PROMOTION AND TENURE GUIDELINES
PLANT AND ENVIRONMENTAL SCIENCES DEPARTMENT
New Mexico State University

May 20, 2014

Mission
The mission of the Plant & Environmental Sciences Department (PES) at New Mexico State University (NMSU) is to improve the quality of life for the citizens of New Mexico through multiple duties: teaching, research, Extension, outreach, and service in the study and application of plant, soil, water, and environmental sciences. It is a mission consistent with the mission of NMSU and that of the College of Agricultural, Consumer and Environmental Sciences (ACES), to contribute to the economic development of New Mexico through education, research and service.

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 expand scientific knowledge; to develop technology supporting plant, soil, environmental sciences, natural resources management, and regional, national, and international agriculture; and to extend this technology through appropriate means.

General Statement
The Plant and Environmental Sciences Department adheres to the NMSU Policy for Promotion and Tenure criteria as stated in Section 5.90.4, April, 2007. The NMSU Policy Manual should be viewed as the definitive source of information. The PES Promotion and Tenure Policy also follow the “College of Agricultural, Consumer and Environmental Sciences Criteria for Promotion and Tenure March 1, 2014.” These guidelines apply to non-tenure-track faculty in the department and tenured/tenure-track faculty with a 51% or greater appointment in PES. If a faculty member has a majority joint appointment with the Cooperative Extension Service, the candidate will be evaluated primarily by the home Department P&T committee within the Cooperative Extension Service (CES) with input from the Plant and Environmental Sciences Department. Likewise, tenure-track faculty with a partial CES appointment will be similarly jointly evaluated.

The Plant and Environmental Sciences Department at New Mexico State University values highly a collegial environment among its faculty. The value of collegiality will be clearly articulated in the four areas of scholarship recognized by NMSU. For that reason, PES expects candidates for promotion and tenure to provide evidence of collegiality as it relates to the four areas of scholarship. PES may consider evidence of concerns for a candidate’s collegiality particularly if collegiality had a material impact on the successful execution of one of the four areas of scholarship.

Composition of the Departmental Promotion and Tenure Committee
The Promotion and Tenure Committee in PES is comprised of all 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 Agricultural, Consumer and Environmental
The Departmental Promotion and Tenure Committee is responsible for the critical review of the promotion and tenure portfolios submitted by faculty as the candidates develop in the Department. This committee is also responsible for the assignment of a mentor to Assistant Professors. Mentors are usually 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 and the Department Head for advice on aspects of their professional development.

**Annual Spring and Fall Reviews**

The review process occurs in two phases. 1) The Departmental P&T committee will meet each spring to provide feedback to the candidates on their progress towards tenure and/or promotion and make recommendations for continuing contract for untenured faculty to the Department Head. 2) They meet again in fall to review and vote on the completed files of candidates who have applied for tenure and/or promotion.

A timeline is usually issued annually as part of a memorandum from the Provost outlining Policy Manual sections dealing with Tenure and Promotion. In addition, a list of timelines will be generated by the P&T Committee and the Department Head and provided to candidates. It is the responsibility of the candidate to submit all necessary documents in good order by the required deadlines. Portfolios not submitted in a timely fashion will not be reviewed. Spring review of Associate Professor portfolios is optional, unless they plan to go up for promotion in the fall. Non-tenure-track faculty eligible for promotion shall submit their portfolios for critical review as well.

Untenured faculty members are expected to annually prepare portfolios. The portfolio must also include annual allocation-of-effort statements. The format of the portfolios is outlined in 5.90.5.5 Portfolio Preparation in the ACES Criteria for Promotion and Tenure March 1, 2014. These will be furnished to the Department Head who will notify the Promotion and Tenure Committee. The job description and the start date should be included along with the P&T documents.

**Committee Review of Documentation**

The Department Head shall notify the P&T 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 a secure area of the main office and may leave the area only under the control of the candidate or the Department Head. The P&T Committee Chair will move the portfolios to the meeting room during P&T committee meetings. The portfolio will also be made available to all committee members for review on a secure SharePoint site as pdf files. Candidates will maintain all supplemental documentation and make it available for review by the P&T committee in a timely fashion.

During the spring meeting, the Committee discusses the portfolios submitted by the candidates and will reach a decision on the following as necessary:

- Recommendation for temporary contract (non-tenured, tenure-track-faculty).

The Committee also provides feedback to any faculty member who has submitted a portfolio for the spring meeting. The Committee Chair will provide a written review of each candidate (approved by the P&T committee) to the Department Head. A copy of this review will simultaneously be sent to the candidate. The
candidate may then inquire of the Chair of the P&T committee or the Department Head in what ways they might improve their portfolio. Conversations between the candidate and their mentor are also encouraged to clarify elements of the written feedback. An example of the review form is attached [P&T Recommendations Form]. The committee will recommend in writing which faculty members should be considered for promotion.

During the fall meeting, the Committee discusses the portfolios submitted by the candidates and will reach one of two decisions as necessary:
- Recommendation for tenure and/or promotion.
- Recommendation that tenure and/or promotion be denied.

Deliberations and voting will be done in closed session. Only those members who are present in the room or are in touch through conference calls shall be eligible to vote. Voting will be done by secret ballots and simple majority vote of the PES P&T committee shall determine the recommendation of the committee. All committee members are charged with thoroughly reviewing the portfolios. By voting they have indicated such. Strict confidentiality of material, deliberations and decisions of the committee will be observed.

The Chair of the PES P&T Committee will submit a letter summarizing its recommendations and the numerical vote count on each candidate to the Department Head and College Dean. The recommendation must: 1) reflect the majority view, 2) contain specific commendations, concerns, and recommendations addressing the Department’s criteria in each of the areas required for promotion and tenure, and 3) allow for dissenting opinions containing specific commendations, concerns, and recommendations addressing the criteria in each of the areas required for promotion and tenure as described in the NMSU Policy Manual Section 5.90.5.4., #17.

Criteria for Evaluating Candidates for Promotion and Tenure
Criteria will be based on annual allocation-of-effort statement (Sections 5.90.3.4 and 5.90.5.1.2 of NMSU P&T Policy, and Appendix 2 in ACES Criteria for Promotion and Tenure March 1, 2014). 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 a 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 ACES 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 nontraditional 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 discovery is 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 Promotion & Tenure Policy for NMSU (April 2007).

As per NMSU policy (Section 5.90.5.4, #5, 2007), PES is charged with reviewing, updating, and revising as necessary the P&T Guidelines every three years. Those faculty who are affected by the change during their review period may elect to be evaluated under the existing or revised Guidelines. Guideline revisions should be finalized and approved by faculty before the spring review.

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. 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 ACES, are based in local communities at agricultural science 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 advise 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, outreach, and service activities. The evaluation of this balance is, in part, based on the official allocation-of-effort assigned to the candidate in teaching, research, Extension and/or outreach, 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 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 proposal and journal article 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, websites, web-based publications, grants related to Extension, and the development of new Extension curricula.

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, junior colleges, and to local scientific societies, such as Sigma Xi. 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 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, which 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 agricultural science centers, managers of laboratories, or other units (e.g. Climate Center or Chile Institute). The allocation of effort will include these efforts and shall 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. 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 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 in the form of 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, and participation and leadership in professional activities.

The faculty member should have a positive education, Extension and/or outreach, 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 are essential. 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 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.

**Timing of request for promotion to Professor**

Promotion to Professor should not be considered to be forthcoming merely because of years of service to the University. A Professor will demonstrate excellence in the assigned areas – learning, research, Extension and/or outreach, 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 and 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/or outreach, 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 portfolio composed of a core document and documentation file (appendix or supplemental file) that supports the application for tenure and/or promotion in terms of the criteria established by the Plant and Environmental Sciences Department. The document will consist of a single 3-ring binder with a second binder for supplemental information (following ACES layout as described in Section 5.90.5.5 Portfolio Preparation). Note that combination of items 4 through 6 shall not exceed 50 pages. The format of the CV is shown as Appendix 6 in the ACES guidelines. The publication list should clearly show which publications are peer-reviewed journal, book chapters, Extension articles, and abstracts, etc. 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 during that meeting. The committee votes by secret ballot and the result is announced to the members. A simple majority vote of the Promotion and Tenure Committee authorizes a recommendation for tenure to the Dean and Chief Administrative Officer of ACES.

Non-Tenure-Track Faculty Promotion Guidelines
The guidelines are the same as described in Appendix 1 of ACES 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, 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. External Letters of Reference. The candidate must provide the Department Head with a list of ten (10) individuals to act as external references and reviewers by the deadlines stated in the P&T timeline. Student letters should be handled according to the ACES document. The Department Head must solicit
letters from all the names on the list. These names should provide a balance between local colleagues and clientele that provide support letters, and peers at universities and agencies that act as referees of the candidate’s work. These individuals should be reflective of the candidate’s appointment and responsibilities and should hold an equal or higher rank. The candidate should consult with the Department Head, their mentor, and the Chair of the Committee to ensure that qualified local, regional, national, and/or international reviewers are represented. If confusion arises, a meeting of the Department Head, mentor, and P&T Chair is suggested. National and international reviewers become more important for promotion to Professor. Additional changes to this list, if necessary, should be in consultation with all parties listed above.

The Department Head’s solicitation letter will not include the candidate’s curriculum vita (CV). When the reviewer has accepted the invitation to review the portfolio, the Department Head will provide the reviewer with the candidate’s most up-to-date CV. The candidate must therefore submit an up-to-date CV to the Department Head in ample time for the solicitation letters to be sent out (see timeline). Solicitation of external letters of reference by the Department Head will be in a timely manner such that outside references have ample time to submit letters and the Department Head can follow up on letters that are not received in a timely manner. A list of those reviewers who were invited and who did or did not provide letters shall be incorporated into the candidate’s portfolio by the Department Head.

The Department Head must place all solicited letters in the appropriate section of the candidate’s portfolio upon their receipt. No one, the candidate, the Department Head, or any member of the Departmental Committee, has the authority to remove a received letter.

2. Candidate’s changes to portfolio. The candidate can make additions, deletions, or other changes in the executive summary, CV, and table of contents at any time after submission to the Departmental P&T committee, but prior to submission of the portfolio to the College P&T committee. The candidate, however, may not add, delete, or change the list of external letters received.

3. Mentor. The mentor should be consulted throughout the candidate’s evaluation period, but especially prior to formal submission of the portfolio. The mentor can aid in many aspects of portfolio development and particularly with the development of the list of external references and referees.

The Department Head cannot be a mentor.

The mentor must be present for the P&T meeting to advocate for the candidate. If the mentor cannot be present, the mentor must designate an alternative mentor/advocate for the meeting.
EXAMPLE OF P&T Recommendations Form USED BY THE
PROMOTION AND TENURE COMMITTEE
PLANT and ENVIRONMENTAL SCIENCES

Candidate: __________________  Current Rank: ________________

Date of P&T Committee Meeting: ________________
Candidate Start Date: ___________  Date of last Promotion: ___________
Request for Tenure no later than: ___________

Allocation of Effort:  Teaching ______,  Research_______, Extension_______, Service ______
Describe any change in effort:

Teaching Activities Overall:  N/A
   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:

Publications:
   Needs Attention  Below Average  Satisfactory  Good  Excellent
   Comments:

Grants:
   Needs Attention  Below Average  Satisfactory  Good  Excellent
   Comments:

Service Activities:
   Needs Attention  Good Balance  Too Much
   Comments:

Other (if applicable):
