Department of Agricultural and Extension Education

College of Agricultural, Consumer & Environmental Sciences

DEPARTMENTAL PROMOTION AND TENURE PROCEDURES
FOR
AGRICULTURAL AND EXTENSION EDUCATION

NEW MEXICO STATE UNIVERSITY

September, 2014

Department of Agricultural and Extension Education
Guidelines for Promotion and Tenure
I. Introduction

Mission

The Department of Agricultural and Extension Education at New Mexico State University is committed to the broad mission of our land grant university and the mission of the College of Agricultural, Consumer and Environmental Science. These statements provided the philosophical foundation upon which the mission of the department was based. Our departmental mission is as follows:

“Preparing and supporting educators and leaders in agriculture to improve the economic well-being\(^1\) and quality of life\(^2\) of all stakeholders.\(^3\)

\(^1\) Agricultural and Extension Education strives to provide stakeholders with the knowledge, skills and attitudes that will enable them to compete for and perform in top positions in their field of function and as informed citizens and consumers.

\(^2\) Agricultural and Extension Education strives to provide stakeholders a balanced learning and working environment of fairness and opportunity, acceptance and love, challenge and growth, and purpose and meaning (Covey, 1991).

\(^3\) Stephen Covey (1991) defined stakeholders as those who will suffer if the enterprise fails. Agricultural and Extension Education has an extensive network, therefore, the department strives to serve many stakeholders.

II. Expectations and Evaluation

University policies regarding promotion and tenure supersede Principal Units (PU) and college policies. Promotion and Tenure Committee members, tenure track faculty and faculty considering applying for promotion are responsible for reviewing all applicable documents.

A critical responsibility of the University is evaluation of faculty members. Promotion and issuances of continuous contracts to faculty members are matters of upmost importance to the Department.

The Department of Agricultural and Extension Education adheres to promotion and tenure policies, processes, and criteria, as set forth in the Promotion and Tenure Policies for New Mexico State University (Section 5.90, New Mexico State University {NMSU} Policy Handbook, May 10, 2013; http://af.nmsu.edu/boffice/wp-content/uploads/sites/4/2013/05/nmsu-policy-manual-bor-051013.pdf and the College of Agricultural, Consumer and Environmental Sciences guidelines http://aces.nmsu.edu/employee/pt/welcome.html. A candidate must read all documents to fully understand the process. Candidates for promotion and /or tenure are responsible for providing the materials that allow the
various evaluators to make a fair assessment of the individual’s performance, professional maturity and likelihood of continued contribution to the department, college and university. The candidate will prepare a portfolio following the CV format found in Sections 5.90.5.5 (Portfolio Preparation) of the NMSU Policy Manual and Appendix 5 of the ACES Promotion and Tenure document. Candidates are strongly encouraged to review sample portfolios of recently promoted faculty members available in the department or through the NMSU Teaching Academy.

Candidates applying for tenure and/or promotion to Assistant or Associate Professor will have their progress evaluated annually by the Principal Unit’s Promotion and Tenure Committee, and the Principle Units Administrator (PUA), before the applications are forwarded to the College Promotion and Tenure Committee in the year that the tenure and/or promotion is sought. Candidates applying for promotion to Professor have the option to have their progress evaluated annually.

Evaluation of performance and achievement will be based on the allocation of effort (Appendix 2 of the ACES Promotion and Tenure document) statements that outline specific goals and objectives to be achieved during a specified time period (typically annually). These statements must be agreed upon annually in consultation with the Principal Unit Administrator. The Principal Unit Administrator will meet annually with all faculty members regarding progress toward promotion and/or tenure, agreed upon allocation of effort, and annual performance evaluation. Faculty members have the option to submit a written statement in response to their annual performance evaluation.

Performance will be evaluated at the time of application for tenure and/or promotion, in three broad areas: scholarship and creative activities, teaching and advising, and service and outreach. The definitions and criteria for evaluation of performance in each of these areas is described in this document.

Critical to the process of evaluation for promotion and/or tenure is the allocation of effort statement (see guidelines Sections 5.90.3.4 and 5.90.5.1.2 of NMSU P & T Policy). Each year, in consultation with the principal-unit administrator, faculty shall complete and sign an allocation-of-effort statement with mutually agreed-upon changes made during the year, as needed (ACES Guidelines, Appendix 2). This form for the upcoming year shall be completed at the time of the faculty member’s annual performance evaluation and may be revised during the year. The allocation-of-effort statement reflects an individual’s goals and objectives as they related to the university’s mission and the principal units expectations. All levels of the promotion and/or tenure process will acknowledge and respect variations among individual allocation-of-effort statements. Individuals will be evaluated according to their respective allocation-of-effort statements.

III. The Principal Unit Promotion and Tenure Committee
The Department of Agricultural and Extension Education (AXED) Promotion and Tenure Committee will consist of all tenured faculty members above the rank of Assistant Professor within the Department. Consideration of candidates for promotion to Professor will be conducted only by committee members who currently hold that rank. At no time will a candidate be considered by fewer than three eligible committee members. If the number of Agricultural and Extension Education Committee members is insufficient, additional tenured and fully-promoted members will be sought from other departments in the College. The committee Chair must be tenured and fully-promoted.

The AXED Promotion and Tenure Committee meets each spring when appropriate to review and provide feedback to candidates on their progress toward tenure and/or promotion. They meet again in the fall to consider completed files of candidates who have applied for tenure and/or promotion. A specific timeline for the submission of portfolios and action dates for the promotion and tenure process during the upcoming fiscal year is provided by the Dean of ACES during the spring semester, with a suggested approximate timeline provided by the Provost each fall. Candidates applying for tenure and/or promotion in the fall should have the CV portion of their portfolio and letter of application completed by August 1 and their entire portfolio completed by September 1.

A. Each year the Promotion and Tenure Committee (P & T) will:

1. Evaluate the progress toward a continuous contract of each non-tenured tenure-track faculty member and report in writing to the department head the strengths and weaknesses of each in the areas of scholarship and creative activities, teaching and advising and service and outreach.

2. Recommend in writing to the PUA whether or not a new temporary contract should be issued to each of these faculty members.

3. If a new temporary contract is to be issued, the PUA must give a copy of this report to the candidate, and discuss it with the candidate. The candidate may respond to this report in writing, requesting clarification from the committee, and may submit supporting documentation for further committee review.

4. Tenured faculty members seeking promotion to full professor may choose, but are not required to have their packet reviewed on a yearly basis. Packets reviewed will receive in writing a summary of progress that outlines strengths and weaknesses in the areas of teaching, research, professional leadership, international, and service.

B. The committee will meet each year to discuss non-tenured tenure-track faculty in the department. Recommendations will be made regarding which faculty members should be considered for a continuous contract in the Spring before the final probationary period. The following Fall the committee will review the cumulative documentation of those candidates it had recommended for consideration the previous spring. They will add a letter of assessment to the candidate’s packet that provides the
strengths and weaknesses in the areas of scholarship and creative activities, teaching and advising and service and outreach.

The Principal Unit Administrator (PUA) will:

(1) Provide to committee members, each year, a list of the faculty eligible for promotion and/or tenure by name, rank, date and place of last promotion (or appointment), date employed on New Mexico State University faculty, and date started on tenure track at NMSU.

(2) Inform the untenured faculty member of the committee’s recommendation.

(3) Assist candidates in completing his/her files documenting their achievements in teaching, research, and service.

(4) Ask the candidate for a list of people whose stature in the candidate’s professional areas and research areas is such that the reviewer can write an informed objective evaluation.

(5) Have the option to add names to this list.

(6) Select the external reviewers from the extended list.

(7) Contact the reviewers and arrange for the letters. Reviewers will be sent a copy of the candidate’s CV and a minimum of three research publications.

C. The Promotion and Tenure Committee will reach one of the following decisions:

(1) Recommendation for tenure and for promotion.

(2) Recommendation for postponement of a decision (if such a decision is possible within the duration of the time established by the University).

(3) Failure to Recommend, or not to award tenure or promotion.

D. The PUA will evaluate the candidate’s portfolio for promotion and tenure. The PUA will discuss the committee’s report and his/her own evaluation with the candidates being considered. The faculty member will elect at this time to proceed or withdraw from further consideration.

Responsibility

The Principal Unit Administrator, Promotion and Tenure Committee, and the individual being considered have the responsibility for preparing the document containing the supportive evidence with confidential materials such as the solicited letters being
added by the department head.

Comments and positions of the individual members of the Departmental Promotion and Tenure Committee will not be revealed outside of the committee. All committee deliberations are confidential. Final decisions of the committee and the department head will be revealed per University promotion and tenure policy procedures.

Policies Governing the Recommendation for Tenure and Promotion to Associate Professor

The faculty member being recommended for tenure and promotion to Associate Professor should have a sustained level of performance based on the faculty member’s assignment. The faculty member should have evidence of creative and scholarly activity evidenced by professional publication, peer recognition, program innovations, grantsmanship or other creative activities typically associated with academic endeavor. The faculty member should have exhibited professional development as demonstrated by continued improvement, individual or collaborative research, teaching and instructional improvement and service, and participation and leadership in professional activities.

The faculty member should have a positive teaching and research reputation established by experience. There should be evidence of scholarly achievement and professional stature. There should have been successful development of teaching.

Research programs should have been successfully developed. These programs should have included effective leadership and demonstrated creativity and grantsmanship. The faculty member should have participated in professional activities which includes a demonstrated ability to communicate research results in scientific publications and lay channels when appropriate. The faculty member should be a member of the graduate faculty and demonstrate effectiveness in advising students and serving on graduate committees. The faculty member should have demonstrated effective participation in supporting activities such as committee assignments and program planning.

Policies Governing the Recommendation for Promotion from Associate Professor to Professor

The Agricultural and Extension Education Promotion and Tenure Committee will review a candidate’s documentation in the Spring and provide a recommendation to the Department Head whether the candidate should be considered for promotion from Associate Professor to Professor and that all university policies are followed.

Professor is unique among the academic ranks. A full Professor should exhibit a substantial command of his/her whole field and a well marked, sound, and significant scholarly view of his/her own. In other words, he/she has something to “profess”, to present as his/her mature and considered view of the field as a whole. Further, his/her
views should manifest a deep understanding of the general purposes of the University, and he/she should be capable of relating his/her own immediate field to its larger purposes.

Promotion to Professor should not be considered to be forthcoming merely because of years of service to the University. A person being considered for a Professorship is expected to have maintained all the qualities and conditions required for tenure and the Associate Professor rank. In addition, a Professor should exhibit the following:

A. **Special Stature in His/Her Field**

This can be accomplished by a combination of contributions as judged by his/her peers both on and off campus in the following areas that correspond to his/her assigned activities.

1. **Teaching Ability**: As indicated by innovation, enthusiasm, and contributions to activities designed to foster quality instruction at the undergraduate/graduate level.
2. **Research Ability**: As indicated by publications, grant support and contributions to priority research issues.
3. **Professional Service**: As indicated by involvement in university, state, regional national and international groups within his/her field.

B. **Leadership**

This quality will be determined primarily on a departmental basis and secondarily on a University and/or outside basis.

Leadership should embody initiative, perseverance, and originality.

Qualities of leadership defined in the ACES Promotion and Tenure Policy (5.90.4.5.1) will be heavily weighed.
1. Contribution to the mission of the college or university and to the faculty member’s profession.
2. Participation in the distribution of responsibility among members of a group.
3. Empowering and mentoring group members.
4. Aiding in the group’s decision making process.

C. **Balanced Contributions**

A Professor will profess excellence in all four assigned areas - teaching, research, professional service and leadership.
IV. Criteria for Evaluating Candidates for Promotion and Tenure

The Department of Agricultural and Extension Education is composed of both tenured and tenure-track faculty. The same criteria will be used to evaluate all faculty members. Criteria will be based on the annual allocation of effort statement (Appendix 2, ACES Guidelines for Promotion and Tenure, 2014). In consultation with the PUA, the faculty member shall complete and sign the allocation of effort state each year at the time of the candidate’s annual performance evaluation. Criteria, based on the allocation of effort, are listed below.

A. Scholarship

The Department of Agricultural and Extension Education will require, as a condition for promotion and tenure, that faculty engage in scholarly and creative activity which is broadly defined as academic endeavors that will establish the faculty member as an expert, leading to the generation and dissemination of new knowledge. This knowledge should be subject to peer review and shared through written publications, oral presentations, improved practice, program development or other professional advances. All scholarship and creative activities should result in peer-reviewed products that adhere to criteria 5.90.4.2.1 (University Policy). NMSU and ACES recognizes four areas of scholarship: discovery, teaching, engagement and integration. The scholarship of discovery refers to the pursuit and creation of original research or works through which new knowledge is generated. Teaching scholarship refers to the use of the faculty member’s research and other creative work to develop, transmit, transform, and extend teaching activities in more effective ways. Engagement involves the faculty member applying his/her expertise to explore, understand and solve pressing social, civic, and ethical problems that demand the same level of rigor and accountability associated with research (discovery) activities. According to Boyer (1990), integration consists of “Making connections across disciplines and advancing knowledge through synthesis.”

The Department views scholarship as the sum of an individual’s research and teaching and service/outreach activities. Guidelines are listed in decreasing order of importance.

1. Teaching and Advising

High quality teaching and advising is not only a fundamental responsibility of all faculty members at NMSU but as a department responsible for training educators, it is central to the mission of the Department of Agricultural and Extension Education. Research based on effective teacher characteristics (Rosenshine and Furst, 1971) serve as the foundation for assessing effective teaching. Effective teaching behaviors include among others: Clarity, Variability, Enthusiasm, Task Oriented/Businesslike Behavior and Student Opportunity to Learn Criterion Material. Faculty members are responsible for providing quality instruction at all levels including undergraduate, graduate, outreach or continuing education. Quality student advisement as well as consulting with clients is equally as
essential.

(a) Satisfactory performance is expected as attested to by student evaluation forms (quantitative and qualitative) and any other evaluation procedures that document satisfactory or above average performance as measured by the instrument and by peer or department head evaluations. Letters from former students are also appropriate as a source of feedback. Innovative teaching techniques, new curricula, and new courses will also be considered. Student placement and performance in professional endeavors is also an important component of effective instruction. Written summaries of personal teaching philosophies and faculty members’ summaries of self-reflection of teaching are encouraged.

(b) The candidate must provide documentation of at least one (1) peer review of teaching (by a qualified faculty member at a higher rank)

(c) The manner in which the faculty member approaches advising is an indicator of current and future performance expectations in teaching. Evidence of satisfactory performance regarding student advisement is necessary. Recruitment and advisement are critical functions of the department and faculty members should actively engage in appropriate activities, as identified through individual job descriptions and/or annual performance goals. These activities can be evaluated in numerous ways: including but not limited to:

1. assisting students in selection of courses and/or careers
2. recording progress to completion of degree requirements
3. writing letters of recommendations for awards, scholarships, internships and jobs
4. assisting students in obtaining professional employment
5. facilitating student participation in professional development experiences
6. supervising student research and serving on committees
7. advising student organizations or clubs
8. evidence of other forms of student mentoring or support
9. participation in recruitment functions

2. Research

Although most faculty members in the department have a joint appointment between teaching and research, some faculty members may be 100% teaching or Instruction and General appointments. Regardless of the appointment, all faculty members are expected to engage in scholarly activities that contribute to the role and mission of the department, college and university. 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. The candidate should demonstrate original and creative work in the
discipline. Collaborative and inter-disciplinary works are encouraged and will be evaluated in accordance to the candidate’s role and contribution in the joint effort. Evaluation of scholarship and creative activity will consider the criteria adapted form Diamond (NMSU 5.90.4.2.1) stating that: All scholarship and creative activities should result in peer-reviewed products that adhere to criteria.

(a) Evaluation of the success of research activity can take a variety of forms. Scholarly activities that will be valued for tenure and promotion will not be limited to refereed research publications. Scholarly activities that transfer research-based knowledge or technology, or in other ways attempt to solve problems for the department’s diverse clientele (e.g. professional articles, presentations and curriculum development efforts), are highly valued.

(b) Evaluation of the success of research activity can take on a variety of forms. Peer recognition, widely evaluated, is considered one of the more important measures of success. Writing and publishing books, papers in peer reviewed journals, bulletins, research reports and awards for scholarly activity are good indications of research quality. Papers presented at professional meetings, papers published in non-reviewed journals and work with graduate students are other indications of successful research activity.

3. Service and Outreach

The primary responsibilities of faculty in the Department of Agricultural and Extension Education are teaching and research. However, within the constraints of these responsibilities, the faculty member is expected to have performed satisfactorily on service activities. Various types and levels of service activities are appropriate. Service and outreach efforts could be engaged in at various levels such as: department, college, university, community, state, national, international and professional organizations. Service activities are evaluated according to their allocation of effort agreements. Faculty are urged to maintain a positive balance with teaching and research responsibilities.

Service and outreach differ from Cooperative Extension Service (CES) activities in that they are not provided or delivered by the New Mexico CES, nor do they necessarily seek input from clientele as is done with CES. Collaboration with CES is encouraged.

(a) Professional organizations: Active membership and participation in professional societies is recognized as an essential part of scholarship. Activities as a reviewer, editor, officer or committee chair reflect recognition by peers and credit to the individual and department.

(b) International: Activities and consulting work in an international setting or leadership in international organizations is supportive, especially for senior faculty members.
(c) National: Service to various agencies and/or organizations at the national level is encouraged

(d) State: Service to various state agencies and clientele groups, when requested is acceptable. Consideration would be given to type of activities and the nature of the consulting.

(e) Departmental: Participation in departmental planning and operation is recognized as an essential part of the duties of all faculty members.

(f) College: Participation in college planning and committees is highly desirable and considered to be an important duty of all faculty members.

(g) University: Faculty participation in university affairs is desirable and may reflect favorably on the individual and department.

(h) Community: Service to the community will be considered to the extent that it contributes directly to the stature of the department and university.

4. Leadership

Leadership should embody initiative, perseverance, and originality. Candidates should show that they are having an impact through contributions to the advancement of the profession and the university. This is of particular importance when applying for promotion from Associate Professor to Professor.

The Department concurs with Section 5.90.4.5.1 of the CAHE Promotion and Tenure Policy on the definition and evaluation of leadership.

Evidence of leadership may include but is not limited to:

(a) Serving as chair of departmental, college and university level committees

(b) Serving on college and university level committees

(c) Assuming leadership roles in community service activities

(d) Assuming state and national leadership roles

(e) Assuming leadership roles in professional organizations

V. General Policies and Procedures for the Promotion and Tenure Process

A. Performance evaluations will be conducted annually as described in Section 5.86 of the NMSU Policy Handbook, and all yearly performance reports for the review period will
be included in the portfolios submitted by the candidates.

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

C. A candidate for promotion and/or tenure may temporarily suspend the promotion and tenure clock in accordance with the provisions of Section 5.90.3.6.5 of the NMSU Policy Handbook

D. A candidate may review all items included in the portfolio prior to its review by the Principal Unit P & T Committee.

E. A candidate for promotion or tenure may change, add, or delete materials from their portfolio at any time after its submission to the Principal Unit P & T Committee but prior to transmittal of the core document from the Principal Unit to the College. Any changes must be accompanied by a letter of transmittal to the PUA and the Chair of the AXED P & T Committee. Once the portfolio has been submitted to the PUA, any requested change addition or deletion should be submitted to the PUA along with a letter of transmittal. The PUA will present this information to the College Committee following the ACES policies and procedures.

F. Confidentiality and security of records will be maintained by the PUA and Promotion and Tenure Committee members at all times. All deliberations and voting of the Promotion and Tenure Committee will be confidential and conducted in a closed session only among committee members.

G. The Principal Unit Promotion and Tenure Committee chair will prepare written ballots. Voting must be in person and in secret. Absentia and proxy ballots are not permitted. All votes must be recorded.

H. After each step in the evaluation process, and prior to the next evaluation, the candidate will receive a written notification of the recommendation rendered. Notifications from the Principal Unit Promotion and Tenure Committee and the ACES Promotion and/or Tenure Committee will consist of copies of each committee’s letter to the PUA or Dean, including the numerical vote count. Notifications of recommendations by the PUA or Dean will consist of a copy of the letter prepared by that administrator for inclusion in the portfolio.

I. Faculty choosing to participate in the mid-probationary review process must submit their portfolios to the PUA by mid-January. The portfolios shall be prepared in accordance with Section 5.90.5.5 of the ACES document and be reviewed by the PU Promotion and Tenure Committee, the PUA, and the ACES Promotion and Tenure Committee. The College Committee will provide a written formative evaluation of progress to the PUA and the candidate. The review is conducted in accordance with the principal unit’s promotion and tenure policy (See Section 5.9.3.7 of the NMSU Policy Handbook).
J. The Dean of the College or his/her representative, as well as the PUA, may meet with the Principal Unit’s Promotion and Tenure Committee to discuss procedural matters.

K. The Principal Unit’s Promotion and Tenure Committee will submit a document to the PUA. This document will consist of a cover letter, and report(s). The cover letter will state the date of the meeting, members in attendance and the numerical vote count. Signature lines will be provided for all members of the committee to indicate that procedures were followed and they were provided an opportunity to review the report(s). The majority report will contain a summary of the committee members’ recommendations, commendations and concerns. Committee members with dissenting opinions may submit a minority report in conjunction with the majority report.

L. In the case of a candidate with a split appointment among principal units, all promotion and tenure committees from the principal units in which the candidate shares appointment must review the candidate’s portfolio. The recommendation of each principal unit promotion and tenure committee will be shared only with that unit’s PUA and the College Promotion and Tenure Committee.

M. A minimum of five letters of reference will come from peers, students and colleagues. Letters of reference must include letters from the candidate’s Principal Unit, letters from the university but outside the candidate’s PU, and letters from outside the university. The candidate will provide the PUA with a list of potential references. Letters of references will be solicited by the PUA. The final list of references can include, but is not limited to the names on the list provided by the candidate.

N. The PUA will obtain letters from a minimum of four external reviewers suitable to review the candidates qualifications. The PUA will provide the external reviewers with the following:
   a. A cover letter including:
      * A request for a brief statement regarding the individual’s qualifications to serve as a reviewer
      * A request that the reviewer indicate the relationship between the candidate and the reviewer
      * notification that the candidate will have an opportunity to read the letter of assessment
      * notification that third parties in the event of an EEOC or other investigation into a tenure or promotion decision may review the letters
   b. Candidates’ portfolio
   c. Principal Unit’s Promotion and Tenure Guidelines

O. Any unsolicited letters received that pertain to a candidate’s application for promotion and tenure will be marked as such and included at the end of the External Reviews section of the core document.

P. An evaluator may request additional information at any time prior to issuance of their
recommendation by submitting a written request to the PUA and the Chair of the Principal Unit Promotion and Tenure Committee, who will transmit the request to the candidate.

Q. During the review process, a candidate may withdraw from further consideration for promotion or tenure in accordance with Section 5.90.5.6 of the University Policy Manual.

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

S. The Principal Unit adheres to the policy regarding post-tenure review set forth in Section 5.87 of the University Policy Manual, by providing a written annual review of the performance of each faculty member.

T. At least every three years, the written criteria for promotion and/or tenure policies and procedures for the Principal Unit will be reviewed and updated, if necessary. 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 by notifying the PUA in writing by February 1st of the year the candidates submit their documents for Spring Review.