



# Promotion and Tenure Guidelines

Department of 4-H Youth  
Development



College of Agriculture and Home Economics

New Mexico State University

Approved by Department Faculty on: August 19, 2008

# Guidelines for Promotion and Tenure

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## I. Vision and Mission

The vision of the New Mexico 4-H Youth Development Program is to develop all New Mexico youth to become productive citizens and leaders for positive change.

The mission of the New Mexico 4-H Youth Development Program, the youth development program of the New Mexico State University Cooperative Extension Service is to provide youth the opportunities to acquire leadership, citizenship, and life skills. New Mexico 4-H programs are based on the four concepts of positive youth development which are belonging, mastery, independence and generosity.

## II. Goals and Objectives

An important responsibility of the University is evaluation of faculty members for appointment, reappointment, and promotion. Coincident with this is the granting of continuing contract (tenure) for promotions to the rank of Associate Professor and above. Advancement in the academic ranks is based on the recognition of accomplishments in teaching, scholarship, and service, and represents a prediction of continued accomplishment in the future. The criteria and procedures established by the Department of 4-H Youth Development are described below. They are in accord with the **Section 5.90.3** Guiding Principles of the University policy on promotion and tenure as well as with College guidelines, policies, and procedures.

In the case of any discrepancies or disagreements, University policies take precedence over, and supersede College and departmental policies.

Development of appropriate scholarship, service and leadership for 4-H Youth Development Program faculty is accomplished through the following process:

- Review the needs of youth in the state.
- Identify a need that can be addressed with a high quality 4-H educational program.
- Evaluate your current program efforts with regard to this need. What can be done to improve current efforts or what new response should be developed?
- Develop and implement the changes.
- Document and evaluate the results.
- Validate and communicate the results.

### **III. Criteria for Promotion and Tenure and Criteria for Non-Tenure Track (college rank) Faculty Promotion**

#### **Assistant Professor to Associate Professor**

This section applies to candidates moving from Assistant to Associate rank. In CAHE, tenure and promotion are linked for tenure-track faculty. A person holding a college faculty appointment is eligible for promotion in rank, but not eligible for tenure. The expectations for both tenure and non-tenure track faculty are similar and based on the allocation of effort statements that have been agreed upon. The criteria below pertain to faculty with a 12 month, 100% Extension Appointment. The same criteria will be used to evaluate both tenure track and college rank faculty members.

#### **Scholarship and Creative Activity - Extension**

Department of 4-H Youth Development faculty achieve scholarly excellence by generating original, as well as interpreting from other institutions, knowledge addressing community needs. This is accomplished through mutually beneficial collaborations between New Mexico State University and its partners, stakeholders, and publics. The department recognizes the four scholarships of discovery, teaching, engagement, and integration.

- The scholarship of discovery includes contributing to the body of knowledge.
- The scholarship of teaching consists of exploration of ways to increase the effectiveness of teaching within the discipline and the dissemination of the findings of those explorations.
- The scholarship of engagement includes, but is not limited to, Extension programs, technology transfer, and technical assistance, as well as the dissemination of the products and findings of those activities.
- The scholarship of integration includes any activity that integrates disciplinary knowledge into a broader context (integration of knowledge leading to new understanding) and utilizing research to address current youth development issues.

Specific criteria for evaluating Extension Scholarship within the Department of 4-H Youth Development may include, but is not limited to, the following:

#### *Program Planning and Delivery*

- Develop and guide statewide or area program planning in at least one specific subject area, annually.
- Develop support materials for county program delivery such as lesson plans, contest training kits and orientation materials, annually.
- Provide programs related to subject-matter expertise for agents to deliver upon request.
- Annually identify resources (such as financial, materials and individuals) to develop and enhance programs.
- Annually deliver presentations at state level professional meetings and within 5 years at least one presentation at regional, national, or international, professional meetings.

#### *Program Evaluation*

- Conduct evaluation on statewide trainings and programs annually.
- Assess specific life skills learned through a particular 4-H activity conducted at least once within every three years.

#### *County Agent Collaboration*

- Provide educational programs in the counties at the request of county agents.
- Seek feedback and input from agents on client needs annually.

- Train county faculty through individual and group meetings (face to face or technology based) and/or in-service trainings at least every 2 years.
- Serve as a liaison between County Faculty and the university faculty community such as being a board representative, providing electronic newsletters and other updates.

#### *Community Collaboration*

- Develop and implement programs related to area of expertise at stakeholders request.
- Help resolve management problems and/or issues related to field of expertise to the state and region as needed.
- Build and maintain strong partnerships with agents, state and federal government agencies, and businesses.

#### *University Collaboration*

- Cooperate and collaborate with other faculty, including other Specialists and County Agents, to develop and conduct comprehensive programs in their area(s) of expertise annually.
- Collaborate with university faculty in identified areas of program discovery, development, and delivery including, but not limited to, research, new 4-H project development and new staff development opportunities for county personnel.
- Work with colleagues at other Universities to develop relevant programming as opportunities arise.

#### *Publications*

- Demonstrate scholarship through publications and other creative works. See **Appendix I** of this document for definitions of scholarly and creative work.
- Specific publications that are strongly encouraged are listed below.
  - 4-H Youth Development or other related Bulletins, Circulars, and Fact Sheets at least one every two years.
  - Peer-Reviewed Journals, Abstracts, and Reviews
  - Proceedings
- Demonstrate communication through popular press media, newsletters, poster presentations, and/or web-based media.

#### *Professional Development*

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

### *Additional Responsibilities*

- Perform other duties and responsibilities, as assigned by the PUA.

Flexibility in these requirements is possible based on quality of publications and scholarly products.

### **Service**

Activities recognized as service are required of all faculty members at New Mexico State University. Service represents contributions that help advance the profession, improve operation of the University and advance the well being of society; these contributions can benefit youth, families, students, the department, the college, the university, stakeholders, government entities, non-governmental organizations, the community, the state, and the nation. Satisfactory performance requires the following:

Departmental Service – document at least three annually

- Attend and participate in departmental faculty committee meetings.
- Contribute to the formulation of program and administrative policies.
- Participate in departmental activities such as curriculum development and revision.
- Generate positive publicity.
- Attend department sponsored events.

College/University Service – document a minimum of one of the following at least every two years:

- Serve as an active member of college or university committees, task forces or faculty senate.
- Collaborate on student recruitment efforts.
- Serve as a resource for student scholarship information.

Community Service – document at least two annually

- Volunteer assistance to agencies or boards.
- Involvement in public service organizations.
- Involvement in community service activities.
- Participate in public service media activities.

Professional Service – document at least two of the following within the promotion period

- Active participant in a professional organization(s).
- Serve as a reviewer for curriculum by request of another state or national organization.

- Serve as a reviewer for journals or other professional publications.
- Serve as a member of a regional or national conference planning committee.
- Deliver invited presentation(s) which is not peer reviewed.
- Conduct evaluation of peers both within and outside of the University upon request.

### **Leadership**

In demonstrating leadership, candidates must show that they are having an impact through contributions to the advancement of the program and university. Faculty members should exhibit leadership at all levels, but in particular when pursuing promotion to Professor. Evidence of leadership should include but is not limited to the following:

- Exhibit leadership which contributes to the mission of the college, the university and the 4-H Youth Development Program.
- Mentor county and state faculty.
- Serve as chair to a departmental, college and/or university committee.
- Empower and mentor committee member and/or program participants.
- Aid in a committee's decision making process.
- Assume a leadership role(s) in a professional association or organization.
- Assume a leadership role in community service activities.

### **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 important to consider for promotion and/or tenure. Candidates will be evaluated on the following criteria:

- Positive interactions with colleagues.
- Treat others with respect.
- Take turns being responsible for tasks within the principal unit and the college.
- Use personal experience to solve problems.
- Help to create an open environment to exchange ideas.
- Represent the university and department factually.
- Project a positive attitude.

### **Associate Professor to Professor**

A person applying to be considered for the rank of Professor must have established a distinguished reputation in his/her area(s) of expertise at the state, national and/or international levels. The productivity record must be at least equivalent to that required to achieve promotion from Assistant Professor to Associate Professor. The candidate should in addition demonstrate evidence of significant and sustained achievement at high levels of accomplishment and potential for continuing endeavors in scholarly and creative activities at state, national and/or international levels, since last promotion. In addition the candidate must show continued contributions through service and leadership. Collegiality will remain an important component of the candidates merit for promotion. The expectations for both tenure and non-tenure track faculty are similar and based on the allocation of effort statements that have been agreed upon. The criteria pertains to faculty with a 12 month, 100% Extension Appointment.

### **Candidate**

#### **Temporary Suspend Timeline**

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

#### **Mid-probationary Review**

Tenure track faculty may request a formal mid-probationary review in their third year of tenure-track employment. Requests for the review and the portfolio must be provided to the PUA by October 1.

#### **Option to Withdraw**

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

#### **Portfolio Guidelines**

Follow instructions for preparing the Portfolio provided in section 5.90.5.5 of the College of Agriculture and Home Economics "Criteria for Promotion and Tenure" document.

#### **Sample Portfolios**

Successful candidate portfolios will be made available with the candidate's permission for review. (None available at this time.)

#### **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.

### **Storage and Security of Portfolio**

The portfolio will 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 State 4-H Office.

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

### **Appeals Process**

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.

## **Principal Unit Administrator (Department Head)**

### **Confidentiality**

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

### **Review/Revision of This Document**

This document 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 post-tenure period, the faculty member may choose one of the policies for evaluation purposes. The faculty member must specifically identify the year of the guidelines they wish to have applied.

### **Post-Tenure Review**

The Principal Unit will adhere to the NMSU Policy Handbook (section 5.87) on post-tenure review.

## **External Review Process**

### **Letters of Reference**

A minimum of five (5) letters of reference will come from peers, clientele, 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 Principal Unit Administrator with a list of potential

references. Letters of reference will be solicited by the Principal Unit Administrator. The final list of references can include, but is not limited to, the names on the list provided by the candidate.

The Department Head (PUA) will obtain letters from a minimum of two (2) external reviewers who meet the following criteria:

- Have a faculty appointment or similar appointment at another university.
- Are in a closely-related discipline.
- Are at a rank that is equal or higher than the rank to which the candidate is applying.

The Department Head (PUA) will provide the external reviewers with the following:

1. A cover letter including:
  - A request for brief statement regarding the individual's qualifications for serving 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.
2. Candidate's core document
3. Principal Unit's Promotion and Tenure Guidelines

### **Unsolicited Letters**

The determination as to whether unsolicited letters of reference will be included in the portfolio will be made by the Department Head in consultation with the candidate and the chair of the Principal Unit's Promotion and Tenure Committee. All unsolicited materials included in the portfolio will be accompanied by a memo by the Department Head specifying the recommendations of the three parties involved.

### **Principal Unit Promotion and Tenure Committee Committee Structure/Selection/Term Limits**

The committee shall be composed of a minimum of three members. All committee members must be tenured if reviewing a tenure-track individual. 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, tenure-track and college rank faculty members of the department. Nominations will

be solicited by the department head. Faculty may nominate themselves. If more than three eligible committee members are nominated, elections will be held by secret ballot. The election will occur prior to September 1. The members will serve for three years and will be in the first election staggered; 3 years, 2 years and 2 years, based on vote totals. The department head will appoint if 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 head 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, tenure-track and college rank faculty will produce a list of eligible, and willing, nominees from outside the department. All tenured, tenure-track and college rank faculty will vote via secret ballot. The top nominee(s) will fill the remaining vacant committee position(s). This election should occur prior to September 1.

#### **Conflict of Interest**

The committee members have the responsibility to avoid actual conflicts of interest and the appearance of conflicts of interest. The Principal Unit will follow the policies established in 5.90.3.2.1 *Conflict of Interest* in the College document.

The committee will meet as required, and in the first meeting will elect a chair who will inform the department head of his/her election. The dean and/or department head may meet with the committee to discuss procedural matters.

#### **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.

#### **Committee Notification**

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 member "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 State 4-H Office.

#### **Committee Deliberation/Voting/Report**

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. Absentee 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:

- Reflect the majority opinion.
- Contain specific commendations, concerns and recommendations addressing the department criteria in each of the areas required for promotion and/or tenure.
- 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.

#### **Candidate Notification**

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.

#### **Review and Update of Guidelines**

This Promotion and Tenure Guidelines document 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 guideline documents for evaluation purposes. The faculty member must specifically identify the year of the guidelines that they wish to have applied.

#### **College Committee Representation**

In the year that the Department of 4-H Youth Development has representation on the college committee, election will occur within the Principal Unit to determine who will serve.

## **Appendix 1**

## **Definitions of Scholarly and Creative Work**

The following definitions will be helpful in evaluating scholarly and creative work by faculty members.

### **Books, Guides, Handbooks**

#### **Book/Monograph**

A book/monograph is a major scholarly work on a scientific or technical topic. It typically is at least 50 pages in length. See also Curriculum guides/Handbook

#### **Book Chapter**

A book chapter is part of a book (monograph, curriculum guide, and handbook). The title and other information for the book that contains the chapter are needed for the citation. The book itself already may be in the database if an author of another chapter has cited it or a university faculty member had authored or edited the book. If the containing book is not in the system and there are no university authors for it, then the book chapter author may enter information for the book and link it with the book chapter.

#### **Bibliography**

A Bibliography is a list of publication citations, usually on one or more related topics. A bibliography can be a standalone publication or appear in a journal or monograph. A Catalog typically is associated with an art museum exhibit, and therefore is not likely to be applicable, although it may apply to a listing of exhibits at a fair or conference.

#### **4-H Project Manuals, Brochures, Reports, Workbooks**

This is a catch-all category for publications that do not fit into any of the other categories. The information needed for this type of publication is similar to a book.

#### **Bulletins/Circulars/Fact Sheets**

Bulletins, Circulars, and Fact Sheets are typical Extension and Agricultural Experiment Station publications. Circulars usually are 8-50 pages in length and Fact Sheets usually are less than 8 pages in length. A Bulletin is a research publication less than 50 pages in length.

#### **Curriculum Guide/Handbook**

A Curriculum Guide/Handbook is similar to a book/monograph but is entered as a separate category because of its specific form and content.

### **Journals/Abstracts/Reviews**

The name of a journal title is necessary for citations of journal articles, abstracts, and reviews. A list of validated journal names, fully spelled out, may be searched on keywords and selected from a list of those meeting the search criteria. If you do not find the journal name in the list, you may enter a provisional record for that journal. Only the name of the journal is required.

### **Journal Article**

A Journal Article appears in a journal, whether the article is peer reviewed or not. Scholarly or research-oriented journals are peer reviewed in accordance with the guidelines of the publishing journal. Non-refereed articles usually appear in trade journals and popular press magazines, and will be reported in those categories.

### **Abstract**

An Abstract usually is of a paper presented at a conference or meeting. It may appear in a separate publication or as part of a journal issue.

### **Review**

A Review typically is of a book, a major chapter in a book, or a journal article. Precede the title of your review with "Review of" and following the title, place the type of publication reviewed in parentheses.

### **Proceedings**

Proceedings are the published papers presented at a conference or meeting. Use the selection if you are the editor or co-editor of the proceedings. If you are the author of a paper that appears in the proceedings, use the selection: "Paper in Proceedings."

### **Paper in Proceedings**

A Paper in Proceedings is similar to a journal article in a journal or a chapter in a book/monograph.

### **Newsletter**

A Newsletter is a special kind of periodical that contains newsletter articles and usually covers local or regional topics. Use this publication type for newsletters you edit or co-edit without specific reference to an article (include a volume or year in the title for each year you edit the newsletter).

### **Newsletter Article/Series**

A newsletter article (single unique title) or series (a recurring column usually under a common name) appears in a newsletter. Examples: Each article can be entered separately with an individual title ("4-H

Coordinator Duties”) or included in a generic title such as “Ten articles on invasive species”.

### **Newspaper Article/Series**

A newspaper article (single unique title) or series (a recurring column usually under a common name) appears in a newspaper. Each article can be entered separately with an individual title; or you can make a generic title such as “Ten articles on invasive species”. Note: the name of the newspaper is necessary for citations of newspaper articles or series of newspaper articles.

### **Newspaper Articles & Media Releases**

Included in this category are newspaper articles, radio programs, TV shows, and web sites that interview faculty or quote their work.

### **Conference/Meeting**

Although technically not a publication, the Lectures, Speeches category is included here because of the similarities to publications. It requires a two-part entry, one for the Conference or Meeting, the other for the Lecture or Speech.

### **Lecture/Speech**

A lecture or speech is presented at a professional conference or meeting. Note: presentations to extension clients generally should be listed as activities in an extension program.

### **Poster Display**

A poster display is a major graphical work presented at a conference, and may or may not be accompanied by formal explanation of the poster. Specific information regarding your role in the poster display is among the data to be completed for this publication type.

### **Other**

The other category is for participation in a conference or meeting that does not fit into the other categories.

### **Paper Presentation**

A paper is a formal presentation of published (or unpublished) work that may have more than one co-author. Specific information regarding your role in the paper presentation is among the data to be completed for this publication type.

### **Panel**

A panel is conducted as a group activity that responds to a specific paper presentation or topic of interest to the audience. Specific information regarding your role in the panel is among the data to be completed for this publication type.

### **Seminar**

A seminar or workshop is conducted as a focused activity for a small audience. Information regarding your role in the seminar/workshop is among the data to be completed for this publication type.

### **Creative Works**

Creative Works are for non-print media or those with a predominantly graphic component. Types are audiovisual, CD-ROM, computer software, exhibit, poster, slides, or website.

### **Audiovisual Material**

The audiovisual category should be used when the item does not fit the other more specific categories or contains a mixture of media.

### **CD-ROM**

A CD-ROM is a physical product that contains a wide range of materials on various topics. It is readable from a computer.

### **Exhibit**

Exhibits are usually three-dimensional and displayed at various conferences and meetings. They may be accompanied by interpretive material, including handouts.

### **Computer Software**

Computer software consists of programs that perform various functions, but also can refer to database- and spreadsheet-related tools that accomplish specific tasks.

### **Poster**

A poster typically is an oversize cardboard representation of a process or concept related to a presentation at a conference or meeting.

### **Slides**

Slides typically are PowerPoint slides but can include any similar program that produces a graphical presentation.

### **Website**

A website is a set of computer-based pages, usually written in HTML or XML, that are accessible via the internet.

### **Other Creative Works**

Use this category for a creative work that does not fit one of the specific categories.