

PROCEDURES AND CRITERIA FOR PROMOTION AND TENURE

Department of Plant and Environmental Sciences

New Mexico State University

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Departmental Mission

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

Departmental Goals

The learning goals of our department 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 departmental research goals are to 1) expand scientific knowledge; 2) develop technology supporting i) plant, soil, water, and environmental sciences, ii) natural resources management, and iii) regional, national, and international agriculture; and 3) extend this knowledge and technology through appropriate means.

General Statement

The Department of PES adheres to the NMSU Administrative Rules and Procedures (ARP) policies (also referred to as "guidelines" hereafter) for promotion and tenure (P&T), effective academic year 2018-19 (AY 18/19), and available at <https://arp.nmsu.edu> (see chapter 9). The NMSU policies should be viewed as the definitive source of information. The PES P&T policies also follow the ACES criteria for P&T effective September 2018 and available at (<http://link pending>). These guidelines apply to both non-tenure-track and tenure track faculty with a 51% or higher (majority) appointment in PES. If a PES faculty member has a majority appointment with the Cooperative Extension Service (CES), the candidate will be evaluated primarily by the P&T Committee within CES, with input from the PES P&T committee. Likewise, CES faculty with a majority PES appointment will primarily be evaluated by the PES P&T Committee, with input from the CES P&T Committee. The respective Department Heads also have a role in the evaluation process.

Composition and Duties of the Departmental P&T Committee

The PES P&T Committee is comprised of all Professors with a majority appointment in the department. As this committee has representation on the ACES P&T Committee, all Professors that serve on the PES P&T Committee must be eligible to serve on the ACES P&T Committee. A faculty member with a Department Head or higher position in PES or any other unit must recuse them self from the PES P&T Committee. The PES Department Head, who is not a member of the PES P&T Committee, independently evaluates the candidates for P&T.

A member of the PES P&T Committee will serve on the ACES P&T Committee for a three-year term in accordance with the ACES P&T guidelines (7.3.1). This representative will be elected by ballot of all PES tenure-track faculty at all ranks. The PES P&T 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 an Assistant Professor. Mentors are Professors in the department, serve on the PES P&T Committee, and are expected to advise the candidates in the process of professional development through the ranks. Tenure track candidates should be mentored only by tenure track Professors, while non-tenure track faculty may be mentored by either tenure track or non-tenure track faculty ranked at Professor. Faculty with a minority appointment (<50%) in PES should be mentored only by faculty in the external principal unit. Candidates are encouraged to meet with other members of the Committee and the Department Head for advice on aspects of their professional development. The PES P&T Committee is also responsible for making recommendations to the Department Head for continuation of temporary contracts of untenured, tenure track faculty. Should the need arise, the PES P&T Committee is responsible for post-tenure review of faculty as required by NMSU-ARP 9.36.

Annual Spring and Fall Reviews

The review process occurs in two phases that apply to both PES tenure track faculty and PES non-tenure track (college track) faculty:

- 1) The PES P&T Committee will meet each spring to provide feedback to the candidates through the Department Head on their progress towards tenure and/or promotion, and to make recommendations for continuation of temporary contract for untenured, tenure track PES faculty during their probationary period. The Committee will also provide feedback for college track faculty and for faculty with a minority appointment in PES.
- 2) The PES P&T Committee meets again in the fall to review and vote on the completed files of candidates who have applied for tenure and/or promotion.

In cases involving PES faculty with split (joint) appointments (e.g., a joint CES appointment, or hired with additional duties external to the department), the candidate's mentor and/or P&T Committee Chair from the external principal unit will be asked to attend and present information about the candidate to the PES P&T Committee, during the fall review meetings. The representative(s) will be present only for the purpose of providing information about the

candidate. They will not be present during votes on any candidate, or during discussion pertaining to any PES faculty other than the candidate who they are representing.

A timeline is usually issued annually as part of a memorandum from the Provost outlining NMSU policy (ARP sections) dealing with P&T. In addition, a list of timelines will be generated by the PES P&T Committee and Department Head, and provided to candidates by March 1 of each year. 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 (i.e., by the Department Head's deadline) will not be reviewed. Spring review of Associate Professor portfolios (tenure track and non-tenure track) is optional, unless those candidates express their intent to be considered for promotion in the fall.

Tenure track PES faculty and PES college track Assistant Professors are expected to annually prepare and submit portfolios for the spring review. For tenure track candidates, this annual review will be the basis for making recommendations to the Department Head regarding a continuation of temporary contract for the candidate. The content and format of the portfolio is outlined below, which follows NMSU-ARP 9.35 Part 6, and Section 8 of the ACES guidelines. Elements 1 through 8 shall be included in the candidate's portfolio when it is submitted for the spring PES P&T evaluation, and will be furnished to the Department Head who will notify the PES P&T Committee. Element 9 shall be included in the portfolio when it is submitted for the fall PES P&T evaluation.

Portfolio Preparation (Adapted from NMSU-ARP 9.35 Part 6)

In accordance with PES, ACES, and NMSU guidelines, the candidate is responsible for submitting a copy of a promotion and tenure portfolio composed of a core document and a documentation file (appendix). The principal unit also submits an electronic version of the core document to the college, and to the Office of the Provost. The following core document elements must be submitted in the proper sequence, as shown below. The candidate is expected to supply the following elements unless specified otherwise, with elements 4 through 6 not exceeding 50 pages:

- 1) A routing form developed by ACES with spaces for the required signatures (see ACES guidelines, Appendix 5.)
- 2) A cover sheet indicating the candidate's name, start date, current rank, last promotion date (if applicable), department and college, rank to which the applicant is applying for promotion, and if applicable, if applicant is applying for tenure.
- 3) Any written documentation generated throughout the promotion and tenure process, including annual recommendations from the principal unit P&T Committee and the numerical vote counts of the P&T Committee(s); these materials will be provided by evaluators at each step of the process (see NMSU-ARP 9.35.6.A.3 and ACES guidelines 8.3). The candidate's position description should be included in this

element.

- 4) A table of contents.
- 5) Candidate's executive summary (should include well-reasoned summary of the candidate's interests, responsibilities, competence, contributions, ongoing activities, and noteworthy circumstances).
- 6) A curriculum vitae (see ACES Appendix 6.).
- 7) Annual performance evaluations written by the principal-unit administrator (PUA) for the period under review, including the annual allocation-of-effort (AOE) statements with annual goals and objectives, and written statements submitted by the faculty member as a part of, or in response to, the PUA's annual evaluations. Numerical rankings, ratings or vote counts must be removed from annual performance evaluations (see NMSU-ARP 9.35.6.A.7).
- 8) Principal unit's mission statements and guidelines (procedures and criteria) for promotion and tenure.
- 9) External reviews (see PES P&T guidelines, External Letters, page 13). Letters will be placed in the candidate's portfolio by the PUA.

Once the core document has been submitted to the College, any requested change, addition or deletion should be submitted to the PUA along with a letter of transmittal. The PUA and the P&T Committee Chair will present this information to the College Committee when it meets about this candidate.

Committee Review of Documentation

For both spring and fall review closed session PES P&T Committee meetings, the Department Head shall notify the PES P&T Committee Chair that the candidate portfolios are complete and available for review. The Committee Chair will notify Committee members. The printed (hard copy) portfolios are 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 printed portfolios to the meeting room during P&T Committee meetings. The portfolios 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 PES P&T Committee in a timely fashion.

During the spring meeting, the Committee discusses the portfolios submitted by the candidates and will reach one of two decisions as necessary and pertaining only to non-tenured, tenure track PES faculty with a majority appointment in PES:

- Recommendation (by simple majority vote) of continuation of temporary contract.
- Recommendation (by simple majority vote) that the temporary contract not be continued.

The Committee also provides feedback to any PES 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 then be sent to the candidate, as required by NMSU policy. The candidate may then inquire of the P&T Committee Chair or the Department Head in what ways they might improve their portfolio. Conversations between the candidate and their mentor are especially encouraged to clarify elements of the written feedback. A candidate review (rating) form, completed by the Committee, will be attached to the review memorandum (see PES P&T guidelines, page 16).

At the fall meeting, the formal application for P&T is reviewed by the PES P&T 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. Only those members who are present in the room or in touch through teleconference shall be eligible to vote. Voting will be by secret ballot and a simple majority vote of the PES P&T Committee shall determine the recommendation of the Committee. Non-tenure track faculty shall not be eligible to vote on matters concerning tenure, but rather, may vote only on matters pertaining to promotion of non-tenure track faculty. Non-tenure track faculty members are, however, encouraged to participate in discussions about tenure track faculty (see ACES guidelines 7.3.4). All PES P&T 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.

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.

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 suggestions to address the criteria in each of the areas required for promotion and tenure as described in the NMSU-ARP 9.34, Part 3B.

Criteria for Evaluating Candidates for Promotion and Tenure

Criteria will be based on the annual AOE (NMSU-ARP 9.35 Part 5.C.3), which is found in Appendix 2 of ACES Criteria for P&T). In consultation with the Department Head, the faculty member shall complete and sign an AOE statement each year at the time of the candidate's annual performance evaluation. Based on their AOE, all faculty are expected to be fully committed to high quality teaching, possess a high level of scholarship, have a good professional relationship with other faculty, students and staff, and contribute to outreach and professional

service as stated by the university, college, and department. Thus, faculty will be expected to demonstrate excellence in all areas of their AOE. The four areas of creative activity or scholarship as recognized by NMSU and ACES can be elaborated as follows:

- (1) 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, both taught and learned;
- (2) 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;
- (3) 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
- (4) The scholarship of **integration** is the process by which knowledge and skills are assessed, interpreted, and applied in new and creative ways to produce newer, richer, and more comprehensive insights and understanding.

The criteria listed below, and based on AOE, could serve as the basis for self-evaluation by all faculty of the department.

In the PES Department, a successful candidate for tenure and/or promotion is expected to work cooperatively and collaboratively in the areas of teaching and advising, scholarship and creative activity, extension and outreach, and service. Examples of cooperative and collaborative activities include, but are not limited to, productive participation in departmental, college and university committees; chairing and serving on graduate student committees; participating in collaborative research projects; writing manuscripts with collaborators; sharing research tools and resources with departmental, college and university colleagues; professional and considerate behavior towards colleagues, staff and students.

As per NMSU-ARP and ACES policies (9.35.5.E.1 and 7.4.2, respectively), PES departmental P&T guidelines (*Procedures and Criteria for P&T*) are evaluated and revised every three years. If the policy should change during a faculty member's pre-tenure or pre-promotion period, the faculty member must choose one of the policies (newly revised and adopted version or previous version) for evaluation purposes and indicate that choice at the beginning of their portfolio. Therefore, PES faculty are encouraged to maintain files containing the relevant versions of the PES *Procedures and Criteria for P&T*. The ACES website provides links to the currently adopted version of all departmental policies for P&T.

1. Teaching and Advising Activities

Examples of teaching and advising activities and effectiveness can be found in the NMSU-ARP, 9.31.3.C. Effective teaching is one of the most important skills expected of all faculty. Good teaching is not simply based on classroom teaching, but extends outside the classroom, and includes motivating students, advising them regarding career choices and 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.
- Peer (faculty) or Department Head evaluations.
- Letters from former students.
- Innovative teaching techniques.
- Developing new curricula and new courses.
- Service as graduate advisor and as member and chair of graduate committees.

Placement and performance of undergraduate student advisees is an important component of effective instruction. Advising, recruitment and retention are also considered as effective instruction, and thus statements on these efforts should be included in the candidate's portfolio. Effectiveness in advising can be determined through student exit interviews, or by an advisor's brief evaluation of student advisees.

Examples of collaborative behavior in the context of teaching and advising include, but are not limited to, productive participation in departmental, college and university committees on curriculum and/or student topics; working with student clubs; serving on graduate student committees; conducting undergraduate advising; volunteering for advising sessions; filling in for colleagues to advise students; giving a guest lecture; and volunteering for student recruitment events on and off campus.

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 including online formats. 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 main campus-based PES faculty are expected to advise graduate students and serve on graduate committees in both chair and member roles. All off-campus PES faculty without specific teaching assignments are encouraged to advise graduate students in both of the roles of committee member and chair.

2. Scholarship and Creative Activity

The Department traditionally views scholarship as the sum of an individual's teaching, research, extension and outreach, and service activities. 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 NMSU-ARP (9.31.3.D). These same activities can be described within the newer concepts of scholarship and creative activity organized as discovery, teaching, engagement and integration. The evaluation of this balance is based on the official AOE assigned to the candidate in teaching, research, extension and outreach, and service. All PES tenure track faculty will have split appointments that usually comprise teaching and research, and with a service component. In addition, some faculty may have split appointments in research, administration and/or extension.

2a. Research, Discovery and Integration of 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 numerous criteria that include, but are not limited to the following:

- 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 or proceedings, progress reports.
- Awards for scholarly activity.
- Invitations to serve on grant proposal panels and to review journal articles.

2b. Teaching Scholarship

Scholarship of teaching can be supported with publications and grants related to the effectiveness of teaching methods or to the development of new curricula, teaching models and techniques. Training of students from NMSU and other institutions for summer programs sponsored through

various programs could also be considered as teaching scholarship or engagement scholarship, depending on the specific context.

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, popular press articles, reports, websites, web-based publications, grants related to extension, and the development of new extension curricula.

3. Outreach/Engagement

It is important for faculty to reach out to the community using the faculty member's professional expertise by giving presentations at field days, grower meetings, schools, community colleges, and to local scientific societies, such as Sigma Xi, Garden Clubs, Lush 'n Lean, health fairs, Science Café, etc. Dissemination of information through a variety of media (TV, radio, newspapers, newsletters, internet, social media, etc.) are also examples of outreach activities.

4. Service and Engagement

While the primary responsibilities of the faculty members in PES are teaching and research, service-related activities are expected within the constraints of the primary responsibilities. The amount of service-related activities expected of a faculty member will be determined by the Department Head. This service commitment will be in writing (as part of the annual AOE/goals and objectives negotiation) and will be approved by the Department Head during the annual spring performance evaluation review. Faculty members are expected to provide evidence of their contributions to professional services. Service may be rendered and thus demonstrated in the following ways:

- Membership in professional societies and documented efforts on professional society committees, attendance at society meetings, participation as manuscript reviewers, and service on editorial boards.
- Grant review panels.
- Non-paid consulting with various state agencies and clientele groups.
- Outreach activities required of those assigned to research, especially when the candidate has no appointment in CES.
- Service to the community that directly contributes 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 via committee or individual efforts.
- Paid consulting with academic, government, industry or non-profit organizations.

5. Leadership

Quoting verbatim the ACES P&T policy (section 6.1) and the NMSU-ARP (9.31.3.B): “While a faculty member's performance must be evaluated through their contributions to teaching and advising, scholarship and creative activity, service, extension 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 they affect performance in one or more of the Four Areas of Faculty Effort.”

PES expects candidates for promotion and/or tenure to demonstrate leadership, within the four areas of scholarship, and as appropriate to their position descriptions. Candidates must show that they are having an impact through contributions to the department, college, university and the professional community. Leadership should embody initiative, perseverance, and originality. Evidence of leadership at a national and international level is particularly important when applying for promotion to Professor.

Examples of leadership in the context of teaching and advising include, but are not limited to, chairing departmental, college and university committees on relevant topics; developing funded programs for innovative student training or mentoring; and receiving awards for teaching from national organizations.

Examples of leadership in the context of scholarship and creative activity include, but are not limited to, chairing departmental, college and university committees on relevant topics; serving on national, regional, multistate or international committees on relevant topics; serving as an editor or associate editor for a journal; serving or chairing review panels for funding agencies; organizing conferences and/or serving as a presiding officer; and directing collaborative/multi-institutional research projects.

Rank-Specific Guidelines for Advancement

For promotion from *Assistant to Associate Professor, and/or granting of tenure*, a candidate should have a sustained high level of performance based on the faculty member's AOE statements. The faculty member should provide evidence of creative and scholarly activity in the form of professional publications, peer recognition, patents and inventions, development of germplasm and variety releases, 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 reputation established by experience in and successful development of teaching as so assigned, extension and/or outreach, and research. There should be evidence of scholarly achievement and professional stature in all areas.

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 that include a demonstrated ability to communicate research results in both scientific and lay channels. Faculty members with a teaching AOE will be members of the graduate faculty and demonstrate effectiveness in advising graduate students, and in serving on graduate committees. All faculty members should have demonstrated effective participation in supporting activities such as committee assignments and program planning.

Timing of Request for Tenure and/or Promotion to Associate Professor

The Department is subject to the rules of the NMSU-ARP (9.35 Parts 1 and 2A-D) in determining when preliminary and final tenure recommendations must be made for tenure track candidates. The NMSU-ARP (9.35 Part 1) states that "the probationary period begins with the first contract for a full academic year," and that "before being considered for tenure," the candidate must "serve five years of the pre-tenure probationary period." Thus, the Departmental P&T Committee's recommendations as to consideration for advancement to candidacy for a continuous contract must be made within the first five years of the candidate's tenure track service. An Assistant Professor may elect to apply for tenure or promotion at any time, including a written request for early tenure review that requires positive recommendations from the PES P&T Committee, Department Head, and Dean (see NMSU-ARP 9.35.2.C). The Department Head will inform the faculty member in writing of the Departmental P&T Committee's recommendation.

If a tenure track candidate 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 is to be received by the Department Head before the end of the fifth year of service.

Candidates may request an extension of the probationary period (postpone their tenure decision date). This procedure is to be initiated by the candidate with a written request within one year of the qualifying event. NMSU policy on this process is described in the NMSU-ARP (9.35.2.B).

Temporary contracts issued during the pre-tenure probationary period are 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 at the beginning of the next contract period.

Timing of Request for Promotion to Professor

For promotion from *Associate Professor 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.

Promotion to Professor will not be considered to be forthcoming merely because of years of service to the University. A Professor will demonstrate excellence in the assigned areas—teaching, 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 at the Associate Professor rank. In addition, a Professor will exhibit the following:

Special Stature in Their Field. The candidate should provide 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 evidenced by innovation, enthusiasm, and contributions to activities that result in high quality instruction at the undergraduate, graduate, or post-graduate level.

Research Ability: As indicated primarily by peer-reviewed scholarly publications, external grant support, and contributions to priority research problems.

Professional Service: As indicated by meaningful involvement in university, state, regional, national and international groups within their field.

Leadership. The quality of leadership will be based on the alignment of the individual’s leadership duties with the department’s stated mission, and on the individual’s leadership role at the University or external level. Evidence of leadership at a national and international level is particularly important when applying for promotion to Professor. Leadership should embody initiative, perseverance, and originality.

Balanced Contribution. A Professor will demonstrate excellence in all the assigned areas—teaching, research, extension and/or outreach, and professional service.

The time period under consideration should focus on the interval since the candidate’s promotion from Assistant to Associate Professor.

Non-Tenure Track Faculty Promotion Procedures and Criteria

The PES procedures and criteria are the same as described in Appendix 1 of the ACES P&T policy, which states that “there will be no differences in the promotion process between non-tenure track and 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 areas of research, leadership and learning. One 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 areas of professional capability. Promotion to College Professor will require a qualifying degree or equivalent experience (ACES Appendix 1), usually Ph.D., that demonstrates a substantial command and mature view of his/her discipline, sound scholarship, and demonstration of leadership traits.

Application Document

The candidate will submit a portfolio composed of a core document plus a documentation file or "appendix" (see PES P&T Guidelines, page 3). The core document must follow the elements as listed in NMSU-ARP 9.35 Part 6. Those elements are also listed in the PES P&T portfolio preparation guidelines (pages 3-4).

The core document will consist of a single three-ring binder, with a second binder for the documentation file. The format of the CV (element 6 of the core document) is shown in Appendix 6 of the ACES P&T guidelines. The publication list should clearly separate publications that are peer-reviewed journal articles, book chapters, extension articles, 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 PES P&T Committee over the previous years of review.

Other Policies and Procedures Pertaining to Promotion and/or Tenure

1. External Letters. The candidate must provide the Department Head with a list of at least six but no more than 10 individuals to serve as external references and reviewers (i.e., external to the graduate faculty of the department) by the deadline stated in the P&T timeline. The candidate should consult with their mentor prior to list submission to ensure that qualified local, regional, national, and/or international reviewers are represented. The Department Head will inspect the list of individuals submitted by the candidate, to further assess the suitability of the listed individuals to serve as external reviewers. The selection of external reviewers by, collectively, a "team"—the candidate, the candidate's mentor, and Department Head—must proceed with caution so as to identify the most appropriate external reviewers and, as such, the selection process shall comply with NMSU-ARP 9.34.3.AA.4 that states the following: "Departmental rules and procedures should be precise about who is or is not appropriate to serve as an External Reviewer." Additional specifications for an external reviewer are stated in NMSU-ARP 9.34.3.AA.4-5.

The Department Head must solicit letters, in a timely fashion as dictated by the timeline, from all of the names on the list. The agreed-upon list of external reviewers should provide a balance

between local colleagues and clientele that provide support letters, and peers at universities and agencies that serve as referees of the candidate's work. These individuals should also be reflective of the candidate's appointment and responsibilities. National and international reviewers become more important for promotion to Professor.

The Department Head's initial 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, and instructions for the contents of the external review letter as required by NMSU-ARP 9.34 Parts Z and AA. The instructions to reviewers should include: (1) a request for a brief statement regarding the individual's qualifications for serving as a reviewer; (2) a request that the reviewer indicate the relationship between the candidate and reviewer; (3) notification that the candidate will have an opportunity to read the letter of assessment; and (4) notification that third parties—in the event of an Equal Employment Opportunity Commission or other investigation into a tenure or promotion decision—may review letters.

The candidate must 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 (see timeline) such that outside references have ample time to submit letters. The Department Head will follow up on letters that are not received in a timely manner. A list of invited reviewers 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 person, including the candidate, Department Head, or any member of the PES P&T Committee, has the authority to remove a received, solicited letter.

Any letter not solicited under the process described above is hereby defined as an unsolicited letter that can be added only by the candidate and must be included in the pertinent teaching and advising, research, service, or outreach section of the 50-page core document.

The Department Head must inform the candidate that the portfolio is complete and available for review prior to release of the portfolio to the PES P&T Committee (see attached timeline).

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 PES P&T Committee, but prior to submission of the portfolio to the College P&T Committee. Any such requests should be handled in a timely manner. 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. The Department Head may not serve as a mentor.

The mentor must be present for the P&T meeting to present the candidate's application to the committee. If the mentor cannot be present, the mentor must designate an alternative person to describe the contents of the portfolio at the meeting.

4. Appeals.

Quoting verbatim the ACES P&T policy (section 9):

“Specific details of the appeals process can be found in the NMSU-ARP 9.35 Part 9. All candidates for promotion and/or tenure should familiarize themselves with university procedures.”

“In general, when a faculty member alleges a violation of policy or due process with regard to promotion and/or tenure, the NMSU Faculty Grievance Board, after review by appropriate administrators through the executive-vice-president and provost, convenes to hear the appeal.”

“Peer review is an inherent part of the promotion and/or tenure process. The advisory judgments of the principal-unit and college promotion and tenure committees, principal-unit administrator, dean and executive vice president and provost are not, in themselves, appealable. Under the terms of the Civil Rights Act of 1964, such judgments are reviewable insofar as they may be discriminatory; otherwise, appeals of promotion and/or tenure decisions may be based only on violations of procedure or due process that are provided in the NMSU-ARP. In all instances, the NMSU Faculty Grievance Board will attempt to resolve all complaints on an informal basis.”

SPRING REVIEW 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 ____, Other ____, Outreach ____
 Service ____
 Describe any change in effort:

Does the candidate's portfolio demonstrate evidence of:

Teaching Activities Overall:

Needs Attention	Satisfactory	Good	Excellent
Comments:			

Graduate Student Training:

Needs Attention	Satisfactory	Good	Excellent
Comments:			

Collaborative Efforts:

Needs Attention	Satisfactory	Good	Excellent
Comments:			

Publications:

Needs Attention	Satisfactory	Good	Excellent
Comments:			

Grants:

Needs Attention	Satisfactory	Good	Excellent
Comments:			

Service Activities:

Needs Attention	Good Balance	Too Much
Comments:		

Other (if applicable):

Suggested Timeline for Promotion and Tenure
DEPARTMENT of PLANT & ENVIRONMENTAL SCIENCES

Note: These dates are a general guide only and may change a few days from year-to-year.

NON-TENURED ASSISTANT PROFESSORS (required)

Portfolios ¹ due-for Spring P&T evaluation and feedback by	April 11
Spring P&T Committee meeting no later than	April 25
P&T recommendation letters from P&T Chair to Department Head by	May10
Feedback on candidates from Department Head to candidates by	May 16
Recommendation letter on temporary contract from Department Head to Dean by	June 3

**ASSISTANT/ASSOCIATE PROFESSORS WITH EXPLICIT INTENT TO
REQUEST TENURE AND/OR PROMOTION (required)**

Portfolios ¹ due for Spring P&T evaluation and feedback by	April 11
Spring P&T Committee meeting no later than	April 25
P&T recommendation letters from P&T Chair to Department Head by	May10
Feedback on candidates from Department Head to candidates by	May 16
Candidate submits names of external references to Department Head by	June 15
Candidate submits Core Document to Department Head by	July 1
Candidate submits final packet and supporting materials as required by ACES by	September 19
Candidate packet available to P&T Committee by	September 30
Fall P&T Committee meeting no later than	October 17
P&T Committee recommendation letters from P&T Chair to Department Head by	November 7
Recommendation letter from Department Head before	November 17

**ASSOCIATE PROFESSORS REQUESTING FEEDBACK FROM
P&T COMMITTEE (optional)**

Portfolios ¹ due for Spring P&T evaluation and feedback by	April 11
Spring P&T Committee meeting no later than	April 25
P&T recommendation letters from P&T Chair to Department Head by	May10
Feedback on candidates from Department Head to associate professors by	May 16

¹*Portfolios consist of the **Core Document** and a separate **Documentation File** (i.e., Appendix or Supplementary Material). Electronic (PDF) files of the portfolio must be delivered to the Department Head's Administrative Assistant for uploading to a Sharepoint site. In addition, a hard copy (printed version) of the portfolio (typically furnished in two separate binders) is to be delivered to the Department Head.*