

PROCEDURES AND CRITERIA FOR PROMOTION AND TENURE

PLANT AND ENVIRONMENTAL SCIENCES DEPARTMENT

New Mexico State University

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Mission

The Department of Plant & Environmental Sciences at New Mexico State University has a mission, consistent with the mission of the University and that of the College of Agriculture and Home Economics, to contribute to the economic development of New Mexico through education, research and service. The departmental mission is to improve the quality of life for the citizens of New Mexico through multiple duties: teaching, research, Extension, and service in the study and application of plant, soil,water, and environmental sciences.

Goals

The learning goals are to: develop within our students the ability to communicate, think and reason intelligently; stimulate intellectual curiosity; equip students with the basic concepts and technology of their chosen field; and provide an understanding and perspective of allied fields of study. The department is part of the NM Agricultural Experiment Station which is the state's center of excellence for agricultural research. Our goals are to develop technology supporting regional, national, and international agriculture, natural resources management, and environmental sciences; and to extend this technology through appropriate means.

General Statement

The Plant and Environmental Sciences Department adheres to the general University Promotion and Tenure Guidelines as set forth in the Policy Manual in Chapter 5.9, New Mexico State University Policy handbook, April and May, 2007. The Policy Manual should be viewed as the definitive source of information. The Plant and Environmental Sciences Department Procedures and Criteria for Promotion and Tenure also follow the "Guidelines for Promotion and Tenure of the College of Agriculture and Home Economics" published on April 20, 2008. These guidelines apply to non-tenure-track faculty in the department and tenured/tenure-track faculty with a 51% or greater appointment in the Department of Plant and Environmental Sciences. If a faculty member has a majority joint appointment with the Cooperative Extension Service, the candidate will be evaluated primarily by the Home Department Cooperative Extension Service P&T committee with input from the Plant and Environmental Sciences Department. Likewise, tenure-track faculty with a partial CES appointment will be similarly jointly evaluated.

Composition of the departmental Promotion and Tenure Committee

The Promotion and Tenure Committee in the Department of Plant and Environmental Sciences is comprised of all Full Professors in the Department. The department head, who is not a member of the committee, independently evaluates the candidate. A member of this committee will serve on the College of Agriculture and Home Economics Promotion and Tenure Committee on a rotating basis according to the CAHE P&T schedule. The departmental Promotion and Tenure Committee is responsible for the critical review of the promotion and tenure portfolios for faculty as the candidates develop in the department. This committee also is responsible for the

assignment of a mentor to Assistant Professors. Mentors are usually Full Professors in the Department and are expected to advise the candidates in the process of professional development through the ranks. Candidates are encouraged to meet with other members of the Committee for advice on aspects of their professional development.

Annual Review

The Department of Plant and Environmental Sciences Promotion and Tenure Committee will meet annually to review the portfolios of all untenured tenure-track faculty and tenured faculty applying for promotion from Associate to Full Professor. Non-tenure-track faculty eligible for promotion are encouraged to submit their portfolios for critical review as well. A memorandum from the Provost is usually issued annually outlining Policy Manual sections dealing with Tenure and Promotion and the dates for steps in the procedure. Faculty members are expected to annually prepare a personal file documenting their contributions. Copies of resumes, personal files, letters, teaching evaluations and other documents will be furnished to the Promotion and Tenure Committee. The job description and the start date should be included along with the P&T documents. The portfolio must also include annual allocation-of-effort statements. The format outlined in the College of Agriculture and Home Economics “Guidelines for Promotion and Tenure of Academic Programs and Agricultural Experiment Station Faculty”, April 20, 2008 should be followed.

The department P&T committee meets each spring to provide feedback to the candidates on their progress towards tenure and/or promotion. They meet again in fall to consider completed files of candidates who have applied for tenure and/or promotion.

Committee Review of Documentation

The department head shall notify the committee chair that the candidate’s portfolio is completed and available for review. The committee chair will notify committee members. The portfolio is to be held in the department head’s office and should not leave the vicinity of the department office area.

The Committee discusses the portfolio submitted by the candidate and will reach one of three decisions:

- Recommendation for continuation of contract (non-tenured tenure-track-faculty)
- Recommendation for tenure and/or promotion.
- Recommendation that tenure and/or promotion be denied.

Deliberations and voting will be done in closed session with only those members who are present in the room or are in touch through conference calls. Voting will be done by secret ballots and simple majority vote of the PES P&T committee shall determine the recommendation of the committee.

The Committee chair will provide written feedback (approved by the P&T committee) to the department head, who will then inform the candidates in a timely fashion in response to the review of their package. The department head will provide a written document to the candidate outlining the weaknesses of the package and ways to improve it. Conversations between the candidate and mentor are encouraged to clarify elements of the written feedback. An example of

the review format is attached [P&T Recommendations Form]. The committee will recommend in writing, which faculty members should be considered for promotion.

Strict confidentiality of material, deliberations and decisions of the committee will be observed.

Criteria for Evaluating Candidates for Promotion and Tenure

Criteria will be based on annual allocation-of-effort statement (Appendix 2, CAHE Guidelines for Promotion and Tenure, April 20, 2008). In consultation with the department head, the faculty member shall complete and sign an allocation-of-effort statement each year at the time of the candidate's annual performance evaluation. All faculty are expected to be fully committed to quality learning, possess a high level of scholarship, have good professional relationship with other faculty, students and staff and contribute towards professional service as stated by the university, college and the department. The four areas of scholarship as recognized by NMSU and CAHE can be elaborated as:

- **discovery** which can be through traditional and non-traditional research lens;
- **teaching** can be evaluated as described under teaching activities;
- **engagement** has to do with the faculty member's ability to get students and non-traditional learners involved in the educational process, both in and outside the classroom;
- **integration** has to do with effectiveness of molding a program into a cohesive unit, e.g., how well is discovery infused into teaching and outreach.

Criteria are listed below, and based on allocation of effort, could serve as the basis for self-evaluation by all faculty of the department.

Scholarship can also be broadly defined as creative intellectual work that is peer reviewed and publicly disseminated. PES will follow the criteria for evaluation of Scholarship and Creative activity as presented in the New Promotion & Tenure Policy for NMSU (<http://www.nmsu.edu/policy/04.07FacSennewPTpolicyeffAug2008.pdf> - 5.90.4.2.1)

1. Teaching and Advising Activities

Effective teaching is probably one of the most important skills expected of university professors. Good teaching is not simply based on classroom teaching but extends outside the classroom, and includes motivating students, advising them regarding career choices, course selections and in general making them aware of the social and ethical implications of their course of study. Effectiveness of teaching will be based on the following:

- student evaluations
- faculty, peer or department head evaluations.
- letters from former students.
- innovative teaching techniques
- developing new curricula and new courses

Placement and performance of undergraduate student advisees is an important component of effective instruction. Advising, recruitment and retention will also be considered as effective instruction and thus statements on these efforts should be included. One way of evaluating effectiveness in advising can be through exit interviews. We will have advising evaluation forms where students document their perspective/experience on advising and indicate who their advisor was. Advisors will also be allowed to provide a brief evaluation for each student who has identified them as their advisor.

A number of department faculty, due to unique posting assignments inherent in the College of Agriculture and Home Economics, are based in local communities at Agricultural Research Centers throughout the state. Such off-campus faculty may not have specific teaching appointments but they are required to engage in learning activities such as field days, workshops, symposia and other non-traditional teaching activities. Additionally, faculty may have teaching assignments through joint agreements with other institutions of higher education. In such cases tenure and promotion decisions must incorporate appropriate evaluation mechanisms that reflect faculty accomplishments at the collaborating institutions.

All campus-based university rank faculty are expected to help train graduate students and serve on graduate committees both as chairs and members. Off-campus faculty without specific teaching assignments are encouraged to advise graduate students as committee members and chairs.

2. Scholarship and Creative Activity

The Department generally views scholarship as the sum of an individual's teaching, research, Extension and service activities. The evaluation of this balance is in part based on the allocation-of-effort official percent effort assigned to the candidate in teaching, research, Extension, and service. All tenure track faculty will have split appointments; usually teaching and research, but also research, administration and/or Extension. Thus, all faculty will be expected to demonstrate excellence in all areas of their allocation-of-effort.

2a. Research Scholarship

Faculty must develop research proposals to obtain both internal and external grant funding to support their research efforts. Success in obtaining grants will be measured based on the source and the availability of funds. It is well recognized that not all areas of research are equal with regards to funding opportunities. Candidates are also expected to publish and the publications can take different forms as described below.

Evaluation of the success of research activity can take a variety of forms. Peer recognition, which is widely evaluated, can be considered one of the more important measures of success. Research scholarship can be measured by the several of the following criteria:

- Writing and publishing books, papers in peer reviewed journals, bulletins and research reports.
- Development of germplasm and variety releases
- Obtaining research grants
- Work with graduate students

- Invited papers presented at professional meetings.
- Patents and inventions
- Papers presented at professional meetings, papers published in non-reviewed journals, progress reports
- Awards for scholarly activity and invitations to serve on grant reviews

2b. Teaching scholarship

Scholarship of teaching can be supported with publications and grants related to teaching and the development of new curriculum, teaching models and techniques.

2c. Extension scholarship

The PES department has several faculty with split Research/CES appointments. Thus, scholarship in extension for PES faculty with appointments in CES can be supported with extension presentations, extension publications, periodicals and reports, web sites, web-based publications and grants related to extension, and the development of new extension curriculum.

3. Outreach

It is important for faculty to reach out to the community using the faculty member's professional expertise by giving presentations at field days, growers' meetings and in schools and junior colleges. Training of students from NMSU and other institutions for summer programs sponsored through various programs would also be considered as outreach.

4. Service

While the primary responsibilities of the faculty members in the Plant and Environmental Sciences Department are teaching and research, service activities are expected as well within the constraints of these responsibilities. The amount of service related activities expected of a faculty member will be determined by the department head. This will be given in writing by the department head.

Faculty members are expected to provide evidence of their contributions to professional services. Service may be demonstrated in the following ways:

- Professional organizations: membership in professional societies and attendance of society meetings; participation as reviewers and as members of editorial boards;
- Grant review panels;
- Non-paid consulting with various state agencies, and clientele groups;
- Extension type activities required of those assigned to research, especially when they have no counterpart in the Cooperative Extension Service;
- Service to the community will be considered to the extent that it contributes directly to the stature of the department and university;
- Establishment and sponsorship of student clubs and teams;
- Departmental committees, faculty meetings, departmental planning;
- College and university affairs;
- Paid consulting with industry or non-profit organizations.

Junior faculty may have administrative responsibilities, especially as superintendents of agriculture science centers, managers of laboratories (e.g. SWAT) or other units (e.g. Climate Center or Chile Institute). The allocation of effort will include these efforts and be given in writing by the department head. Evidence of administrative capability will be provided, such as leadership, fiscal accountability, promotion of unit personnel, etc. However, service related activities should not adversely affect an individual's research and learning activities.

5. Collegiality

Because the resources of the University are limited, it is important that both faculty and students share departmental facilities. Faculty members should interact and cooperate with each other and with students in a positive manner. Provide evidence of participation in departmental planning and operation, and participation in university affairs. These activities are both essential for the success of the community and the candidate's professional development.

6. Leadership

Candidates must show that they are having an impact through contributions to the department, university and the professional community. Leadership should embody initiative, perseverance, and originality. Leadership is particularly important when applying for promotion to full professor.

Rank Specific Guidelines for Advancement

1. For promotion from *Assistant to Associate Professor, and granting of tenure*, a candidate should have a sustained level of performance based on the faculty member's allocation-of-effort statements. The faculty member should have evidence of creative and scholarly activity evidenced by professional publications, peer recognition, patents and inventions, development of germplasm and variety releases, program innovations, grantsmanship or other scholarly and creative activities typically associated with academic endeavors. The faculty member should have exhibited professional development as demonstrated by continued improvement, individual or collaborative research, teaching and instructional improvement and service, participation and leadership in professional activities.

The faculty member should have a positive education, Extension, and research reputation established by experience. There should be evidence of scholarly achievement and professional stature in all areas. There should have been successful development of teaching if so assigned.

Research programs should have been successfully developed. These programs should have included effective project leadership, demonstrated creativity, and grantsmanship. Publications in the faculty member's field should have been written. The faculty member should have participated in professional activities, which includes a demonstrated ability to communicate research results in both scientific and lay channels. On-campus faculty members with teaching assignments will be members of the Graduate College and demonstrate effectiveness in advising students and serving on graduate committees. Off-campus faculty who have no teaching

responsibilities will be evaluated according to their agreed upon allocation-of-effort. The faculty member should have demonstrated effective participation in supporting activities such as committee assignments and program planning.

Timing of request for tenure and promotion to Associate Professor

The Department is subject to the rules of the University (Policy Manual) in determining when preliminary and final tenure recommendations must be made. The Policy Manual states “The Departmental Promotion and Tenure Committee’s recommendations as to consideration for advancement to candidacy for a continuous contract must be made within the first 5 years of the tenure-track service. An assistant professor may elect to apply for tenure or promotion at any time with the written approval of department head and dean. The department head will inform the tenure-track faculty member(s) in writing of the Departmental Promotion and Tenure Committee’s recommendation. However, if the person is in the fifth year of tenure-track service, withdrawal from consideration for tenure must be accompanied by written notice of resignation effective at the end of the sixth year of service (this notice to be received by the department head before the end of the fifth year of service). Twelve-month contracts are issued effective July 1 and terminate on June 30 of the following year. New tenure-track faculty reporting for duty after the last Friday in September will not receive a temporary contract but instead, the dean will prepare an agreement for the new faculty member’s signature covering employment for the remainder of the year. The first contract will be issued the beginning of the next contract period.

2. For promotion from *Associate to Full Professor*, a candidate should exhibit a substantial command of their whole field and a well marked, sound, and significant scholarly view of their own field. In other words, the faculty member has something to “profess”, to present as their mature and considered view of the field as a whole. Further, these views should manifest a deep understanding of the general purposes of the University, and should relate their own immediate field to its larger purposes. ***Candidates are expected to develop a successful application document using the review comments from the Promotion and Tenure committee over the previous years of post-tenure review.***

Timing of request for promotion to Full Professor

Promotion to Professor should not be considered to be forthcoming merely because of years of service to the University. A Professor will profess excellence in the assigned areas – learning, research, Extension and professional service. A person being considered for a Professorship is expected to have maintained all of the qualities and conditions required for tenure and the Associate Professor rank. In addition, a Professor should exhibit the following:

- ***Special Stature in Their Field.*** Evidence of national or international recognition of accomplishments. This can be demonstrated by a combination of contributions as judged by their peers both on and off campus in the following areas that correspond to their assigned activities.
 - Teaching Ability: As indicated by innovation, enthusiasm, and contributions to activities designed to foster quality instruction at the undergraduate, graduate, or post-graduate (non-traditional) level.

- Research Ability: As indicated by publications, grant support and contributions to priority research problems.
- Professional Service: As indicated by involvement in university, state, regional, national and international groups within their field.
- **Leadership.** This quality will be determined primarily on a departmental basis and secondarily on a University or external basis. Leadership should embody initiative, perseverance, and originality.
- **Balanced Contribution.** A Professor will profess excellence in all the assigned areas – learning, research, Extension and professional service.

The time period under consideration should encompass the interval since the P&T promotion from Assistant to Associate Professor.

Application Document

The candidate will file a statement or letter that supports the application (single 3-ring binder with a second binder for supplementary information; follow CAHE layout) for tenure and/or promotion in terms of the criteria established by the Plant and Environmental Sciences Department. Candidates should request to see examples of successful applications from senior members of the department. ***Candidates are expected to develop a successful application document using the review comments from the Promotion and Tenure committee over the previous years of review.***

At the fall meeting, the formal application for promotion and tenure is reviewed by the Promotion and Tenure Committee. Any committee member who has a question concerning fitness of the faculty member under consideration must express these doubts and explicitly cite reasons at the time of the review meeting. The committee votes by secret ballot.

A simple majority vote of the Promotion and Tenure Committee authorizes a recommendation for tenure to the Dean and Chief Administrative Officer of CAHE.

Non-Tenure-Track Faculty Promotion Guidelines

The guidelines are the same as described in Appendix 1 of CAHE guidelines for Promotion and Tenure which state promotion requires “qualification commensurate with tenure track faculty”. Promotion to either college associate professor or college professor will require that the individual has made the agreed upon contributions in the area of research, leadership and learning. The key factor in assessing an individual for promotion will be the caliber of the candidate’s professional stature and services rendered to communities and agencies or organizations in the candidate’s professional capability. Promotion to college professor will, require a terminal degree (usually Ph.D.) [see Appendix 1] or “equivalent experience” substantial command of his/her field, sound scholarship, a mature view of his/her discipline and demonstration of leadership traits.

Other Policies and Procedures pertaining to Promotion and/or tenure

1. Solicitation of External Letters.

The candidate must provide the department head with a list of ten (10) individuals to act as outside reviewers. The department head shall send a letter including a copy of the department's policies and criteria for tenure and/or promotion along with a copy of the candidate's most up-to-date Curriculum Vita. The department head will be responsible for placing the letters in the candidate's portfolio.

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

2. Candidate's changes to portfolio

The candidate can make additions, deletions or other changes in the portfolio at any time after submission to the departmental P&T committee but prior to submission of the portfolio to the college P&T committee.

Annual Review by Promotion and Tenure Committee
Plant and Environmental Sciences Department

Candidate: _____ Current Rank: _____ Date: _____
Start Date: _____ Date of last Promotion: _____
Request for Tenure no later than: _____

Allocation of Effort Teaching: _____ Research: _____ Other: _____ (define other)
Describe any change in effort:

Teaching Activities Overall:
Needs Attention Below Average Satisfactory Good Excellent
(see comments)

Teaching evaluations (2 types required)
Needs Attention Below Average Satisfactory Good Excellent
Comments:

Graduate Student Training
Needs Attention Below Average Satisfactory Good Excellent
Comments:

Collaborative Efforts
Needs Attention Below Average Satisfactory Good Excellent
Comments:

Research Activities Overall:
Needs Attention Below Average Satisfactory Good Excellent
(see comments)

Manuscripts
Needs Attention Below Average Satisfactory Good Excellent
Comments:

Grants
Needs Attention Below Average Satisfactory Good Excellent
Comments:

Collaborative Efforts
Needs Attention Below Average Satisfactory Good Excellent
Comments:

Other Activities Overall:
Needs Attention Below Average Satisfactory Good Excellent
(see comments)

Service Activities Overall:
Needs Attention (see comments) Good Balance Too Much (see comments)