consumers.

To achieve these goals, the department objectives are to:

1. Provide outstanding undergraduate and graduate programs with coursework in the various aspects of Family and Consumer Sciences.
2. Provide effective advising to assist both undergraduate and graduate students in achieving their academic and career goals.
3. Serve students university-wide through course offerings unique to Family and Consumer Sciences.
4. Plan, conduct, and disseminate research, and apply knowledge at the local, state, national, and international levels.
5. Respond with service and outreach efforts to meet the needs of students, the university, communities, and the profession.
6. Provide faculty with opportunities to assume leadership positions at the departmental, college, university, state, national and international levels.

Promotion and/or Tenure: Expectations and Evaluation

The Department of Family and Consumer Sciences (FCSC) 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://cahe.nmsu.edu/employee/p_t.html) and the College of Agriculture and Home Economics (CAHE; http://www.cahe.nmsu.edu/employee/forum/docs/CAHE%20Promotion%20and%20Tenure_final.pdf). A candidate must read all three documents to fully understand the process.

The candidate will prepare a portfolio consisting of a core document and a documentation file. The elements of the core document are described in Section 5.90.5.5 of the CAHE Promotion and Tenure document. A major component of the core document is the curriculum vita (CV) which should follow the format found in Appendix 6 of the CAHE Promotion and Tenure document. Sample portfolios are available at the NMSU Teaching Academy, although they may not follow the current guidelines. University policies regarding promotion and /or tenure supersede both the principal unit (PU) and college policies. 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 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. Although this is an option, this is highly recommended. The evaluation of performance and achievement will be based on allocation of effort

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 allocation of effort statements may vary from person to person depending on their assigned responsibilities. Performance will be evaluated at the time of application for tenure and /or promotion, in three (3) broad areas: scholarship and creative activities, teaching and advising, and service and outreach endeavors.

Non-Tenure Track Faculty Policy

Non-tenure track faculty in the Department of Family and Consumer Sciences will be evaluated using the same criteria as outlined below for Assistant Professors based on their allocation of effort statement. The guidelines for non-tenure track faculty found in Appendix 1 in the CAHE Promotion and Tenure Document will be adhered to by these faculty. The time in this rank is not predetermined.

I. Scholarship and Creative Activity

In keeping with NMSU and CAHE's vision and mission statements, the FCSC Department 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 critique or review and shared with one's peers through written publications, oral presentations, improved methodologies, program developments or other advances in professional practice. All scholarship and creative activities should result in peer-reviewed products that adhere to criteria 5.90.4.2.1 (University Policy). The department recognizes the individual faculty member's academic freedom to engage in scholarly and creative activities within their area(s) of expertise, in any of the four scholarships of discovery, teaching, engagement and integration. Each of the four scholarships is defined below. Although the four scholarships will be viewed with equal importance, faculty should have published research articles within their area(s) of expertise in refereed journals as part of their scholarly activities.

A. Scholarship of Discovery

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

Examples of products and creative endeavors:

- juried or invited exhibits and artistic endeavors
- book publication; authoring chapters in books
- articles in refereed journals
- submitting manuscripts related to scholarly activities
- publication of peer-reviewed monographs or creative work
- refereed and invited presentations of new knowledge to college, professional and scholarly audiences

- development of software/video publications
- grantsmanship (submitting and/or obtaining funding)
- creation of scales/instruments involved in original research

B. Scholarship of Teaching

Scholarship of teaching 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.

Examples of products and creative endeavors:

- articles on teaching of the subject matter
- researching and presenting effective teaching strategies
- documenting new approaches to teaching a class or subject
- evidence of innovative classroom practices, including use of technology
- grantsmanship (submitting and/or obtaining funding)

C. Scholarship of Engagement

The faculty member applies his/her disciplinary expertise to explore, understand and solve pressing social, civic, and ethical problems that demand the same level of rigor and accountability as is traditionally associated with research (discovery) activities.

Examples of products and creative endeavors:

- consulting in research endeavors
- policy analysis
- program evaluation
- program revision and other evidence-based improvements
- development of improved practices and procedures in the profession
- grantsmanship (submitting and/or obtaining funding)

D. Scholarship of Integration

Scholarship of integration consists of "making connections across disciplines and advancing knowledge through synthesis" (Boyer, 1990). This involves the critical evaluation, synthesis, analysis, or interpretation of the research or creative work produced by others which may be inter- or multidisciplinary in nature.

Examples of products and creative endeavors:

- interpreting existing research
- doing research on the boundaries where fields converge
- book publication; authoring chapters in books
- published articles in non-academic publications
- articles and reports in peer-reviewed trade journals and magazines
- editor or referee of a journal or book
- grantsmanship (submitting and/or obtaining funding)

Departmental Evaluation Criteria for Scholarship and Creative Activity

Evaluation of faculty for promotion and tenure is based on the performance towards goals and objectives as described in the cumulative allocation of efforts statements. These statements may vary based on rank, assigned responsibilities and performance expectations. Candidates for promotion and/or tenure should provide strong evidence that they have continuously been engaged in scholarly and other creative activity of high quality and significance in at least one of the four areas of scholarship. *All scholarship and creative activities should result in peer-reviewed products that adhere to criteria 5.90.4.2.1 (University Policy).* Faculty should have published research articles within their area(s) of expertise in refereed journals as part of their scholarly activities. Collaboration with the Cooperative Extension Service (CES) and other entities is encouraged.

Assistant Professors/Regular College Assistant Professors

This section applies to candidates moving from Assistant to Associate rank. In CAHE, promotion and tenure are linked for tenure-track faculty. A person holding a College Faculty appointment is eligible for promotion in rank but not eligible for tenure. The expectations for both tenure- and non-tenure-track faculty are the same and based on the allocation of effort statements that have been agreed upon. The criteria below pertain to faculty with a 12-month 25% research appointment. Therefore, for a candidate with a different allocation of effort for research and scholarly activities, the expectations will be adjusted accordingly.

1. By the time of application for promotion, candidates should demonstrate successful completion of scholarly and creative projects/activities leading to publication of peer-reviewed articles/products (Refer to examples of acceptable forms of products in earlier section). Faculty should have at least three (3) peer-reviewed research articles published or in press. At least one of these articles should be based on work done while employed at NMSU.
2. By the time of application for promotion, candidates should have produced evidence of at least five (5) additional peer-reviewed or invited scholarly products. Scholarly products may come from any of the four areas of scholarship.
3. In addition to (1) and (2) above, non-peer-reviewed research and scholarly products or creative endeavors will also be given consideration in the evaluation of candidates' applications for tenure and/or promotion.

NOTE: Faculty on a 100% teaching appointment (9 or 12 month) should have a minimum of one (1) peer-reviewed research article published or in press (see #1 above), and a minimum of two (2) scholarly products from any of the four areas of scholarship (see #2 above). Item #3 above also applies to faculty in this category.

Flexibility in these requirements is possible based on quality of publications and scholarly products.

Associate Professors

A person applying to be considered for the rank of Professor must have established a distinguished reputation in his/her area(s) of expertise. The candidate should demonstrate evidence of significant and sustained achievement at high levels of accomplishment and potential for continuing endeavors in scholarly and creative activities since last promotion, including contributions /endeavors at state, national and/or international levels. Additionally, the candidate should also demonstrate commitment to mentoring other faculty members in scholarly and creative activities. The expectations for candidates applying for promotion to the rank of Professor are also based on the allocation of effort statements that have been agreed upon. The criteria below pertain to faculty with a 12-month, 25% research appointment. Therefore, for a candidate with a different allocation of effort for research and scholarly activities, the expectations will be adjusted accordingly.

1. By the time of application for promotion, candidates should demonstrate successful completion of scholarly and creative projects/activities at the state/national and/or international levels leading to publication of peer-reviewed articles/products (Refer to examples of acceptable forms of products in earlier section). Faculty should have at least three (3) peer-reviewed research articles published or in press, with at least one (1) article as lead author, since last promotion.
2. By the time of application for promotion, candidates should have produced evidence of at least five (5) additional peer-reviewed or invited scholarly products for professional peers at state, national and /or international levels. Scholarly products may come from any of the four areas of scholarship.
3. In addition to (1) and (2) above, leadership in non-peer-reviewed research and scholarly products or creative endeavors at state, national and/or international levels will also be given consideration in the evaluation of candidates' applications for promotion.

NOTE: Faculty on a 100% teaching appointment (9 or 12 month) should have a minimum of one (1) peer-reviewed research article as lead author, published or in press, since last promotion (see #1 above), and a minimum of two (2) scholarly products from any of the four areas of scholarship (see #2 above). Item #3 above also applies to faculty in this category.

Flexibility in these requirements is possible based on quality of publications and scholarly products.

II. Teaching and Advising

Faculty members in the Department of Family and Consumer Sciences typically have a large portion of their allocation of effort devoted to teaching and advising. The teaching and advising category includes all forms of university-level instructional activity, as well as advising undergraduate and graduate students. Such activities are commonly characterized by:

- the dissemination of knowledge within a faculty member's area of expertise;
- skill in stimulating students to think critically and to apply knowledge to human problems;
- the preparation of students for careers in specific fields of study;
- participating in professional development activities for teaching and learning;
- revising curriculum based on current research about effective teaching strategies in the field;
- developing new courses and curriculum; and
- creation and supervision of appropriate field or clinical experiences.

Teaching responsibilities may include, but are not limited to, preparation for teaching of a variety of courses; the mentoring of colleagues including peer reviews of teaching, consultation on classroom management issues and team teaching; distance education and web-based technology-enhanced instruction; placement in and supervision of field or clinical experiences; and production of course materials, manuals, web pages, and other aids to teaching and learning.

Faculty advising may take the form of assisting undergraduate or graduate students in the selection of courses or careers; documentation of student progress towards degree requirements, including all necessary memos and paperwork; writing letters of recommendation for awards, scholarships, internships, and jobs; assisting and supporting students in seeking permanent employment, scholarships, and professional development opportunities; encouraging and facilitating student participation in professional development opportunities; supervising student research and serving on graduate student committees; and serving as an advisor to student groups.

Departmental Evaluation Criteria for Teaching

Materials for evaluating teaching should include: (a) evidence from the instructor - teaching responsibilities, teaching load, improvement activities related to teaching, and professional service to teaching; (b) evidence from other professionals - peer evaluation of teaching and special honors, awards, or other recognition of excellence in teaching; (c) evidence from students - student course evaluations and letters from former students. Criteria for evaluation are as follows:

Assistant and College Assistant Professor

By the end of the review period, the candidate should demonstrate teaching excellence as supported by the following evidence from:

1. The Candidate:
 - annual documentation of teaching load and responsibilities.
 - three (3) teaching improvement activities.
 - three (3) professional service to teaching activities.
 - graduate committee responsibilities
2. Other Professionals:
 - at least one (1) departmental peer evaluation of teaching conducted every two years
 - at least one (1) review of teaching conducted by a peer external to the department
3. Students:
 - course evaluations from each met (in person or online) class per semester
 - letters from former students

Associate Professor

At the end of the review period, the candidate should demonstrate sustained teaching excellence as supported by the following evidence from:

1. The Candidate:
 - annual documentation of teaching load and responsibilities
 - at least one (1) teaching improvement activity every two years
 - at least one (1) professional service to teaching activity every two years, including one (1) review of a colleague's teaching (either internal or external to the department) since the last promotion
 - teaching leadership outside the university
 - use of new technology in teaching
 - graduate committee responsibilities
2. Other Professionals:
 - at least one (1) departmental peer evaluation of teaching conducted every two years
 - at least one (1) review of teaching conducted by a peer external to the department
 - leadership and collaboration with department peers on teaching efforts
3. Students:
 - course evaluations from each met (in person or online) class per semester
 - letters from former students

Departmental Evaluation Criteria for Advising

Faculty members should document advising activities including the number of undergraduate and graduate advisees per year, and information about special advising activities (international students, athletes, etc.).

Performance in advising will be evaluated through a brief survey to be given to each advisee or sent electronically to the advisees as needed. Advisees will complete the anonymous survey and turn it in to a departmental secretary. The survey will provide information on the faculty member's accessibility to students; the accuracy of information provided; the attitude of the advisor towards helping the student; the provision of information in a timely manner, and the faculty's expertise in a broad array of areas (careers, university requirements, professional development, etc.). Completed evaluations should be collected from at least 40% of each faculty member's advising load during the academic year.

III. Service and Outreach

This element includes the faculty member's general contributions to the organization and development of the university and services to any local, state, national or international agency or institution. Faculty members are encouraged to balance their community service and outreach according to their allocation of effort agreements. Service and/or outreach efforts are to be derived from the candidate's professional expertise.

Service and/or outreach endeavors could be engaged in at various levels such as:

- A. Department
- B. College
- C. University
- D. Community (local, state, national, international)
- E. Professional organization

Service and outreach differ from Cooperative Extension Service (CES) activities in that they are not provided 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.

Departmental service can include:

- participating in departmental faculty and committee meetings
- contributing to the formulation of academic and administrative policies/programs
- participating in department activities such as review of self-study documents
- curriculum development and revision
- student recruitment and retention
- working with industry to secure internships
- generating positive publicity

College and University service can include:

- working on college or university committees/task forces/councils
- serving as Graduate Dean's Representative on graduate committees
- serving on Faculty Senate

Community service and outreach can include:

- volunteer assistance or appointment to agencies or boards
- involvement in public service organizations or community service activities (e.g. judging, etc)
- collaboration with state, national and international agencies and organizations
- providing service to industry, stakeholders, producer and trade organizations

Professional service can include:

- holding positions in professional associations
- serving on editorial review boards or as editor of a professional journal
- writing articles for newsletters
- invited presentations which are not peer reviewed
- consortium participation
- participating in media activities
- planning professional meetings
- consulting activities that do not result in peer reviewed products

Departmental Evaluation Criteria for Service and Outreach

All service and outreach activities will draw upon the faculty member's professional knowledge and skills. The expectations for type and amount of service and outreach activities are based on the allocation of effort statements, and vary by rank. The evaluation of service and outreach activities will be based on "how they (service and outreach contributions) are applied and how they draw upon the professional expertise of the faculty member" (NMSU P&T Guidelines, Feb 17, 2008). During the review period, faculty are expected to do the following:

Assistant Professors/Regular College Assistant Professors

Candidates should demonstrate the following during the promotion and/or tenure period:

1. service to departmental committees
2. service on college and/or university committee(s)
3. involvement in at least one (1) community service activity
4. membership in professional organization(s), demonstrating professional involvement with the organization at the local, state, or national level

Associate Professors

Candidates should demonstrate leadership in the following capacities during the promotion period:

1. service to departmental committees
2. service as chair on departmental committee(s)
3. service on college committee(s)
4. service on university committee(s)
5. leadership role(s) in community service activities
6. leadership role(s) in professional organization(s) (demonstrating professional leadership involvement with the organization at the state and national/international levels, as well as the local level)

IV. Collegiality

The Department concurs with section 5.90.4.6. of the CAHE Promotion and Tenure Policy on the definition and evaluation of collegiality.

General Policies and Procedures for the Promotion and Tenure Processes

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. The timeline for submission of promotion and /or tenure documents is described in Section 5.90.5.9 of the NMSU Policy Handbook.

A. Roles and Responsibilities of the Candidate

1. All candidates at the Assistant rank will prepare and submit a CV annually for review by the Principal Unit Promotion & Tenure Committee. The CV format found in Appendix 6 of the CAHE Promotion and Tenure document will be followed. This documentation is submitted in April of each year and reviewed by the Principal Unit Promotion and Tenure Committee.

Candidates at the Associate level have the option to have their CV reviewed annually. In April of the year in which a candidate wishes to apply for promotion to the rank of Professor, the candidate must submit a CV to the Principal Unit Promotion and Tenure Committee.

2. The Principal Unit Promotion and Tenure Committee will provide written feedback annually regarding progress of the candidate towards promotion and/or tenure. In the case of tenure track faculty, a written recommendation will be made to the Principal Unit Administrator regarding renewal of the temporary contract for the next year. The Committee will provide their written report and/or recommendation within 30 days of the meeting.

3. Normally, before tenure track faculty are considered for tenure, they serve six consecutive probationary years. The probationary period begins the first full year of the contract (July 1 for 12-month faculty, August start date for 9-month faculty). During the sixth year, the candidate applies for tenure. Those achieving tenure are awarded a

continuous contract at the end of their sixth year, while those not awarded tenure are given a one-year terminal contract for their seventh and final year of employment at NMSU. For non-tenure track faculty, there is no pre-determined timeframe.

4. By June 1 of the year of application, the candidate will provide the Principal Unit Administrator with a list of potential references and external reviewers. This list must include a minimum of five (5) references 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 Principal Unit; and letters from outside the university. For further explanation, see section on External Review Process.

5. By August 1 of the year of application, the candidate will provide the Principal Unit Administrator with a CV to be sent to reviewers.

6. During the year a candidate is applying for promotion and/or tenure, the candidate will prepare and submit a portfolio to the Principal Unit Administrator by October 1. The portfolio is secured in the office of the Principal Unit Administrator and is made accessible to the Principal Unit's Promotion and Tenure Committee.

- a. The candidate may petition in writing to the Principal Unit Administrator and the Principal Unit's Promotion and Tenure Committee Chair to change, add or delete materials after the portfolio has been submitted. These two individuals will respond to this petition in writing.
- b. The Principal Unit's Promotion and Tenure Committee or Principal Unit Administrator may request additional information from the candidate in writing.
- c. After a candidate submits a portfolio to the Principal Unit Administrator, the candidate is allowed to review all items added to the portfolio.

7. At any time in the process, a candidate may withdraw from further consideration in accordance with Section 5.90.5.6 of the NMSU Policy Handbook. All policies and procedures must be followed in order to protect the candidate and the Principal Unit from any change in the normal time frame for tenure and promotion.

8. A candidate for promotion and/or tenure may temporarily suspend the promotion and/or tenure time process in accordance with Section 5.90.3.6.5 of the NMSU Policy Handbook.

9. If the Department Promotion and Tenure Policy should change during a faculty member's pre-tenure or pre-promotion period, the candidate may choose one of the policies for evaluation purposes by notifying the Principal Unit Administrator in writing by February 1st of the year the candidate submits their documents for April review.

10. Candidates who choose to participate in the mid-probationary review process must submit their portfolios to their Principal Unit Administrator 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 Principal Unit Promotion and Tenure Committee, the Principal Unit Administrator, and the College Promotion and/or Tenure Committee. The College committee will provide a written formative evaluation of progress to the Principal Unit Administrator and the candidate. The review is conducted in accordance with the principal units' promotion and/or tenure policy (See Section 5.90.3.7 of the NMSU Policy Handbook).

11. The appeals process is outlined in the NMSU Policy Handbook, Section 4.05.40 and 4.05.50, Human Relations – General- Appeals.

B. Roles and Responsibilities of the Principal Unit Administrator

1. The Principal Unit Administrator shall be responsible after each review for informing each candidate in writing of the Committee's recommendation and the numerical vote count within 30 days of receiving the Principal Unit Promotion and Tenure Committee report. A copy of the Principal Unit Administrator's letter will also be provided to the candidate.

2. Confidentiality and security of records will be maintained by the Principal Unit Administrator and Promotion and Tenure Committee members at all times.

3. At least every three years, the Principal Unit Administrator will ensure that the written criteria for promotion and/or tenure policies and procedures of the department are reviewed and updated, if needed.

4. The Principal Unit Promotion and Tenure Committee chair will be appointed annually by the Principal Unit Administrator.

5. In the year of application for promotion and/or tenure, letters of reference and letters from external reviewers will be solicited by the Principal Unit Administrator. The final list of references and reviewers can include, but is not limited to, the names on the list provided by the candidate.

6. Prior to October 1 of any year in which the Principal Unit is to elect a representative to the College Promotion and Tenure Committee, the Principal Unit Administrator will conduct an election to fill the position for the designated term.

7. The Principal Unit will adhere to the NMSU Policy Handbook (section 5.87) on post-tenure review.

C. External Review Process

1. The Principal Unit Administrator will obtain letters from a minimum of two (2) external reviewers who meet the following criteria:

- a. Have faculty appointment at another university
- b. Are in a closely-related discipline

- c. Hold a rank equal to or higher than the rank to which the candidate is applying.
2. The Principal Unit Administrator will provide the external reviewers with the following:
 - a. A cover letter including:
 - a request for a brief statement regarding the individual's qualifications for serving as a reviewer
 - a request that the reviewer indicate the relationship between the candidate and 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. Candidate's CV
 - c. Principal Unit's Promotion and Tenure Guidelines and URLs to access the CAHE and NMSU Promotion and Tenure documents.
3. The Principal Unit Administrator will inform the candidate of all solicited references and reviewers.
4. The determination as to whether unsolicited letters of reference will be included in the portfolio will be made by the Principal Unit Administrator in consultation with the candidate and the chair of the Principal Unit Promotion and Tenure Committee. All unsolicited materials included in the portfolio will be accompanied with a memo by the Principal Unit Administrator specifying the recommendations of the three parties involved.

D. Roles and Responsibilities of the Principal Unit Promotion and Tenure Committee

1. The Principal Unit's Promotion and Tenure Committee will be formulated as follows: The committee will consist of a minimum of three (3) tenured faculty members whose ranks are higher than the candidates. All faculty members who meet these criteria are eligible to serve. Term limits do not apply.
2. When there are inadequate numbers of eligible faculty members to constitute a committee, the Principal Unit faculty will select members from outside the Principal Unit. All Principal Unit full-time tenured, tenure-track and college faculty may nominate and elect eligible faculty from outside the Principal Unit on an annual basis.
3. In April of each year, the Principal Unit Promotion and Tenure Committee meets to review all candidate portfolios. Written feedback on progress towards promotion and/or tenure is provided and a written recommendation is made regarding renewal of contracts or readiness for promotion.

4. In October of each year in which there are candidates who are applying for promotion and/or tenure, the Principal Unit Promotion and Tenure Committee will meet to review all submitted portfolios. Written recommendations will be made within 30 days of the meeting regarding promotion and/or tenure.

5. For each of the April and October meetings, the Principal Unit Promotion and Tenure Committee chair will prepare written ballots. Voting must be in person and in secret. Absentia and proxy ballots are not permitted. All votes must be recorded. All deliberations and voting of the Promotion and Tenure Committee will be confidential and conducted in closed session only among committee members.

6. At both the April and October meetings, the Principal Unit's Promotion and Tenure Committee will submit a document to the Principal Unit Administrator. 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' commendations, concerns and recommendations. Committee members with dissenting opinions may submit a minority report in conjunction with the majority report.

7. In the case of a candidate with a split appointment among Principal Units, all Promotion and Tenure Committees from Principal Units in which the candidate shares appointment must review the candidate's 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.

8. The Dean of the College or a representative, as well as the Principal Unit Administrator, may meet with the Principal Unit's Promotion and Tenure Committee to discuss procedural matters.

9. The Principal Unit will be in compliance with NMSU and CAHE policy section 5.90.3.2.1 related to conflict of interest.

References

- Boyer, E.L. (1990). *Scholarship Reconsidered: Priorities of the professoriate*. Princeton, NJ: The Carnegie Foundation for the Advancement of Teaching.
- Diamond, R.M.(2002). *Serving on promotion, tenure, and faculty review committees: A faculty guide* (2nd. ed.). MA: Anker Publishing Co.