

**DEPARTMENT OF AGRICULTURAL
ECONOMICS AND AGRICULTURAL
BUSINESS**

**PROMOTION AND TENURE
GUIDELINES**

Copy approved by the faculty at meeting on 9-23-2008 is attached.

JULY 2008

DEPARTMENT OF AGRICULTURAL ECONOMICS AND AGRICULTURAL BUSINESS

Guidelines and Procedures for Use in Retention, Promotion, and Tenure Processes for Department of Agricultural Economics and Agricultural Business Faculty

1. INTRODUCTION AND GUIDING PRINCIPLES

Consistent with the mission of New Mexico State University and the College of Agriculture and Home Economics, the mission of the Department of Agricultural Economics and Agricultural Business is to serve the educational needs of our diverse student population, the community and the State of New Mexico, through quality teaching and education programs, scholarly activity, Extension programs, outreach and service. The goals of the Department are to:

- Communicate effectively with all stakeholders and constituent groups
- Integrate our Extension, Teaching, Research, Outreach and Service activities and align them with the mission of New Mexico State University and the College of Agriculture and Home Economics
- Expand research, teaching and Extension opportunities through increased outside funding
- Continue to develop new programs, such as the Doctor of Economic Development, that will enhance the value and image of the Department
- Enhance recruitment, retention and placement of our undergraduate and graduate students and increase funding for both

All faculty members are expected to excel in professional activities that promote the mission of the University. Consistent with University Promotion and Tenure Policy¹, especially the criteria outlined in Section 5.90.4, the Department of Agricultural Economics and Agricultural Business acknowledges that University and College of Agriculture and Home Economics Guidelines² supersede Department Guidelines. We include all University requirements by reference to Section 5.90.5.4 of the University Policy.

The Department of Agricultural Economics and Agricultural Business is a compound department, composed of faculty holding several different types of appointments and core units. Most Agricultural Economics and Agricultural Business faculty have tenure-track teaching / research 12-month appointments, but full and partial Extension appointments are common. Additionally, several department members have non-tenure track (NTT) faculty (NTTF) appointments. The Department of

¹ <http://www.cs.nmsu.edu/~pfeiffer/facultysenate/newpt040207.pdf>

² http://cahe.nmsu.edu/employee/docs/CAHE_promo_tenure_11Jun08_final.pdf

Agricultural Economics and Agricultural Business acknowledges the University and College of Agriculture and Home Economics Guidelines for NTTF promotion.

Because Agricultural Economics and Agricultural Business faculty have different appointments, standards for retention, promotion, and tenure must reflect such differences. This document sets guidelines for all Agricultural Economics and Agricultural Business faculty.

Promotion and tenure involve three separate processes.

- Untenured tenure-track faculty and all NTT faculty are evaluated each year to determine whether a new one-year contract will be issued (retention).
- Consideration for tenure (generally in the sixth year).
- The promotion process is separate from the tenure process even though for most assistant professors 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 of the retention, tenure, and promotion process and decision.

In addition to the three separate processes, candidates may (and are encouraged to) request a mid-probationary review subject to the guidelines in the NMSU Promotion and Tenure Policy (§5.90.3.7). This package, and all mid-term and final packages, will be developed in accordance with §5.90.5.5. Ordinarily, the mid-probationary review is to be requested by January 15 of the third year following initial employment at NMSU. The review is formative, 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 or for contract continuation decisions.

2. ADOPTION, ADDITIONS AND CHANGES TO THESE PROCEDURES

According to the University Guidelines (§5.90.5.2) and College of Agriculture and Home Economics Guidelines, each department within the College of Agriculture and Home Economics will develop its own written policy for promotion and tenure. Department guidelines must conform to both university and college promotion and tenure procedures, which are included herein by reference.

The procedures and guidelines in this document were adopted by the tenured/tenure-track faculty of the Department of Agricultural Economics and Agricultural Business and approved by the Dean of the College of Agriculture and Home Economics in August 2008. Beginning with the approval of this document by

the Dean of the College of Agriculture and Home Economics, the Department will review and update these guidelines at least once in every three-year period. The Department will review the University's Conflict of Interest Policy at the same time as it reviews these guidelines. Any future changes to the guidelines herein must also be approved by a majority of Agricultural Economics and Agricultural Business faculty at a meeting called either by the Department Head or the Chair of the Agricultural Economics and Agricultural Business promotion and tenure committee with at least a two-week notice to all faculty. If the policy should change during a faculty member's pre-tenure or pre-promotion period, the faculty member may choose one of the policies for evaluation purposes. The faculty member must make that choice in writing to the Department Head and the Chair of the Department Promotion and Tenure Committee before submitting the annual package.

3. DEFINITIONS AND GENERAL EXPECTATIONS

3.1 Professorial Ranks: The guidelines and policies in this document are intended to serve tenured faculty, tenure-track and NTT faculty members. NTT faculty members are eligible for advancement in rank but are not eligible for tenure (see §5.90.3.5).

3.2 Allocation of Effort: In consultation with the Department Head and Dean, each faculty member is expected to determine an allocation of effort among teaching and advising, scholarly activity, outreach, and service, and other activities (see Appendix A). The allocation of effort can change from year to year, depending on the evolving goals of and changing circumstances facing the faculty member, the department, the college, and the university. In accordance with University and College P&T guidelines, the allocation of effort shall be explicitly taken into account in determining promotion and tenure.

University guidelines require the total allocated percentage to be 100% but allow any category to be 0% (§5.90.5.1.2). Any allocation scheme is appropriate as long as it is approved by the Department Head and Dean, except that scholarly activity is presumed for all faculty members. Under certain situations where a candidate has demonstrated scholarship and taken on sufficient administrative or service duties, an allocation of zero in other categories is possible. Another example is that it may be possible for a NTTF member to allocate 100% time to teaching or to scholarly activity. The critical question for promotion should be: (1) "Was the faculty member employed in professional activities that promoted the mission of the University?" and (2) "Was the faculty member's performance of high quality and consistent with the faculty member's approved allocation of effort?" If the answer to both questions is "yes" then promotion and tenure should be possible.

3.3 General Standards and Expectations: The Department of Agricultural Economics and Agricultural Business will not specify a minimum number of publications, classes, presentations, or activities that will insure promotion and / or tenure for any candidate. Rather, the department P&T committee must weigh the quantity and quality of a candidate's complete academic record, which consists of scholarship (broadly-defined), teaching, outreach and service and which is placed in

the context of the candidate's specified allocation of effort. However, to provide a general guideline, the department generally expects a minimum of two journal articles per year for a full-time research position, a 3.0 overall instructor rating on the department's student teaching evaluation for each class taught, and a sufficient number of publications or programs per year for a 100% Extension appointment. (These values should be scaled in accordance with the candidate's allocation of effort agreement.) Furthermore, each candidate is expected to participate fully in all department meetings and activities, to advise undergraduate and graduate students, and to serve the department, the college and the university in various activities in an effort to be a good citizen of NMSU. For outstanding performance, the department expects three journal articles per year for a full-time research position, a 3.5 overall instructor rating on the department's student teaching evaluation for each class taught, and a substantial number of publications or programs year for a 100% Extension appointment. 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.

University Guidelines (§5.90.3.5) require that a candidate for promotion to full professor to have "established disciplinary, intellectual, and institutional leadership" and to have demonstrated "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."

A candidate for the rank of professor should also exhibit special stature in the candidate's discipline, leadership and substantial strength in all areas in accordance with the faculty member's allocation of effort. Professional service is involvement in state, regional, national, and international groups within the candidate's field and contributions to the University. Leadership involves showing initiative, perseverance, originality and skills in human relations.

4. POLICIES ON TEACHING AND ADVISING, SCHOLARLY ACTIVITIES, OUTREACH, SERVICE, AND LEADERSHIP

4.1 Teaching and Advising: The department is dedicated to providing a high quality educational process for both undergraduate and graduate students. The Department of Agricultural Economics and Agricultural Business recognizes that the teaching component is a major focus of the department. Teaching components include classroom deliveries, service to students, student recruitment and advising at both the graduate and undergraduate levels.

The department teaching and advising mission is defined as being greater than only teaching assigned courses throughout the academic year. The Department's definition includes advising of both undergraduate and graduate students, curriculum development, assessing student success, and overall service to the departmental teaching and advising mission. In order to attain a satisfactory departmental response with regard to promotion and / or tenure the faculty

member must contribute in a positive manner to each of the facets of teaching and advising.

Tools that may be deemed appropriate for evaluating each faculty member's contribution to the departmental teaching and advising mission include student evaluations, peer evaluations, teaching portfolios, professional development, student career success, service to students, student recruitment, and departmental, college and university growth and development. These factors encompass the allocation of effort that is anticipated from any faculty member with a teaching component. Successful candidates for promotion and / or tenure will have exhibited a distinct ability to interact with the students on many levels that comprise the Department of Agricultural Economics and Agricultural Business.

Materials appropriate for evaluating teaching may include but are not limited to (a) evidence from the instructor (such as syllabi or documentation of teaching innovations), (b) evidence from other professionals (such as Teaching Academy or other professional development activities or peer evaluations), (c) evidence from students (such as student evaluations), (d) teaching awards, and (e) evidence of student learning (such as student projects, papers, or reports, job or graduate school placement evidence or other outcomes assessment results) (University Guidelines §5.90.4.1.1).

The Department expects each candidate to conduct a student evaluation for each course taught using a standard Department student evaluation form. As a general guideline, the Department expects a 3.0 student evaluation rating for acceptable teaching performance and at least a 3.5 for outstanding teaching performance. Additionally by the third year (and at least every three years thereafter), the candidate is expected to request and obtain peer teaching evaluations, at least one from a department colleague and one from an NMSU faculty member outside the department.

Undergraduate and graduate student advising effort and effectiveness can be evaluated through the Department Head's exit interviews of all students as well as the number of students advised and student letters attesting to the input of the faculty member on their college careers.

4.2 Scholarly Activities: The department promotion and tenure committee has the primary responsibility for formulating a judgment as to the quality of scholarly activities of a faculty member. There is a presumption that the department Promotion and Tenure (hereafter, P&T) committee is more competent than the college P&T committee to evaluate scholarship in a given discipline as well as to develop the appropriate guidelines for granting promotion and tenure.

AEAB regards scholarship as an important component of faculty performance. In evaluating the impact and effectiveness of a faculty member's contribution to scholarship, AEAB considers scholarship to be broadly defined and encompassing the four dimensions described by Boyer (1990):

1. Discovery
2. Integration & multidisciplinary
3. Engagement & application
4. Teaching

All scholarly activities and outcomes, regardless of funding source, must consider the criteria adapted from Diamond³ and outlined in the University Guidelines (§5.90.4.2.1). These include: (1) the activity's purposes, goals and objectives are clear; (2) the activity reveals a high level of discipline-related expertise; (3) appropriate methods are used for the activity including principles of honesty, integrity and objectivity; (4) the activity achieves its goals and its outcomes have significant impact; (5) the activity and outcomes have been presented appropriately and effectively to its various audiences; (6) the activity and outcomes are judged meritorious and significant by one's peers; (7) the scholar has assessed the impact of the activity and outcomes on the greater community and uses this assessment to improve, extend, revise and integrate subsequent work.

Scholarly activity is required for tenure and promotion to associate professor in the Department and for promotion to college associate professor. Scholarly activity for Agricultural Economics and Agricultural Business faculty is broadly defined but must consider the above Diamond criteria. Its measures could include, but are not limited to, peer-reviewed academic journal articles, books, book chapters, research monographs, technical reports, proceedings, written testimony, presentations at conferences, and publications in non-refereed journals, grants and grant proposals, and contract consulting and contract research.

For promotion to professor or to college professor (referred to below as "full professor"), the candidate's complete academic record for the period under review including publications and other evidence prior to promotion to associate professor (or college associate professor) should be considered.

4.2.1 Scholarly Activities: Discovery, Integration, and Multidisciplinary Engagement: We take a broad view of scholarship and research. The Department of Agricultural Economics and Agricultural Business recognizes refereed articles in academic journals as the primary standard by which scholarship of discovery activity is judged. However, the department also recognizes that – based on the Boyer concept and the Diamond criteria – other forms of scholarly activity can be acceptable for promotion and tenure.

³ Diamond, Robert M. (2002). Serving on Promotion, Tenure, and Faculty Review Committees: A Faculty Guide, 2nd ed. Bolton, MA: Ankar Publishing

Furthermore, with particular regard to the award of Tenure, AEAB considers very highly the following insight and pronouncement of Boyer regarding the scholarship of university faculty:

"While affirming the diversity of faculty functions, we wish also to underscore the point that some dimensions of scholarship are universal – mandates that apply to all.

First, all faculty should establish their credentials as researchers. Whether or not they choose specialized, investigative work on an on-going basis, every scholar must, we believe, demonstrate the capacity to do original research, study a serious intellectual problem, and present to colleagues the results." (Boyer, 1990, p. 27)

In consideration of this view, namely the underlying importance of establishing research credentials early in a scholar's career, AEAB regards publishing in peer-reviewed journals the principal means of establishing scholarly credentials, and an expectation of all junior faculty who wish to receive tenure and promotion to senior ranks. Furthermore, AEAB recognizes that peer-review journal publications remain well established as professional measures of success and excellence, evidence of intellectual accomplishment and expertise, and as standards of faculty scholarship performance. With respect to the evaluation of faculty scholarship performance, we regard peer-reviewed journal publications as *prima facie* evidence of scholarship excellence and achievement.

Although peer-reviewed journal publications are viewed with high regard by AEAB, and are themselves sufficient indicators of scholarship excellence, by no means does AEAB intend to suggest that they are the only valid evidence of scholarly excellence. There are a variety of valued scholarly outcomes that are vital to the underlying missions of NMSU, CAHE, and AEAB, and which are important and measurable according to the tenants of excellence, including books, book chapters, research reports, research presentations, software development, pedagogical systems design and delivery.

4.2.2 AEAB Scholarly Activity Criteria: Consistent with the principles of measurability, transparency, and scalability in evaluating scholarly performance and leadership, AEAB attaches the greatest scholarly significance to first- or sole-author publication of research findings in a peer-reviewed journal of high prominence appropriate for the topic addressed.

A Peer-review publication equivalent (PRPE) is defined as one first-author publication in a high stature peer-reviewed academic journal.

In making comparisons across scholarly outcomes to determine the PRPE, AEAB has established some general guidelines. Exhibit 1 shows some of the most common scholarly outcomes and their general guidance for determining PRPE. The AEAB P&T committee will consider on a case-by-case basis additional evidence to support

alternative weighting for determining the relevant PRPE – the burden of proof lies entirely with the candidate to make the case to the satisfaction of each individual member of the department’s P&T committee. Publications and other scholarly products in which the candidate was not the principle investigator or program leader, as evidenced, for example, by senior authorship on published products are not considered evidence of scholarly leadership. Such products though do provide evidence of scholarly ‘collegiality’ and ‘team play’, both of which are valued by the AEAB faculty, and therefore, will receive partial credit towards scholarship measurement. Multidisciplinary research is encouraged. It is the responsibility of the candidate to provide guidance as to the significance of their contribution when they were not the project leader. It would be expected that the assigned PRPE will be less than one for peer reviewed articles where the candidate was not the lead author. If senior authorship is shared this should be clearly shown in the acknowledgements.

Evaluation of the complete, cumulative record of the candidates scholarship productivity and outcomes over the relevant period under consideration is, of course, dependent on the relevant Allocation of Effort (AoE) for scholarship activities agreed to between the faculty member and the department head (and appropriately amended in retrospect to actual levels). Consistent with past performance expectations for promotion and tenure, the following guidance is provided for scalability of assessed scholarship related activities:

For each Effort-Month (EM) of scholarly activity (approximately equivalent to the effort associate with teaching a regular 3 credit hour course), evidence of scholarly excellence will be defined by attainment of no less than 1/4 PRPE.

For example, a faculty member with an allocation of effort for scholarship activity of six months per year, would be expected to achieve on average 1.5 PRPE/yr. This would equate to an achievement of 7.5 PRPE over the five-year period, which is considered standard for most candidates for tenure and promotion to Associate Professor in AEAB.

Exhibit 1. Suggested Peer-Reviewed Publication Equivalents (PRPE) for a Variety of Alternative Scholarly Activity Outcomes Assessed by the Department of Agricultural Economics and Agricultural Business (AEAB).

Scholarly Activity Outcome ¹	Default PRPE ²
Journal Article	1.0
Book Chapter	0.5
Research Report: (Ag Exp Station, Task Force, Extension Service, Foundation, etc)	0.5
Research Presentation: (Professional Association, Client/member groups, etc)	0.25
WebSite	0.5-1.0
Software: (model, program provided to user, requires evidence of impact)	0.5-1.0
Book	1.5
Extension Guides	0.33

Notes:

¹. This list of outcomes is suggestive of the most common types of scholarly outcomes meritorious of evaluation. Candidates are encouraged to provide a narrative or an amendment that describes additional activities for consideration.

². Default PRPE will be generally applicable. However, the candidate may provide additional supportive evidence for consideration by individual P&T committee members if an alternative weight might be considered meritorious.

4.2.3 Scholarly Activity: Engagement, Extension, Application and Integration: Scholarship generates and communicates new knowledge and understanding; helps learners develop new skills; assists learners with changing current practices; works with learners to help them develop new aspirations. The primary audience for the scholarship of engagement, application and integration includes undergraduate and graduate students, Cooperative Extension agents, learners, other extension educators, peers, and the public. The primary means of communicating scholarship is through peer-reviewed curricula, extension publications, web sites and web-based publications, periodicals and reports, and peer-reviewed presentations and publications. The primary criteria for validating scholarship include the impact, breadth, value, and persistence of use, as well as attitudinal and management practice changes of learners. This area of scholarship is documented by summaries of primary contributions, communication to agents

and learners, significance and scope of use and benefits, commercial and social value, acceptance and adoption of extension programs, and evidence of leadership and team contributions.

Typical activities related to Extension Scholarly Activity include but are not limited to the development or adoption of educational materials, publication of articles in refereed and non-refereed professional publications, presentations at professional meetings and industry and business conferences, and the completion of applied, demonstration, methodological and evaluation research. Success in obtaining external funding will be considered in evaluating scholarly activity.

Extension and outreach are essential to the University's mission and to the development of a positive perception of the university by the non-university world. Therefore, faculty members may have part or all of their allocation of efforts directed toward these activities. Such activities involve building relationships between the community at large and the university through applied research, which satisfies real community needs, as well as non-formal/traditional education programs. Such research and programs are offered to citizens of New Mexico and the nation and bring the resources of the university to bear in a coherent and strategic fashion for the benefit of the receiving entity (see University guidelines, §5.90.4.3.1).

As described in the CAHE P&T Guidelines (5.90.4.3), the University P&T Guidelines combines outreach with extension, and CAHE differentiates between outreach and extension. See section 5.90.4.3(a) promotion and tenure criteria relating to extension. See section 5.90.4.3(b) promotion and tenure criteria relating to outreach. The Department of Agricultural Economics and Agricultural Business will remain consistent with the CAHE P&T Guidelines section 5.90.4.3 and differentiate between extension and outreach.

4.2.4 Extension Program Excellence and Scholarship: New Mexico State University Extension Faculty achieve scholarly excellence by generating and applying knowledge addressing community needs through mutually beneficial collaborations between NMSU and its partners, stakeholders and publics. The following are Extension's benchmarks of scholastic excellence:

4.2.4.1 Definition of Extension Program Excellence

1. Developing educational programs based on locally identified benchmarks (needs, concerns and/or issues)
2. Targeting audiences
3. Setting goals and objectives
4. Reviewing current literature and/or research
5. Planning appropriate program delivery
6. Documenting clientele knowledge, behaviors, attitudes and/or skill changes
7. Conducting a reflective critique of program(s)
8. Validating programs by peers
9. Communicating results broadly

4.2.4.2 Core Competencies of Extension Faculty

1. Subject-matter expertise
2. Networking and communication skills
3. Program development, delivery and evaluation skills

4.2.4.3 Collaborative Nature of Extension Program Excellence

1. Extension faculty network with university research and teaching faculty in identified areas of program discovery, development and delivery.
2. Extension faculty collaborate with others to identify local needs, garner resources, discover and adapt new knowledge, design and deliver programs, assess clientele knowledge, behaviors, attitudes and/or skill changes and communicate program results.

4.2.4.4 Benchmarks for Validating Extension Program Excellence

1. Address clientele needs, concerns and/or issues
2. Provide clientele with useful breadth and/or depth of knowledge
3. Produce planned changes in:
 - a. Social, economic and/or environmental conditions
 - b. Learning or behavior
3. Create insights regarding target audiences

4.2.4.5 Documenting Extension Program Excellence

1. Document process of identifying local needs and situation
2. Document program objectives
3. Document impacts related to program objectives
4. Cite the research base for educational program methods
5. Document feedback to the research community
6. Document program results measured against benchmarks
7. Communicate through peer-reviewed means and audience-oriented media

4.2.5 Extension Appointments: In the Department of Agricultural Economics and Agricultural Business, there are several faculty members including tenure-track and NTT faculty who are part of the Cooperative Extension Service (CES) with partial to full appointments. Faculty positions include administrators, specialists, regional agents and program coordinators. Extension faculty members are an integral part of the NMSU system. Regional agents, specialists and program coordinators combine their efforts with county extension faculty to provide non-formal education. Program coordinators run specific extension programs that may or may not be county-based. Regional Agents and Specialists provide support for county extension agents and program coordinators. Appointments for these individuals may vary in percentage of time allocated as well as in type of assignment, such as teaching, research or extension.

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 CAHE P&T

Guidelines

4.2.6 Evaluation of Extension: The CAHE P&T Guideline 5.90.4.3.1(a) describes the eight general components of extension scholarship that may be applied to extension. Specific criteria for evaluating Extension Scholarship within the Department of Agricultural Economics and Agricultural Business for tenure-track and NTTF may include, but not limited to, the following:

Expertise in subject matter

- Develop and implement Extension programs related to area of expertise at stakeholders request
- Help resolve management problems and/or issues related to field of expertise to the State and region
- Build strong partnerships 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 (e.g., local, regional, national)
- Invited grant-review panels

Ability to relate subject matter to broader fields

- Provide educational programs in the counties at the request of county or regional agents
- Seek feedback and input from agents on client needs including curricular content and research needs
- Train county faculty through individual and group meetings and in-service trainings
- Serve as a liaison between County Faculty and the university faculty community

Insight into future needs of society and directions of discipline

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

Leadership in program development

- Develop and guide statewide or area program planning in a specific subject area
- Develop Extension curricula and related support for county or regional program delivery
- Facilitate and implement applied research and demonstration projects to address clientele needs, concerns, and/or issues
- Deliver presentations at national, international, and regional professional meetings

Texts, publications and other materials published or developed for teaching

- Demonstrate scholarship through publications and other creative works. See Appendix 2 of the CAHE P&T Policy for definitions of scholarly and creative work.
- Specific publication outlets that are strongly encouraged are listed below
 - Extension Bulletins, Circulars, and Fact Sheets
 - Other college publications (AES, Task Force Reports, ect.)
 - Peer-Reviewed Journals, Abstracts, and Reviews
 - Proceedings
 - Handbooks and workbooks
- Demonstrate communication through popular press media, newsletters, poster presentations, and/or web-based media
- Some consideration will be given to unpublished, but time-consuming and worthwhile industry reports

Professional services to extension programming

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

Reputation among current and former clientele

- Serve 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 a liaison between communities and campus; sharing the needs and expectations of communities throughout the state with campus faculty

Reputation among peers

- Cooperate and collaborate with other faculty, including other Specialists and County Agents, to develop and conduct comprehensive Extension programs in their area(s) of expertise
- 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

Additional Responsibilities

- Perform other duties and responsibilities, as assigned by the Head of the Department of Agricultural Economics and Agricultural Business.

4.3 Outreach: Section 5.90.4.3(b) of the CAHE P&T Policy Guidelines describes Outreach as being involved in external linkages with private and jurisdictional entities in which faculty members' roles are contingent upon their professional capacities. Outreach may be seen as part of the NMSU public relations effort, and while it does not have a direct and immediate measurable benefit for NMSU, it enhances the status of NMSU in the community and the state. Outreach activities may benefit affiliated professional service organizations as well as help build long-term relationships between NMSU and its stakeholders. Faculty who conduct

outreach programs generate and apply knowledge to address community needs without necessarily engaging community input. Examples of outreach that principal units might consider include technology transfer, presentations at grower meetings or field days, advice to industry, presentations to K-12 audiences or student recruitment.

Outreach activities differ from extension activities in that they are not provided or delivered by the New Mexico CES. In addition, input from clientele is not necessarily sought in regard to outreach activities, but is always a part of extension activities. Outreach activities differ from service activities in that they are external and do not directly benefit NMSU in the immediate future.

4.4 Evaluation of Outreach: See section 5.90.4.3.1(b) Evaluation of Outreach in the CAHE P&T Guidelines. The weight given to outreach activities during evaluation may vary considerably based on the candidate and the significance of the activity. Evaluation should focus on the activity's importance relative to the candidate's professional expertise, the work's creative and intellectual merits and the potential impact on stakeholders. The documentation should provide evidence that the work is (University P&T Guideline 5.90.4.3.1) :

Creative and intellectual

- Develop programs based on locally identified needs, concerns and issues
- Develop goals and objectives for the program
- Conduct current literature and/or research for the program

Validated by peers

- Evidence of validation of the program by peers and/or stakeholders

Communicated to stakeholders

- Develop and implement appropriate program delivery to the target audience
- Develop a vehicle of communication of results to stakeholders and decision makers
- Evidence of technology transfer
- Evidence of presentations to stakeholders

Have an impact on stakeholders and the region.

- Document changes in clientele knowledge, behavior, attitudes and/or skills
- Conduct a reflective critique and/or evaluation of the program

Recruitment and mentoring activities

- Types and numbers of recruitment activities
- Mentoring of students

4.5 Service: Service can be defined as ancillary functions and activities that are not directly teaching, advising, outreach or scholarly activities but are essential to the function and success of the institution. Satisfactory service is expected of all successful candidates for promotion and / or tenure. There can be a blurring of

what is deemed service or outreach vs. scholarship (for example, in the case of providing expert opinion in government policy matters/proceedings) or what is deemed service vs. outreach (for example, in the case of responding to legislators or reporters' queries). Service activities can include but are not limited to: serving on university, college, and department committees, advising student organizations, membership and leadership roles in professional organizations, providing expert testimony, grants and grant proposals, and contract consulting and contract research. External service activities are broadly defined but the activities should be of a professional nature. Service has been segmented into the following: (1) service to one's profession, (2) service to one's university, and (3) service to one's community or society.

Evaluation of service activities must necessarily be subjective, but will place emphasis on quality of contribution, not just the number of committee memberships and number of hours. Letters of support from service activity leaders, colleagues, advisees, contractors, or committee members could be valuable tools for evaluation purposes.

4.6 Other: Other activities are non-routine functions that the faculty and the department agree upon but are related to the expertise of the faculty member. Examples include short-term international assignments, expert testimony or administrative responsibilities. Other activities are not expected for a successful application for promotion and / or tenure.

4.7 Leadership: Candidates seeking promotion to full professor will be evaluated on their contributions in the area of leadership (see University Guidelines §5.90.4, §5.90.4.5, and §5.90.4.5.1). Consistent with NMSU's land grant mission, the Department of Agricultural Economics and Agricultural Business expects successful leadership, such as exposure to statewide audiences and / or clientele groups as well as national visibility within the profession. Examples include journal editorships, regional and national committee chair positions, and professional organization office.

University Guidelines (§5.90.3.5) require that a candidate for promotion to full professor to have "established disciplinary, intellectual, and institutional leadership" and to have demonstrated "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."

A candidate for the rank of professor should also exhibit special stature in the candidate's discipline, leadership and substantial strength in all areas in accordance with the faculty member's allocation of effort. Professional service is involvement in state, regional, national, and international groups within the candidate's field and contributions to the University. Leadership involves showing initiative, perseverance, and originality and skills in human relations.

4.8 Collegiality: Good citizenship in the department, college and university is an important quality for a successful faculty member and is thus expected in the promotion and / or tenure process. Similarly, the image that a faculty member projects as a representative of the university is a factor as is professional objectivity. The Department accepts and endorses the definition of collegiality written in the university program and tenure guidelines (§5.90.4.6 and §5.90.4.6.1).

5. PROMOTION AND TENURE POLICIES IN THE DEPARTMENT OF AGRICULTURAL ECONOMICS AND AGRICULTURAL BUSINESS

5.1 Composition of the Department Promotion and Tenure Committee: The Department Promotion and Tenure Committee shall be formed in the fall of each year. All members of the faculty of the Department of Agricultural Economics and Agricultural Business are eligible for membership on the Committee, although a faculty member, at his or her discretion may choose not to serve. (Those choosing not to serve should inform the Chair of the Committee of their decision in writing). Faculty members in Agricultural Economics and Agricultural Business can discuss and vote on another faculty candidate's promotion or tenure application as long as he/she holds at least the rank or tenure position to which faculty candidate is applying. The P&T committee must be composed of at least three members. In the very unlikely event that there are not three eligible members, the Department Head and the former Chair of the Promotion and Tenure Committee (in consultation with the Dean) will select senior professors from the Departments of Animal and Range Sciences, Plant and Environmental Sciences, Agricultural and Extension Education, or Fisheries and Wildlife Science and Conservation Ecology to serve on the AEAB committee.

Committee meetings are closed to the general public and only members of the committee eligible to vote on a particular individual may be present during committee discussion and vote. To be considered an appropriate meeting for voting on any issue, a quorum must be present. A quorum shall be defined as a minimum of two-thirds of committee members eligible to vote on the issue. As per University guidelines, votes by proxy will not be allowed. All correspondence, votes and discussions of every faculty member's package will be held in strict confidence at all times. All votes taken by the department promotion and tenure committee are to be by secret ballot and all discussions and outcomes related to committee matters are to be held in confidence. (However, confidentiality is not meant to inhibit mentoring between junior and senior faculty members.) The Department Head and the Dean may request a meeting with the Committee to discuss procedural matters at any time during the year.

Because the purpose of the Department Promotion and Tenure Committee is to provide independent input, those individuals who make formal independent recommendations in the promotion and tenure process, such as the Department Head, the Dean of the College, and the Provost, are excluded from the committee even when they would otherwise qualify for membership. The final decisions on

promotion and tenure rest with the Provost who will be given recommendations by the Dean.

The Chair of the Department Promotion and Tenure Committee shall be selected by a majority vote of the Committee. There should be a call for nominations for the person to be selected as Chair of the Department Promotion and Tenure Committee. The election for the Chair will take place in the fall semester. The Chair of the Committee should be a tenured full professor and will serve a two-year term. No faculty member should serve as Chair of the Committee for more than two consecutive terms.

5.2 Annual Promotion and Tenure Package Development and Submission:

All assistant and untenured tenure-track associate professors should maintain a current-up-to-date packet that describes their teaching, scholarly activity, outreach and service activities since they joined NMSU. This packet must comply with University Guidelines §5.90.5.5 (see Appendix B). All publications and summaries of teaching performance should also be included in an appendix to this packet. All assistant and untenured tenure-track associate professors must turn in this packet to the Department Head for Committee review, every year in the spring semester, generally by March 1. The original of the portfolio will be held in the Department Head's office; copies will be distributed to all committee members by the Committee Chair. The candidate may review, change, add, or delete any element of the package prior to the final vote of the Committee. Any tenured faculty member wishing to receive comments and suggestions regarding his / her progress toward promotion to the next rank is also encouraged to turn in this packet to the Committee in the spring, again, generally by March 1. A candidate may withdraw from further consideration at any time in accordance with §5.90.5.6. Every candidate will be provided with a sample package from a recently promoted and/or tenured faculty member (with the written approval of the owner of the portfolio).

5.3 Annual Performance Evaluation and the Promotion and Tenure Process:

The annual performance evaluation is a component of the promotion and tenure process. This multi-layered evaluation system relies on consistency at each level of review. The performance of each faculty member, including NTTF members, will be reviewed at least once each year. The performance evaluation provides documentation of expectations and a record of the faculty member's performance related to stated expectations.

5.4 Flexibility in Tenure-Track: Normally, before being considered for tenure, eligible faculty members serve six consecutive probationary years. During the sixth year, a case for tenure and/or promotion is made by the faculty member and considered by the University. The faculty member will normally submit his / her supporting materials by early fall of the sixth year. Those achieving tenure are awarded a continuous contract at the end of the sixth year, while those not awarded tenure are given a one-year terminal contract for a seventh and final year of employment at NMSU. There may be exceptions, however, that shorten or lengthen the normal six-year probationary period as laid out in the University

Guidelines (see §5.90.3.6), especially for faculty with substantial experience (and negotiated an agreement with the Dean and Provost) prior to accepting an NMSU position. Candidates may request a temporary suspension of the promotion and tenure timetable in accordance with University Policy Section 5.90.3.6.5.

5.5 Roles and Responsibilities during the Promotion and Tenure Process:

The roles and responsibilities of the various parties involved during the promotion and tenure process are clearly laid out in the University Guidelines (see §5.90.5.3). The roles and responsibilities below draw special attention to certain aspects and timelines in the College of Agriculture and Home Economics.

5.5.1 Candidates: Candidates should pay particular attention to the portfolio preparation University Guidelines §5.90.5.5 (see Appendix B of this document). In addition, to facilitate receiving external letters of evaluation, the candidate should provide a written list of potential references by the end of the spring semester before the fall in which the candidate's package is to be submitted to the college promotion and tenure committee and the Dean. The candidate is expected to meet all committee deadlines but may change, add, or delete materials from the portfolio at any time prior to the closed meeting of the AEAB promotion and tenure committee at which a vote will be taken.

5.5.2 Department Head: Per University Guidelines (§5.90.5.3), the Department Head writes an independent evaluation/recommendation concerning each candidate's case for promotion and/or tenure in relation to the criteria for promotion and tenure. This recommendation may be in support of or against supporting either promotion or tenure, or both. It should address the candidate's strengths and weaknesses as well as the level and nature of the candidate's accomplishments. As per University Guidelines (§5.90.5.5), the letter must specifically exclude any numerical rankings, ratings, or vote counts contained in the Annual Performance Evaluations. The reason for this exclusion is that these figures have been used to determine merit pay increases for the candidate, and the figures are not comparable across departments or colleges. The Department Head provides candidates with written copies of the recommendation of the department promotion and tenure committee and of the recommendation of the Department Head. This notification must occur prior to passing the promotion and/or tenure application on to the dean and college promotion and tenure committee.

The Department Head has a special responsibility concerning external letters required during the tenure/promotion process. In general, the reviewers should be at or above the rank for which the candidate is applying. The Department Head will ask the candidate to suggest a list of at least four external reviewers, four internal reviewers, and four former undergraduate and graduate students (for those with teaching appointments). The Department Head along with the department P&T committee may add names to this list. Final selection of persons requested to write letters is to be made by the Department Head in conjunction with the department P&T committee no later than the end of the spring semester. The final list will contain at least one reviewer from the candidate's initial list, but not all of the

individuals suggested by the candidate. The Department Head will also select one or more independent reviewers in departments of agricultural economics and / or agricultural business at peer institutions. The Department Head shall contact the reviewers and arrange for the letters. The Department Head must advise reviewers that the candidate will have the opportunity to review all letters. All letters received must be included in the candidate's portfolio. Any unsolicited letters submitted to the Department Head will be transmitted to the Committee Chair and the candidate; all three must agree unanimously that an unsolicited letter will be placed in the candidate's portfolio.

5.5.3 Department Promotion and Tenure Committee:

5.5.3.1 Retention: The department P&T committee meets in the spring of each year (approximately late-March) to consider the retention of all untenured tenure-track and all NTT faculty members. The committee will write a letter addressed to the Department Head recommending whether the faculty member should be retained and outlining (a) the strengths and weaknesses of the candidate and (b) the candidate's progress towards tenure. The letter must include the results of the committee's vote on retention and a separate vote on the candidate's progress toward tenure. All ballots will be secret ballots. No proxy voting is allowed. A simple majority of voting members is sufficient for a positive recommendation. Dissenting opinions may be written in a letter to the Department Head. That letter will be discussed orally by the candidate, the Department Head and the Promotion and Tenure Committee chair.

During the retention review process, the committee shall have access to a complete portfolio for all years including (1) the recommendations of the committee itself, (2) the Department Head's annual performance evaluation and recommendation on retention for the current year and all previous NMSU years, and (3) relevant conditions under which the candidate was employed, including all allocation of effort statements.

During the committee's spring meeting, the committee will consider all members of the department who are eligible for promotion and will suggest nominations for promotion to the Department Head. A candidate may self-nominate for promotion to the department P&T committee.

5.5.3.2 Tenure: The department P&T committee will review each tenure-track candidate's portfolio. This review generally takes place in March of each year. After an appropriate review, the committee will vote by secret ballot on a recommendation for tenure for each candidate. No proxy voting is allowed. The committee will write a separate letter for each candidate addressed to the Department Head recommending whether the candidate should be granted tenure and include the vote count of the committee. All tenured members of the Department P&T committee may vote on candidates applying for tenure.

5.5.3.3 Promotion: The department P&T committee will review each candidate's portfolio. This review generally takes place in April of each year. After an appropriate review, the committee will vote by secret ballot on a recommendation for promotion for each candidate. No proxy voting is allowed. The committee will write a separate letter for each candidate addressed to the Department Head recommending whether the candidate should be promoted and include the vote count of the committee. All Department P&T members (tenure-track and NTTF rank) holding at least the rank to which the candidate is applying may vote on candidates applying for promotion.

5.5.3.4 Post-Tenure Review: The Department Promotion and Tenure Committee will conduct post-tenure reviews of faculty members in accordance with University Policy Manual §5.87.3 when requested by either the tenured faculty member or the Department Head.

5.5.3.5 September Meeting: For a candidate who received a recommendation for promotion and / or tenure during the spring committee meeting, the committee will reconvene in September to finalize a recommendation prior to forwarding the final portfolio to the next step in the process.

The Committee may request additional information from internal or external reviewers provided that a written notice of that request is transmitted to the candidate. Each candidate has the right to review the complete portfolio at any time and may choose to withdraw at any time.

5.6 College Promotion and Tenure Committee: The functions of the College Promotion and Tenure Committee are described in the NMSU Promotion and Tenure Guidelines (§5.90.5.3) and in the College of Agriculture and Home Economics Guidelines. When the Department has the opportunity to elect a representative to the College Promotion and Tenure Committee, the Department Promotion and Tenure Committee chair will conduct an election; all tenured, full professors will be eligible to serve on the College Committee. The election will occur at the spring committee meeting, must be done by secret ballot and the representative must receive a majority vote of all committee members present.

The College Committee shall review the portfolio of each tenured or tenure-track candidate seeking promotion and/or tenure and each NTTF member seeking promotion. In its independent recommendation concerning the application to the dean of the college, the College Committee shall review department procedures and processes related to promotion and tenure and report to the dean of the college those departments (if any) that have not followed their own internal procedures or those of the college or university.

It is the understanding of the Department of Agricultural Economics and Agricultural Business that the independent recommendation by the College P&T Committee regarding Agricultural Economics and Agricultural Business faculty members will be determined based on, and consistent with, the department guidelines developed

herein.

6. CONTENT AND FORMAT OF PROPOSALS FOR PROMOTION OR TENURE

6.1 General Comments: The format of proposals for promotion and tenure should be consistent across departments of the College of Agriculture and Home Economics. Proposals should not be unduly burdensome on either the candidate or other parties to the process. This means that the quality of the documentation and not the quantity of materials submitted is of primary importance. The candidate's portfolio is to consist of a "Core Document" and a "Documentation File."

6.2 Core Document: The Core Document shall include the elements listed below in the order specified. The combination of items 4 – 6 below shall not exceed 50 pages (see University Guidelines §5.90.5.5 and §5.90.5.1).

1. A routing form with spaces for the required signatures (for those applying for promotion and / or tenure).
2. A cover sheet indicating the candidate's name, current rank, department, and college.
3. Any written documentation generated throughout the promotion and tenure process, including any numerical vote counts of the promotion and tenure committee(s).
4. A Table of Contents.
5. Candidate's executive summary in which the candidate provides a summative report and personal statement regarding their activities in and philosophies regarding teaching and advising, scholarship and creative activity, service, extension and outreach, and leadership (if applicable). In the case of non-traditional scholarly activities submitted by candidate, it may also be useful for the candidate to summarize how these activities meet the Diamond criteria (in Section 3.3 herein).
6. Curriculum vitae.
7. Annual performance evaluations for the period under review, including the allocation of effort statements, the goals and objective forms, written statements by the faculty member as a part of, or in response to annual performance evaluations, the Department Head's comments, and any response made by the candidate to the Department Head's comments. Numerical rankings, ratings, or vote counts must be removed. (See University Guidelines §5.90.3.3 and §5.90.5.1).
8. The most recent complete conflict of interest form.
9. The department's mission statement.

10. External reviews.

6.3 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.

The purpose of the Documentation File is not to be an all-inclusive compilation of a candidate's work, but is to be a representative sampling of the candidate's best efforts. Toward that end, candidates may provide artifacts of their best work from all areas of teaching and advising, scholarly activity, extension and outreach, service, and, in the case of promotion to full professor, leadership, as based on the candidate's cumulative allocation of efforts statements.

In the case of an application for tenure, the candidate is to include evidence of contributions since starting at NMSU. If this is an application for promotion, then the candidate is to include evidence of contributions since the last promotion or tenure review.

7. WITHDRAWALS, OUTCOMES, AND APPEALS

Each candidate has the right to review the complete portfolio at any time and may choose to withdraw at any time.

7.1 Withdrawals: The candidate may withdraw from consideration at any time prior to the final signature of the Executive Vice President or Provost. See §5.90.5.6 for further details.

7.2 Outcomes: See §5.90.5.7 for details on outcomes relating to full-time tenure-track candidates, part-time tenure-track candidates, and all candidates.

7.3 Appeals: See Chapter 4.05.40 and 4.05.50 Human Resources – General – Appeals in the University Policy Manual.

Appendix A. Allocation of Effort Form

Relative importance and allocation of effort are specific terms defined in the NMSU P&T Policy, section 5.90.3.4. Principal units have the authority to define allocation of effort in areas such as scholarly activity, extension and teaching. Principal units have the opportunity to assign varying degrees of value to activities that are important to the principal unit and the individual. This allocation-of-effort statement reflects an individual's goals and objectives as they relate to the NMSU mission and the principal unit's expectations. All levels of the promotion and tenure process will acknowledge and respect variations among individual allocation-of-effort statements. Individuals will be evaluated according to their respective allocations of effort.

Allocation-of-Effort Statement

This document defines the percentage of effort, agreed upon by the faculty member and principal unit administrator or supervisor, that the faculty member will devote to each of the major categories of teaching and advising or its equivalent, scholarship and creative activity, service, extension, outreach and other assigned duties (NMSU P&T Policy, sections 5.90.3.4 and 5.90.5.1). The faculty member and principal-unit administrator must review/amend this document each year.

Percentages of Effort for Upcoming Year:

Appointment % of Effort¹

Agreed-Upon Goals and Objectives

Scholarship and Creative

Activity²:

Extension ³

Research

Teaching

Teaching (Instruction) &

Advising

(Include course level, semester credit hours, student enrollment and statement of what is considered a full teaching/advising load, if applicable)

Outreach

Service

Other

Total 100%

Principal-unit administrator⁴ _____ Date _____

Candidate _____ Date _____

¹ These allocations may be similar or different from the cumulative percentages of FTE that constitute an individual's salary.

² Scholarship and Creative Activity may include efforts in Research, Teaching or Extension.

³ Scholarship and Creative Activity stemming from Plans of Work.

⁴ All forms for candidates with split or joint appointments need a signature from each of their principal-unit administrators.

Appendix B. Portfolio and Documentation File

5.90.5.4 Portfolio Preparation

In accordance with department and college guidelines, the candidate is responsible for submitting a promotion and tenure portfolio comprised of a core document and documentation file. The college guidelines shall specify the inclusion of the following core document elements in this order. The combination of items 4-6 shall not exceed 50 pages:

1. A routing form with spaces for the required signatures (Appendix C).
2. A cover sheet indicating the candidate's name, current rank, department and college
3. Any written documentation generated throughout the promotion and tenure process, including the numerical vote counts of the promotion and tenure committee(s)
4. A table of contents
5. Candidate's executive summary
6. A curriculum vitae
7. Annual performance evaluations for the period under review, including the allocation of effort statements, the goals and objectives forms, written statements submitted by the faculty member as a part of, or in response to annual performance evaluations, the supervisor's comments, and any response made by the candidate to the supervisor's comments. Numerical rankings, ratings, or vote counts should be removed. See also Sections 5.90.3.3 and 5.90.5.1..
8. The most recent complete conflict of interest form.
9. Principal units' mission statements
10. External Reviews

5.90.5.5 Documentation File

Supplementary materials provided by the candidate related to the areas of faculty activity. This material is not routed beyond the College Promotion and Tenure Committee, but is available for review. If this is an application for tenure, the candidate is to include evidence of contributions since starting at NMSU, plus evidence from other institutions if credit for prior service is applicable. If this is an application for promotion, then the candidate is to include evidence of contributions since the last promotion or tenure review.

Appendix C. Routing Form

5.90.7.2 CAHE Routing Form for Promotion and Tenure Portfolio

College of Agriculture & Home Economics Faculty Promotion &/or Tenure Portfolio Routing Form

(Maintain in the candidate's portfolio; Provide copy for candidate with each additional signature)

Promotion to Associate Professor Tenure Promotion to Professor

Faculty Candidate

Receipt of Portfolio by PUA who adds Outside Letters _____ PUA Signature

_____ Date

Date Delivered to: Principal Unit (PU) P&T Committee Chair by PUA

Received by Date

Date // PU P&T Chair

Date of Review by Principal Unit P&T Committee and Recommendation: Date //

Recommend/Do not Recommend

Faculty Signature Date //

Date Delivered to: Principal Unit (PU) Administrator(s)*

Received by Date

Date // PU Administrator(s)

Date of Review by Principal Unit Administrator Recommendation(s): Date //

Recommend/Do not Recommend

Faculty Signature Date //

**Joint Appointments require more than one signature*

Date Delivered to: CAHE P&T Committee through the Academic Associate Dean

Received by Date

Date // Academic Assoc Dean

Date of Review by CAHE P&T Committee and Recommendation: Date //

Recommend/Do not Recommend

Faculty Signature Date //

Date Delivered to: Dean

Received by Date

Date // Dean _____

Date of Review by Dean and Recommendation: Date //

Recommend/Do not Recommend

Faculty Signature Date //

Date Delivered to: Provost

Received by Date

Date // Provost Rep _____

Date of Review by Provost and Recommendation: Date //

Recommend/Do not Recommend

Faculty Signature Date //