

Department of Agricultural and Extension Education

College of Agricultural, Consumer and Environmental Sciences

New Mexico State University

PROMOTION AND TENURE POLICIES (AXED P&T Policy)



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**College of Agricultural, Consumer
and Environmental Sciences**

Agricultural and Extension Education

August 2018

I. Introduction

Mission

The Department of Agricultural and Extension Education (AXED) 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. Our departmental mission is:

“Preparing and supporting educators and leaders in agriculture to improve the economic well-being¹ and quality of life² of all stakeholders³.”

¹ Agricultural and Extension Education strives to provides stakeholders with the knowledge, skills, and attitudes that will enable them to compete for and preform in top positions in their field of function and as agriculturally literate 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, 1992).

³ Stephen Covey (1992) 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.

Reference

Covey, S. R. (1992). *Principle centered leadership*. New York: Fireside.

II. AXED Promotion and Tenure Evaluation

As a principal unit (PU), the Department of Agricultural and Extension Education shall adhere to all policies and processes regarding promotion and tenure as detailed in the Promotion and Tenure Policy for New Mexico State University (Sections 9.30-9.36 of the New Mexico State University Administrative Rules and Procedures [ARP] hereafter referred to as NMSU P&T Policy). Information in the College of Agricultural, Consumer and Environmental Sciences Criteria for Promotion and Tenure (hereafter referred to as ACES P&T Policy) supplements information in the corresponding sections of NMSU P&T Policy. NMSU P&T Policy details policy and procedures of the promotion and/or tenure process that apply to all principal units of the university. ACES policy provides additional policy and procedural information that applies specifically to principal units within the college. In developing criteria for promotion and/or tenure, principal units must abide by the tenets set forth in both documents. AXED Promotion and Tenure (P&T) Committee members, department head (Principal Unit Administrator or PUA), tenure track faculty, and faculty considering applying for tenure and/or promotion are responsible for reviewing NMSU, ACES, and AXED P&T Policies.

Candidates for promotion and 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. Candidates will prepare a portfolio following the CV format found in Section 9.35.6 of the NMSU P&T Policy and APPENDIX 6 of the ACES P&T Policy. Candidates are strongly encouraged to review exemplary sample portfolios of recently promoted and tenured faculty members available in the AXED Department or through the NMSU Teaching Academy.

Candidates applying for tenure and promotion to Associate Professor will have their progress evaluated annually by the AXED P&T Committee and the Department Head before the applications are forwarded to the ACES P&T Committee in the year that the promotion and tenure is sought. Candidates applying for promotion to Professor have the option to have their progress evaluated annually.

Performance will be evaluated at the time of application for promotion and tenure in four broad areas: scholarship and creative activity, teaching and advising, service, and outreach. The definitions and criteria for evaluation of performance in each of these areas are described later in this document.

Critical to the AXED Department's process of evaluation for promotion and tenure is the allocation-of-effort statement (Section 6.61 of the ARP, Faculty Assignments - General). Each year, in consultation with the department head, faculty shall complete and sign an allocation-of-effort statement with mutually agreed-upon changes made during the year, as needed (APPENDIX 2, ACES P&T Policy). 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 relate to the university's mission and the principal unit's expectations and will be used as the basis for evaluation. All levels of the promotion and tenure process will acknowledge and respect variations among individual allocation-of-effort statements.

III. Responsibilities of Candidate

A candidate for promotion and/or tenure in AXED (Section 9.35.5.A of NMSU P&T Policy):

1. Maintains a curriculum vitae and a cumulative personal record of the activities and accomplishments affecting the application for promotion and/or tenure.
2. Reviews the personal portfolio in relation to the criteria for promotion and/or tenure and seeks guidance from senior faculty and the department head.
3. In accordance with college procedures (Section 5.2 of ACES P&T Policy), requests and provides materials required in the mid-probationary periodic review.
4. Applies for tenure by submitting to the department head in the spring of the candidate's fifth year, or other time as previously negotiated, their portfolio including both the Core Document and Documentation File in the format as specified in Section 9.35.6 of the NMSU P&T Policy and APPENDIX 6 of the ACES P&T Policy. If a faculty

member/candidate does not apply for tenure in the fifth year, or extended year as appropriate, and does not submit a resignation letter as contemplated by this rule, the faculty member's employment will terminate with the expiration of the current annual "Temporary Contract".

5. Provides the department head with a written list of potential External Reviewers from which letters of evaluation may be requested. The candidate may provide the department head with a list of people they wish not to be reviewers. This item only applies to tenured and Tenure-Track Faculty.
6. Requests extensions of the probationary period in accordance with Section 9.35.2.B of the NMSU P&T Policy.
7. Has, upon receipt of the recommendation of the AXED P&T Committee and of the department head, five working days to add to the portfolio any correction of factual errors in either recommendation.
8. Has, upon receipt of the recommendations of the ACES P&T Committee and of the dean, five working days to add to the portfolio any correction of factual errors in either recommendation.
9. In accordance with Section 9.35.7 of the NMSU P&T Policy, requests that the review process be terminated at any time prior to review by the executive vice-president and provost.

IV. Responsibilities of the AXED Department Head (PUA)

The AXED department head (Section 9.35.5.B of NMSU P&T Policy):

1. Establishes and monitors a process for a tenured faculty to mentor the candidate in developing the best case for promotion and/or tenure.
2. Provides leadership in the collaborative writing and maintenance of department promotion and tenure policy.
3. Provides initial information, timelines, and copies of all written guidelines regarding promotion and tenure expectations and policies to all new and continuing faculty members on a regular basis. Also informs Tenure-Track Faculty of the rights to due process, appeal and informal processes for conflict resolution in promotion and tenure.
4. In the annual performance reviews of Tenure-Track Faculty, includes written details relating to assigned duties (i.e. the teaching and advising, scholarship and creative activity, service, extension and outreach and apportionment). The reviews also include separate statements addressing progress toward tenure and toward promotion including steps that should be taken to strengthen the faculty member's case.
5. Provides leadership in establishing agreed upon department guidelines for an annual review of Tenure-Track Faculty by the department promotion and tenure committee. This

review is separate from, and independent of, the department head's annual review of each faculty member.

6. Assists Tenure-Track Faculty who have completed five academic semesters or its part-time equivalent in preparing for an optional Mid-Probationary Review.
7. In mitigating circumstances, explores with the candidate the need for a time extension. (Section 9.35.2.B of NMSU P&T Policy). With the approval of the candidate, seeks permission from the dean to extend the probationary period.
8. Provides assistance and guidance to faculty who are applying for promotion and/or tenure. Reviews the portfolio of applicants to ensure its completeness and compliance with Section 9.35.6 of the NMSU P&T Policy and APPENDIX 6 of the ACES P&T Policy, and, where needed, makes recommendations for improvement.
9. The department head, in consultation with the department promotion and tenure committee, will select a list of potential External Reviewers and will contact them. The department head must contact at least one reviewer from the candidate's list provided that they are qualified to be reviewers based on the unit's policy. The department head must ensure those contacted to review the candidate's portfolio do not have a conflict of interest. If there is a perceived conflict of interest the department head needs to justify why the reviewer has no conflict. If the department head contacts somebody on the candidate's list of people they wish not to be a reviewer, the head needs to justify the importance of selecting the reviewer.
10. Sees that the department promotion and tenure committee submits recommendations for tenure and for promotion for all candidates.
11. Writes an independent evaluation/recommendation concerning each candidate's case for promotion and/or tenure in relation to the criteria for promotion and tenure. This recommendation may be in support of or against supporting either promotion or tenure, or both. It should address the strengths and weaknesses, and level and nature of accomplishments of the candidate.
12. Provides candidates written or electronic copies of the recommendation of the department promotion and tenure committee and of the recommendation of the department head. This notification must occur prior to passing the promotion and/or tenure application on to the dean and college promotion and tenure committee.
13. Places the department head's recommendation in the candidate's portfolio.

V. Responsibilities of the AXED P&T Committee

The AXED Promotion and Tenure (P&T) 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 committee members is insufficient, additional tenured and fully-promoted members will be sought from other departments in the ACES College. The committee Chair must be tenured and fully-promoted.

The AXED P&T Committee meets each spring, when appropriate, to review and provide feedback to candidates on their progress toward promotion and tenure. They meet again in the fall to consider completed files of candidates who have applied for promotion and tenure. Each college shall determine a timeline for conducting promotion and tenure reviews compatible with due dates issued by the executive vice president and provost. The dates indicated in Section 9.35.10 of the NMSU P&T Policy are suggested guidelines; the provost may alter these by further directives; and/or 12-month appointments may require a different time schedule. 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 October 1.

The AXED P&T Committee (Section 9.35.5.C of NMSU P&T Policy):

1. Examines and reads the portfolio of each candidate.
2. Evaluates the candidate according to department promotion and/or tenure standards.
3. Considers the candidate's department assignment and role apportionment as specified in the candidate's position description and allocation-of-effort forms.
4. Performs an annual review of Tenure-Track Faculty following departmental guidelines and forwards results to department head and dean or equivalent administrator. This review is separate from, and independent of, the department head's annual review of each faculty member.
5. Makes recommendations to the department head pertaining to faculty members who are seeking promotion and tenure based on the candidate's portfolio and departmental criteria.
6. Records in each candidate's portfolio the committee's vote totals (Section 9.34.3.Q and S of NMSU P&T Policy).
7. Places the committee's recommendation in the candidate's portfolio.
8. Participates in the optional Mid-Probationary Review process, providing formative feedback to candidates.

VI. Joint Appointments

1. In appropriate circumstances, a faculty member may be appointed in two departments or in two colleges (Section 9.35.4 of NMSU P&T Policy). The faculty member seeking a joint appointment must obtain a signed Memorandum of Understanding (MOU) signed by

the department head and dean of each involved unit. The MOU must state the agreement between the involved units in the following areas:

- (1) The units involved and the intended tenure home. It must identify the Principle Unit where tenure resides or will reside if applicable. In joint appointments with centers or institutes, the tenure home must reside in a Principle Unit. In joint appointments with two or more academic units, one unit must be designated, by mutual agreement, as the tenure home.
 - (2) Expectations for workload and Allocation of Effort, including specific responsibilities distributed between the involved units.
 - (3) The term of appointment and any other conditions of employment.
 - (4) Provisions explaining the process for the annual performance evaluation and promotion and tenure reviews, renewal of the joint appointment, and salary increases. Each unit must provide recommendations in annual, probationary, tenure, and promotion reviews.
2. Section 7.2.4 of ACES P&T Policy further specifies joint appointment promotion and tenure policy for the ACES College. In the case of a candidate with a joint appointment among principal units, all promotion and tenure committees from principal units in which the candidate shares appointment must review the candidate's portfolio pertaining to the appointment in their principal unit.
- (1) The candidate will follow the guidelines of the primary principal unit (identified in the Memorandum of Understanding - Section 9.35.4.A of NMSU P&T Policy) regarding the format used in preparation of the portfolio.
 - (2) 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.

VII. AXED Policies Governing Recommendations for Tenure and Promotion to Associate Professor

A candidate being considered for tenure and promotion to Associate Professor in the AXED Department should have a sustained level of performance in and commitment to the four broad areas of scholarship and creative activities, teaching and advising, service, and outreach based on their assignment.

1. The candidate should have developed a successful research program and be able to provide evidence of scholarly and creative activity such as professional publications and presentations, peer recognitions, program innovations, grants and contracts, and/or other creative activities typically associated with their assignment. The candidate should demonstrate effective leadership and management of their research program.

2. The candidate should exhibit high quality teaching and advising as evidenced primarily by student and peer evaluations of teaching. They should provide evidence of reflective continuous improvement of their courses and instruction. The candidate should be a member of the graduate faculty, and demonstrate effectiveness in advising students and serving on graduate committees.
3. In the area of service, the candidate should be an active participant in appropriate professional organizations. They should demonstrate effective participation in supporting activities such as committee assignments, advising a student organization, and/or program planning at the department and college levels.
4. In the area of outreach, the candidate should demonstrate effective educational programs, support activities, recruiting, and interactions with their key stakeholder groups.
5. The candidate should exhibit a commitment to professional development in scholarship and creative activities, teaching and advising, service, and outreach.

VIII. AXED Policies Governing the Recommendation for Promotion from Associate Professor to Professor

The rank of Professor is unique among the academic ranks. A 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 candidate 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:

1. **Balanced Contributions**

Impact in all four areas of faculty effort: scholarship and creative activity, teaching and advising, service, and outreach.

2. **Special Stature in Her/his Field**

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

- (1) Teaching Ability: As indicated by innovation, enthusiasm, peer recognitions, and/or contributions to activities designed to foster quality instruction at the undergraduate/graduate levels.
 - (2) Scholarship and Creative Ability: As indicated by publications, grant or contract support, peer recognitions, and/or contributions to priority research initiatives.
 - (3) Professional Service and Outreach: As indicated by involvement in college, university, state, regional, national, and international groups within his/her field.
3. Leadership (see Section IX.5.1 below)

IX. Specific AXED Criteria for Evaluating Candidates for Promotion and Tenure to be Applied to Sections VII and VIII

The AXED Department is composed of both tenured and tenure-track faculty. The same criteria will be used to evaluate all faculty members. Evaluations will be based on the position description and annual allocation-of-effort statements (APPENDIX 2 of ACES P&T Policy).

1. Scholarship and Creative Activity (Section 9.31.3.D of NMSU P&T Policy and Section 6.3 of ACES P&T Policy)
 - (1) At NMSU, scholarship and creative activity is grounded in Boyer's concept of the four scholarships:
 - (a) The scholarship of discovery involves processes, outcomes, and the passionate commitment of the professoriate and others in the university to disciplined inquiry and exploration in the development of knowledge and skills;
 - (b) The scholarship of teaching involves dynamic, reciprocal, and critically reflective processes among teachers and learners at the university and in the community in which their activity and interaction enriches and transforms knowledge and skills, taught and learned;
 - (c) The scholarship of engagement refers to the many and varied ways to responsibly offer and employ knowledge and skills to matters of consequence to the university and the community; and
 - (d) The scholarship of integration is the process by which knowledge and skills are assessed, interpreted, and applied in new and creative ways to produce new, richer, and more comprehensive, insights, understanding, and outcomes.

Reference

Boyer, E. L. (1990). *Scholarship reconsidered: Priorities of the professoriate*. New York: Carnegie Foundation for the Advancement of Teaching.

- (2) NMSU definition of scholarship and creative activity (Section 9.31.3.D of NMSU P&T Policy): Products developed through these processes, are typically public, open to peer review, and available for use by others, but may also include classified projects, protected intellectual property or other confidential materials. Scholarship and creative activity can take many forms, including but not limited to refereed publications and patented intellectual property.
- (3) Evaluation criteria for scholarship and creative activity (Section 9.31.3.D of NMSU P&T Policy): All scholarly activity and outcomes, regardless of funding source, must consider the following criteria adapted from Diamond (2002):
 - (a) The activity's purposes, goals, and objectives are clear. The objectives are realistic and achievable. It addresses important questions in the field.
 - (b) The activity reveals a high level of discipline-related expertise. The scholar brings to the activity a high level of relevant knowledge, skills, artistry, and reflective understanding.
 - (c) Appropriate methods are used for the activity, including principles of honesty, integrity, and objectivity. The methods have been chosen wisely, and applied effectively. It allows for replication or elaboration.
 - (d) The activity achieves its goals and its outcomes have significant impact. It adds consequentially to the field. It breaks new ground or is innovative. It leads to further exploration or new avenues for exploration for the scholar and for others.
 - (e) The activity and outcomes have been presented appropriately and effectively to its various audiences.
 - (f) The activity and outcomes are judged meritorious and significant by one's peers.
 - (g) The scholar has critically evaluated the activity and outcomes and has assessed the impact and implications on the greater community, the community of scholars and on one's own work. The scholar uses this assessment to improve, extend, revise, and integrate subsequent work.

Reference

Diamond, R. M. (2002). *Serving on promotion, tenure, and faculty review committees: A faculty guide, 2nd ed.* Bolton, MA: Ankar Publishing.

- (4) The AXED Department 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. The Department recognizes all four areas of scholarship (Boyer, 1990).
- (5) Although most faculty members in the department have a joint appointment between teaching and research, some faculty members may have 100% teaching or Instruction and General appointments. Regardless of the appointment, all faculty members are expected to engage in scholarship and creative activity that contributes 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 scholarship and creative activity 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.
 - (a) Evaluation of the success of scholarship and creative 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 also highly valued. Successful pursuit of grant and contract funding is another highly valued form of scholarship and creative activity.
 - (b) Peer recognition, widely evaluated, is considered one of the more important measures of scholarly and creative activity success. Writing and publishing books, papers in peer reviewed journals, refereed papers published in conference proceedings, bulletins, research reports, peer reviewed awards for scholarly activity, and grants and contracts are indicators of high-quality scholarship. Papers and posters presented at professional meetings, papers published in non-peer-reviewed publications, and work with graduate students on theses and creative components are also indicators of successful scholarship and creative activity, although these examples must be accompanied by the higher forms of peer-reviewed scholarship to merit promotion and/or tenure.

2. Teaching and Advising (Section 9.31.3.C of NMSU P&T Policy and Section 6.2 of ACES P&T Policy)

Principal units should give special attention to allocation of effort and the relative importance of each component of teaching-effectiveness evidence. The resulting

guidelines for evaluating teaching that are determined by each principal unit should reflect the teaching outcomes that are valued most by that unit. In addition, the guidelines should reflect the relative importance of the different components for each individual under review.

High quality teaching and advising are fundamental responsibilities of all faculty members in the AXED Department. Research based on effective teacher characteristics (Feldman, 1989 and 1988; Rosenshine & Furst, 1971; Seevers, Dormody, & VanLeeuwen, 1999) serves as the foundation for assessing effective teaching in the AXED Department. Effective teaching behaviors include, among others: Clarity, variability of methods, enthusiasm, task oriented and businesslike behaviors, and student opportunity to learn the criterion material. Faculty members are responsible for providing high quality instruction at both the undergraduate and graduate levels. High quality student advisement is equally essential.

- (1) High quality teaching performance is expected and attested to by strong student evaluation of teaching scores (quantitative and qualitative) and peer 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 internships and other 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.
- (2) The candidate must provide documentation in their portfolio of at least one (1) peer review of teaching (by a qualified faculty member at a higher rank). Multiple peer reviews of teaching are desirable.
- (3) High quality undergraduate and graduate advising are also critical to the AXED Department and viewed as an indicator of current and future performance in teaching. Evidence of satisfactory performance regarding student advising is therefore, necessary. Faculty members should actively engage in appropriate advising activities as identified through individual job descriptions and/or annual performance goals on the allocation-of-effort form. These activities can be evaluated in numerous ways, including but not limited to:
 - (a) Assisting students in selection of courses and/or careers.
 - (b) Recording progress to completion of degree requirements.
 - (c) Writing letters of recommendations for awards, scholarships, internships and jobs.
 - (d) Assisting students in obtaining professional employment.

- (e) Facilitating student participation in professional development experiences.
- (f) Supervising student research, creative components, and serving on graduate committees.
- (g) Advising student organizations or clubs.
- (h) Evidence of other forms of student mentoring or support.

References

Feldman, K. A. (1989). The association between student ratings of specific instructional dimensions and student achievement: Refining and extending the synthesis of data from multisection validity studies. *Research in Higher Education*, 30(6), 583-632.

Feldman, K.A. (1988). Effective college teaching, from the students' and faculty's view: Matched or mismatched priorities. *Research in Higher Education*, 28(4), 291-344.

Rosenshine, B. and Furst, M. (1971). Research on teacher performance criteria. In B. O. Smith (ed.). *Research in Teaching Education*, 27-72. Englewood Cliffs, NY: Prentice Hall.

Seevers, B. S., Dormody, T. D., and VanLeeuwen, D. L. (1999). Developing a valid and reliable student evaluation of teaching (SET) instrument. *NACTA Journal*, 43(4), 15-19.

3. Service (Section 6.5 of ACES P&T Policy)

Service is very important to the overall ACES mission and is expected of all faculty members. The weight given to service activities during evaluation may vary considerably based on the candidate and the significance of the activity. The evaluation's focus needs to be on the activity's importance relative to the candidate's professional expertise, the work's quality and expectations placed on the candidate at the time of hiring and during annual reviews.

The primary responsibilities for faculty in the AXED Department are teaching and scholarly and creative activity. However, within the constraints of those responsibilities, faculty members are expected to perform satisfactorily on service activities. Service 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 a candidate's allocation-of-effort agreements. Faculty are urged to maintain an appropriate balance with teaching and scholarship responsibilities. Some service activities valued by the AXED Department are:

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

- (2) College: Participation in college planning and committees is highly desirable and considered to be an important duty of all faculty members.
- (3) University: Faculty participation in university affairs is desirable and may reflect favorably on the individual and department.
- (4) Community: Service to the community will be considered to the extent that it contributes directly to the stature of the department, college, and university.
- (5) State: Service to various state agencies and stakeholder groups is highly valued.
- (6) National: Service to various agencies and/or organizations at the national level is encouraged.
- (7) International: Activities and consulting work in an international setting or leadership in international organizations is supported, especially for senior faculty members.
- (8) Professional organizations: Active membership and participation in professional societies are recognized as an essential part of scholarship as well as service. Activities as a reviewer, editor, officer, or committee chair in professional organizations reflect recognition by peers and are a credit to the individual, department, college, and university.

4. Outreach (Section 6.4.2 of ACES P&T Policy)

Outreach involves external linkages with private and jurisdictional entities in which faculty members' roles are contingent upon their professional capacities. Outreach may be seen as part of the NMSU public relations effort, and while it does not have a direct and immediate measurable benefit for NMSU, it enhances the status of NMSU in the community and the state. Outreach activities may benefit affiliated professional service organizations as well as help build long-term relationships between NMSU and its stakeholders. Faculty who conduct outreach programs generate and apply knowledge to address community needs without necessarily engaging community input. Examples of outreach that the AXED Department would value include:

- (1) Educational programs for agricultural and Extension education youth and adult stakeholder groups
- (2) Agricultural literacy and other educational programs for non-agricultural youth and adult audiences.
- (3) Technology transfer activities.

- (4) Student recruitment activities. This is viewed by the department as a necessary outreach area for all faculty.

Outreach activities differ from extension activities in that they are not provided or delivered by the New Mexico CES, but may include CES. In addition, input from clientele is not necessarily sought in regard to outreach activities, but is always a part of extension activities. Outreach activities differ from service activities in that they are external and do not directly benefit NMSU in the immediate future.

5. Leadership (Section 6.1 of ACES P&T Policy)

While a candidate's performance must be evaluated through their contributions to teaching and advising, scholarship and creative activity, service, and outreach, leadership is an important component. Leadership must not be considered as a separate area to be evaluated. Rather, when applicable, its value should be considered in how it affects performance in one or more of the four areas of faculty effort.

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

Evidence of leadership may include but is not limited to:

- (1) Serving as chair of departmental, college, and university level committees.
- (2) Serving on college and university level committees.
- (3) Assuming leadership roles in professional organizations.
- (4) Effective mentoring of junior faculty.

X. Additional General Policies for the Promotion and Tenure Process

1. Performance evaluations will be conducted annually as described in Section 9.31 of the NMSU P&T Policy, and all yearly performance reports for the review period will be included in the portfolios submitted by the candidates.
2. A candidate for promotion and/or tenure may temporarily suspend the promotion and tenure clock in accordance with the provisions in Section 9.35.2.B of NMSU P&T Policy.
3. A candidate may review all items included in the portfolio assembled prior to the review by appropriate committees, administrators, and/or External Reviewers.

4. A candidate for promotion or tenure may change, add, or delete materials from their portfolio at any time after its submission to the AXED P&T Committee but prior to transmittal of the core document from the Department to the ACES College. Any changes must be accompanied by a letter of transmittal to the department head and the Chair of the AXED P&T Committee. Once the portfolio has been submitted to the College, any requested change, addition or deletion should be submitted to the department head along with a letter of transmittal. The department head and AXED P&T Committee Chair will present this information to the ACES P&T Committee when it meets about this candidate (Section 6.9 of ACES P&T Policy).
5. An evaluator may request additional information at any time prior to issuance of their recommendation by submitting a written request to the department head and the Chair of the AXED P&T Committee, who will transmit the request to the candidate.
6. Confidentiality and security of records will be maintained by the department head and AXED P&T Committee members at all times. Each will keep records locked in a secure place in their offices. During the Fall when a candidate is being considered for promotion and/or tenure, their Document File may be checked out by members of the AXED P&T Committee from the department head and then returned once their review is completed. Provision will be made by the department head for old records to be shredded. All deliberations and voting of the AXED P&T Committee will be confidential and conducted in a closed session only among committee members.
7. The AXED P&T 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.
8. The AXED P&T Committee will submit a document to the department head that consists 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' commendations, concerns, and recommendations addressing the department's criteria in each of the areas required for promotion and/or tenure. Committee members with dissenting opinions may submit a minority report in conjunction with the majority report. Any minority report will also contain specific commendations, concerns, and recommendations addressing the criteria in each of the areas required for promotion and tenure.
9. After each step in the evaluation process, and prior to the next evaluation, the candidate will receive a written notification of the recommendation rendered. Notification from the AXED P&T Committee will consist of a copy of the committee's letter to the department head including the numerical vote count. Notifications of recommendations by the department head and/or dean/comparable administrator will consist of a copy of the letter prepared by that administrator for inclusion in the portfolio.

10. Faculty choosing to participate in the mid-probationary review process must submit their portfolios to the department head by mid-January. The Portfolio shall be prepared in accordance with Section 9.35.6 of the NMSU P&T Policy and be reviewed by the AXED P&T Committee and department head, and the ACES P&T Committee. The college committee will provide to the department head and faculty member a written formative evaluation of progress. The review will be conducted in accordance with the AXED Department's Promotion and Tenure Procedures (Section 9.35.3 of NMSU P&T Policy).
11. The dean of the ACES College or his/her representative, as well as the department head, may meet with the AXED P&T Committee to discuss procedural matters.
12. A minimum of six letters of reference will come from peers, students, and colleagues. Letters of reference may include one or more letters from AXED Department reference(s), one or more letters from the university reference(s) outside the AXED Department, and/or one or more letters from stakeholders outside of the university. At least four letters will be from External Reviewers (see below). The candidate will provide the department head with a list of potential references. Letters of references will be solicited by the department head. The final list of references can include, but is not limited to the names on the list provided by the candidate.
13. As part of the letters of reference, the department head will obtain letters from a minimum of four External Reviewers suitable to review the candidate's qualifications. An External Reviewer will be a highly-regarded expert in one or more aspects of the candidate's work and must be able to offer an objective assessment of the candidate's work including their abilities in teaching and advising, scholarship and creative activity, service, and outreach. When an External Reviewer holds a tenured position, it should be at or above the rank sought by the candidate. It is recommended that a candidate have a diverse set of External Reviewers to get the most complete picture of the candidate's performance.

The department head will provide External Reviewers and other reviewers with the following:

- (1) A cover letter including:
 - (a) A request for a brief statement regarding the individual's qualifications to serve as an External Reviewer or other reviewer.
 - (b) A request that the reviewer indicates the relationship between the candidate and the reviewer.
 - (c) Notification that the candidate will have an opportunity to read the letter of assessment.

- (d) Notification that third parties may review the letter in the event of an EEOC or other investigation into a tenure or promotion decision.
 - (e) A statement that the reviewer is to assess the candidate's cumulative performance and potential for continued productivity in teaching and advising, scholarship and creative activity, service, and outreach.
- (2) The candidate's portfolio
 - (3) Two refereed research publications that the candidate feels represent their best research work during the performance period under review.
 - (4) A copy of the AXED Department's P&T Procedures.
14. All letters of reference will be submitted to the department head and placed by them into the candidate's portfolio.
 15. Conflicts of interest, either real or perceived, must be avoided when selecting External Reviewers and among evaluators. The AXED P&T Committee should review the university's Conflict of Interest policies, rules, and procedures each year before evaluating candidates each spring (See Sections 3.00 through 3.13 of the NMSU ARP relating to Conflicts of Interest and Ethical Conduct for more information).
 16. Specific details of the appeals process can be found in Section 9.35.9 of NMSU P&T Policy. All candidates for promotion and/or tenure, the department head, and members of the AXED P&T Committee should familiarize themselves with university policy related to appeals.
 17. Tenured faculty members annually participate in and receive an extensive examination of their teaching, their research and scholarly output, and their service as part of the annual review process conducted in accordance with Section 9.31 of NMSU P&T Policy. This annual review document shall be labeled the Post Tenure Review of each tenured faculty member. This Post Tenure Review shall weight the three areas of teaching, scholarly work, and service in proportion to the percentage each category is given in the faculty member's allocation-of-effort for a given year.
 18. At least every three years, the AXED P&T Procedures will be reviewed and updated, as necessary, by the AXED faculty and department head. If the NMSU Rules on Faculty Evaluation, Promotion, and Tenure (Sections 9.30 – 9.36 of the NMSU P&T Policy) should change during a faculty member's pre-tenure or pre-promotion period, the faculty member may elect whether to be evaluated by the former Rules or the revised Rules. This election shall be documented in writing to the department head by February 1st of the year the candidate will submit their documents for the Spring Review.