

**SCHOOL OF HOTEL, RESTAURANT AND TOURISM MANAGEMENT**

**COLLEGE OF AGRICULTURE AND HOME ECONOMICS  
NEW MEXICO STATE UNIVERSITY**



**PROMOTION AND TENURE GUIDELINES  
2008**

## TABLE OF CONTENTS

<b>I.</b>	<b>INTRODUCTION</b> .....	2
<b>A.</b>	<b>Mission</b> .....	2
<b>B.</b>	<b>Goals and Objectives</b> .....	2
<b>II.</b>	<b>CRITERIA FOR PROMOTION AND TENURE</b> .....	2
<b>A.</b>	<b>Overall Ratings</b> .....	3
<b>B.</b>	<b>Scholarship and Creative Activities</b> .....	4
<b>C.</b>	<b>Teaching and Advising</b> .....	5
<b>D.</b>	<b>Service and Outreach</b> .....	7
<b>E.</b>	<b>Leadership</b> .....	8
<b>F.</b>	<b>Collegiality</b> .....	9
<b>III.</b>	<b>POLICIES AND PROCEDURES</b> .....	9
<b>A.</b>	<b>Candidate Specific</b> .....	9
<b>B.</b>	<b>Department Head Specific</b> .....	11
<b>C.</b>	<b>External Review Process</b> .....	12
<b>D.</b>	<b>Departmental Promotion and Tenure Committee Specific</b> .....	12

## I. INTRODUCTION

### A. Mission

The School of Hotel, Restaurant and Tourism Management is committed to the broad land-grant mission of New Mexico State University. The school's mission is to serve the needs of our constituents through innovative teaching, research, service, professional applications and partnerships in a multi-cultural and international environment.

### B. Goals and Objectives

**University policies regarding promotion and tenure supersede department and college policies. Promotion and Tenure Committee members, tenure-track faculty and faculty considering applying for promotion are responsible for reviewing all applicable documents.**

Promotion of faculty members and issuance of continuous contracts are matters of utmost importance. The granting of tenure or promotion to the rank of associate or full professor represents a prediction by the university that the individual concerned will continue to make substantial contributions to the department, the college, the university and the hospitality and tourism industry.

The candidate will prepare a portfolio following the CV format found in Appendix 5 of the CAHE Promotion and Tenure document. Sample portfolios are available at the NMSU Teaching Academy. Candidates applying for tenure and/or promotion from Assistant to Associate Professor will have their progress evaluated annually by the Departmental Promotion and Tenure Committee, and the department head, 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 Full Professor have the option to have their progress evaluated annually.

The following guidelines are intended to provide the candidate with a process that is fair and transparent. They should also be used by senior faculty to encourage and nurture junior faculty members throughout the process of attaining tenure and/or promotion.

## II. CRITERIA FOR PROMOTION AND TENURE

The School of Hotel, Restaurant and Tourism Management is composed of both tenured, tenure-track and college rank faculty. Although college rank faculty members are not eligible for tenure, they are eligible for promotion. The same criteria will be used to evaluate both tenure track and college rank faculty members.

The following departmental criteria have been developed in accordance with Section 5.90.4 in the NMSU Promotion and Tenure Policy. A strong faculty is composed of individuals that complement each other. To this end, the promotion and tenure guidelines recognize that not all

faculty members will be equally strong in the areas of “scholarship and creative activities” and “teaching and advising.”

**A. Overall Ratings**

1. In rating applicants for appointment with tenure and/or promotion under the standards set forth in this document, the Department Promotion and Tenure Committee shall rate applicants as:

- a. “below average”
- b. “average”
- c. “excellent”

No other rating terminology will be permitted.

2. An academic faculty member being recommended for appointment with tenure and/or promotion must receive an “excellent” rating in either **Teaching and Advising** or in **Scholarship and Creative Activities** and at least an “average” rating in the other.
3. An academic faculty member being recommended for appointment with tenure and/or promotion must receive at least an “average” rating in the area of **Service**.
4. The conditions for promotion and/or tenure may vary, depending upon the appointment of a candidate and their allocation of effort statement. Regardless of the appointment, however, the candidate must show evidence of scholarly and creative activity resulting in refereed publications and presentations.
5. Faculty appointed with service credit from other organizations are expected to show evidence of sustained research at New Mexico State University. While previous research conducted during that period is considered in the tenure deliberation, emphasis is placed on research conducted while at NMSU.
6. Normally, before being considered for tenure, eligible faculty members serve six consecutive probationary years. The probationary period begins the first full year of the contract. 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. In HRTM, tenure and promotion are linked for tenure-track faculty.

7. Promotion from Associate to Full Professor will not be attained without significant efforts above those required to achieve tenure. Time in rank alone will not support a recommendation for promotion. The professor should document established disciplinary, intellectual and institutional leadership. Faculty members with the rank of Associate Professor who believe they have met the criteria for promotion to the rank of Full Professor may apply for promotion.

## **B. Scholarship and Creative Activities**

A candidate for promotion and/or tenure should display a productive and creative mind through research and creative projects in terms of quality and quantity, as well as consistency. The candidate should demonstrate original contributions to the advancement of knowledge in the field of hotel, restaurant, and tourism management. Cooperative research activities are evaluated in accordance to the candidate's role and contribution in the joint effort. Moreover, evaluation of scholarship and creative activity is grounded in Boyer's concept of four scholarships (NMSU 5.90.4.2) and will be guided by the criteria adapted from Diamond (NMSU 5.90.4.2.1).

Scholarship and creative activities could stem from extension, research and/or teaching functions.

Minimum performance requirements for an "average" rating for a candidate applying for tenure and promotion from Assistant to Associate Professor with a 12-month 25% research appointment, or a 9 or 12-month 100% teaching appointment include:

1. Beginning with year two of the tenure track appointment, the candidate should submit at least one (1) manuscript to a refereed journal or a project for professional peer review per year.
2. Beginning with year two, the candidate should submit at least one (1) completed scholarly or creative paper to a peer-reviewed professional conference per year.
3. By the end of year five, the candidate should have a combination of at least five (5), and must be the lead author on at least two (2), of the following:
  - scholarly or creative paper published in refereed journals
  - funded scholarly project
  - refereed proceedings
  - textbook
  - chapter in textbook

However, of the five publications, at least three (3) must be scholarly or creative papers published in refereed journals.

4. By the end of year five, the candidate should have made at least three (3) scholarly or creative presentations at professional meetings.
5. For promotion to Associate to Full Professor, there must be convincing evidence that the candidate has been continuously engaged in research or other creative activity of high quality and significance at the state, national and/or international level. It is expected that the productivity record be at least equivalent to that required to achieve tenure.

Flexibility in these requirements is possible based on quality of publications and scholarly products. However, promotion and/or tenure will not be possible with an overall cumulative valuation of less than “average.”

### **C. Teaching and Advising**

Effective teaching and advising is of primary importance to fulfilling the mission of the School of HRTM. As such, teaching and advising is an essential criterion for tenure and for advancement in rank.

Research findings\* suggest that effective teaching is supported by, among other things, the following:

- Content expertise.
- Thorough preparation and organization of the course.
- Clarity and “understandableness” in delivery of information and assignments.
- Stimulation of interest in the course and the subject matter.
- Availability and approachability of the instructor.
- Intellectual challenge and encouragement of independent thought.
- How well material on tests and assignments was addressed in class.
- Task-oriented/businesslike behavior.
- Variability.

\*[Seevers, B., Dormody, T. and VanLeeuwen, D. (1999) Developing a valid and reliable student evaluation of Teaching (SET) instrument. NACTA Journal, 43, (4), 15-20.]

Research findings\* suggest that the general core qualities of effective advisors include, among other things, the following:

- Availability/accessibility.
- Knowledgeable/helpful.
  - Resource Agent – Provides accurate and timely information.
  - Interpreter – Helps students make sense of requirements.

Referral Agent – Connects students with key support services.  
Teacher/Educator – Helps students make the connection between the academic experience and their future plans. Assists students in gaining self insight. Promotes students cognitive skills in problem-solving, decision making and critical thinking with respect to their educational choices.

- Personable/approachable – Takes a personal interest in students.
- Counselor/mentor – An advocate, who listens actively and empathically. Treats students as clients, rather than subordinates.

\*[Cuseo, J., “Assessment of Academic Advisors and Academic Advising Programs,” Accessed May, 2008 from NACADA website.]

In order to fulfill the minimum requirements to achieve an “average” performance rating:

1. The candidate must provide written documentation that they requested at least one (1) peer-review of teaching (conducted by the HRTM Department Head, a member of the HRTM P&T Committee, or a member of the Teaching Academy) each year. A copy of the annual written review of teaching must be included in the portfolio. The review must include an overall rating of “below average,” “average,” or “excellent.”
2. The candidate must provide clear evidence of participation in at least two (2) professional development activities related to teaching responsibilities each year. Evidence includes self-reported documentation of: completion of classes for credit or audit, workshops and professional conferences, facility tours, faculty internships, etc.
3. By the end of year two, the candidate must receive an annual composite mean rating at or above the composite mean rating of all HRTM faculty on teacher evaluations. Course evaluations (in person and online) must be provided for each class per semester.
4. By the end of year two, the candidate must provide annual evidence that they have provided effective academic and career advising/counseling. This will be accomplished with the assistance of the Department Head using a HRTM faculty approved advising evaluation tool and data collection method. The candidate must receive a cumulative rating that demonstrates that their performance is at least “average.”
5. For promotion from Associate Professor to Full Professor, the candidate must demonstrate command of the disciplinary field as evidenced by sustained effectiveness in teaching and advising.

Promotion and/or tenure will not be possible with an overall cumulative valuation of less than “average.”

**D. Service and Outreach**

Service to our students, our department, our college, our university, our industry, and our community is a vital part of our profession. Modeling a service orientation for our students is a critical part of their learning experience. Flowing from a spirit of cooperation with, and respect for our colleagues in the department, successful candidates for promotion and/or tenure must be committed to university and industry service. However, faculty members are encouraged to balance their service and outreach efforts according to their allocation of effort agreements. Service and/or outreach efforts are to be derived from the candidate’s professional expertise. An “average” performance rating requires the following:

1. Departmental Service
  - a. Attends and participates in departmental faculty meetings, contributing to the formulation of academic and administrative policies/programs.
  - b. Participates in departmental activities such as review of self-study documents, curriculum revision, board of advisors meetings, etc.
  - c. Attends HRTM and student-sponsored activities and events such as student fund-raisers, senior receptions, etc.
  - d. The candidate must provide documentation of at least one (1) student recruitment outreach effort each semester. Evidence includes self-reported documentation of speaking to elementary middle or high school classes, speaking to on-campus groups including dorms and Greek organizations, etc.
2. College/University Service - Document a minimum of one (1) of the following activities per year:
  - a. Serves as an active member of college or university committees, task forces, councils, and/or faculty senate.
  - b. Organizes/sponsors student professional societies and clubs.
  - c. Plays a major role in student placement (internships and post-graduation jobs).
3. Professional/Public Service- Document at least two of the following by the

end of year five:

- a. Holds a position in a professional association.
- b. Serves on editorial review board or as editor of professional journal.
- c. Serves on editorial committee or as editor of journal, newsletter, or other publications.
- d. Writes articles for newsletters, extension publications, etc.
- e. Serves as chair/coordinator of professional meeting or convention.
- f. Provides discipline related training programs for various non-university audiences.
- g. Provides discipline related consultation on voluntary basis to industry-related individuals and/or groups.
- h. Works with community projects in hospitality-related areas (wine festivals, etc.)
- i. Participates in public service media activities.

Promotion and/or tenure will not be possible with an overall cumulative valuation of less than “average.”

#### **E. Leadership**

In demonstrating leadership, candidates must show that they are having an impact through contributions to the advancement of the industry and the university. This is of particular importance when applying for promotion from Associate to Full Professor.

Document participation in at least five (5) of these activities at the time of application for promotion from Associate to Full Professor. Terms on activities and committees may be repeated for additional credit.

1. Serving as chair of departmental, college and university level committees.
2. Serving on college and university level committees.
3. Assuming leadership roles in community service activities.
4. Assuming leadership roles in professional organizations.

5. Assuming a leadership role in development activities.

Flexibility in these requirements is possible based on the level of contribution made to these activities and committees.

#### **F. Collegiality**

Collegiality, implicit or explicit, is an integral part of the faculty member's professional career. How the faculty member works with colleagues and within the institution contributes to the workplace climate. A faculty member's willingness to function positively as part of the group is a quality that is an important consideration for promotion and/or tenure. Candidates will be evaluated on the following criteria\*:

1. Interactions with colleagues
2. Treatment of others
3. Taking turns being responsible for tasks
4. Using personal experience to solve problems
5. Helping to create an open environment to exchange ideas
6. Representing the university factually
7. Projecting a positive attitude

It is expected that the candidate will receive at least an "average" rating by the Departmental Promotion and Tenure Committee.

\*[Diamond, Robert M. (2002) Serving on promotion, tenure and faculty review committees: A faculty guide, 2<sup>nd</sup> ed. Bolton, MA: Ankar Publishing, p. 13.]

### **III. POLICIES AND PROCEDURES**

#### **A. Candidate Specific**

1. Guidelines for Preparing the Portfolio

The candidate is responsible for submitting a promotion and/or tenure portfolio composed of a core document and documentation file in accordance with the College Criteria for Promotion and Tenure Guidelines (5.90.5.5). APA citation style must be utilized. Sample portfolios are available at the NMSU Teaching Academy.

2. Annual, Mid-probationary and Post-Tenure Review

Tenure track faculty members are responsible for submitting a portfolio for annual review in accordance with stated deadlines.

Faculty who choose to participate in the mid-probationary review process must submit their portfolios to the department head 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 Departmental Promotion & Tenure Committee, the department head, and the College Promotion & Tenure committee. The College committee will provide a written formative evaluation of progress to the department head and the candidate. The review will be conducted in accordance with the department's promotion and tenure policy.

Faculty are responsible for submitting a portfolio, when requested to do so by the department head, in accordance with NMSU policy for post-tenure review.

3. Temporary Suspension of Time Process

A tenure-track faculty member may request a temporary suspension of the promotion and tenure time process in accordance with NMSU Section 5.90.3.6.5.

4. Withdrawal of Application

A candidate may withdraw their application for promotion and/or tenure from further consideration in accordance with NMSU Section 5.90.5.6

5. Candidate Changes to Portfolio

The candidate may make additions, deletions or other changes of materials in their portfolio through the department head, even after the document has been submitted for committee review as long as it occurs at least 48 hours prior to the committee's deliberations. The department head shall promptly notify the committee chair regarding any changes. These changes shall be documented in writing by the department head, noting the date, time and nature of the changes.

6. Candidate Review of Items Included in the Portfolio

The candidate is allowed to review all items in the portfolio assembled prior to the review by appropriate committees, administrators and/or external reviewers. The review must occur within the presence of a

department head or their designated representative. The review must be documented in writing, noting date, time and the name of the witness.

7. Appeals

The candidate is entitled to pursue an appeal following the guidelines detailed in the NMSU Policy Manual, Section 4.05.40 and 4.05.50, Human Relations - General - Appeals.

**B. Department Head Specific**

1. Storage/Security and Review of Documentation

The department head shall provide the committee chair with notification that the candidate's portfolio is complete and available for review. The committee chair will notify committee members. The portfolio is to be held in the department head's office. Committee members "check-out" the portfolio for review for no longer than two hours at a time. The portfolio is not to leave the vicinity of the HRTM office area.

2. Confidentiality

Strict confidentiality of materials, deliberations, and decisions of the committee will be observed other than communication which is required in order to comply with procedural guidelines.

3. Annual, Mid-probationary and Post-Tenure Review

The department head will assure that the committee will conduct an annual review of tenure-track faculty and that it will also participate in mid-probationary and post-tenure reviews as per the NMSU Policy Manual Section 5.87.

4. Review and Update of the Promotion and Tenure Policies and Procedures

This Promotion & Tenure packet will be reviewed and updated a minimum of every three years. To this end, the department head will appoint a review committee. Should the policy 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 specifically identify the year of the guidelines that they wish to have applied.

## **C. External Review Process**

### **1. Solicitation of External Letters**

The candidate must provide the department head with a list of at least 8 faculty members from other post-secondary hospitality and tourism programs, serving at or above the rank being applied for by the candidate, to serve as outside reviewers. The final list of potential outside reviewers may include, but is not limited to, the names on the list provided by the candidate.

The department head shall send a letter including the key elements noted in the NMSU 5.90.7 sample along with a copy of the candidate's core document and copies of three refereed publications of the candidate's choice. A copy of the department's policies and criteria for tenure and/or promotion must also be provided to the reviewers. The department head will obtain letters from a minimum of three (3) external reviewers.

The candidate will also submit a list of peers, colleagues, students, former students and industry associates to serve as potential references. Letters of reference will be solicited by the department head.

The department head will be responsible for placing the letters in the candidate's portfolio.

### **2. Unsolicited Letters**

The department head will place unsolicited letters in the candidate's portfolio, and shall clearly identify them as unsolicited letters.

## **D. Departmental Promotion and Tenure Committee Specific**

### **1. Composition of Committee**

The committee shall be composed of a minimum of three members. All committee members must be tenured. In instances of promotion, committee members must hold the rank at least equal to the rank for which the candidate is applying.

Members of this committee will be elected by the tenured and tenure-track faculty members of the department. Nominations will be solicited by the department head. Faculty may nominate themselves. Elections, via secret ballot, will take place on or before the second Tuesday in September and the members will serve for three years and will be in the 1<sup>st</sup> election staggered; 3 years; 2 years; and 2 years based on vote totals. Department chair will appoint members if there are no nomination(s). Members may

be re-elected to the committee. In the event that a member of this committee is unable to serve, nominations will be accepted by the department chair for an alternate and an election will be held in the department.

If there is an insufficient number of tenured or appropriately ranked faculty in the department to form the three person committee, then the department head, tenured and tenure-track faculty will produce a list of eligible, *and willing*, nominees from outside the department. All tenured and tenure-track faculty members will vote via secret ballot. The top nominee(s) will fill the remaining vacant committee position(s). This election should take place the second Tuesday in September.

When the committee is composed of three HRTM faculty members, its number will increase to a total of four members with the fourth member to be elected from outside the department as stipulated above.

The committee will meet as required, and in the first meeting of the academic year, will elect a chair who will inform the department head of his/her election.

2. Conflict of Interest

Conflict of interest is defined as any case in which an objective outsider would reasonably suspect conflict of interest that would result in an inability to be objective and fair in the assessment of a candidate's record.

Prior to deliberations, the committee chair will review with the committee the matter of conflict of interest. Any member of the committee who has a conflict of interest with respect to a case at hand will request recusal for that case by submitting a written memo to the chair of the committee with a copy to the department head.

A majority of the committee members may vote to recuse a committee who has an actual or apparent conflict of interest but does not request recusal. The chair of the committee will submit a memo indicating the recusal to the department head.

Recusals will be noted in any reporting of the committee vote counts.

3. Dean and Department Head Consult With Departmental Promotion & Tenure Committee

The dean and/or department head may meet with the committee to discuss procedural matters.

4. Storage/Security and Review of Documentation

The department head shall provide the committee chair with notification that the candidate's portfolio is complete and available for review. The committee chair will notify committee members. The portfolio is to be held in the department head's office. Committee members "check-out" the portfolio for review for no longer than two hours at a time. The portfolio is not to leave the vicinity of the HRTM office area.

5. Committee Request for Additional Information

All committee requests for additional information must be made in writing to the candidate. The candidate must be allowed a minimum of seven days from the date of request to provide the information. The information should be delivered to the committee through the department head.

6. Committee Deliberations, Voting and Notification of Candidate

Committee deliberations and voting will be in closed session, only among committee members. Committee members shall make their recommendations regarding each candidate via secret written ballot. Voting must be in person. Absentia and proxy ballots are not permitted. All vote counts will be recorded.

The committee shall prepare and submit a letter summarizing its recommendations and the numerical vote count on each candidate to the department head and the college dean. This letter will:

- a. reflect the majority opinion
- b. contain specific commendations, concerns and recommendations addressing the department criteria in each of the areas required for promotion and/or tenure.
- c. allow for dissenting opinions containing specific commendations, concerns and recommendations addressing the criteria in each of the areas required for promotion and/or tenure.

The committee chair will ensure that the recommendation is placed in the candidate's portfolio.

The department head shall be responsible for informing each candidate in writing of the committee's recommendation and the numerical vote count. A copy of the department head's letter and the dean's letter will also be provided to the candidate.