

**DEPARTMENT
OF
HUMAN PERFORMANCE, DANCE, AND
RECREATION**
(College of Education)

**DEPARTMENTAL
PROMOTION AND TENURE
POLICY**

NEW MEXICO STATE UNIVERSITY

Departmental members who prepared and/or participated in the creation of this document

Joseph M. Berning, Ph.D.
Cheryl A. Coker, Ph.D.
Frank Gilpin, M.A.
Debra Knapp, Ph.D.
Kim O'Connell-Brock, M.S.
Kimberly Oliver, Ph.D.
Scott Pedersen, Ph.D.

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I. Introduction

Departmental Mission

The Department of Human Performance Dance and Recreation prepares future professionals with knowledge, skills and dispositions to become responsible practitioners, clinicians and leaders in the many disciplines that utilize physical activity.

Departmental Vision

The Department of Human Performance Dance and Recreation has a dynamic vision to advocate for positive attitudes, values and engagement in healthy, creative and active lifestyles that impact global societies.

Departmental Goals and Expectations

The goals of the department are to fulfill its mission through the following objectives:

Teaching

- Provide students with dynamic curricula that reflect current trends within our fields of study.
- Provide students with the education to successfully pursue further professional and/or graduate level education
- Prepare students for occupations in allied health professions within public and private sectors.
- Provide students with the qualifications to obtain professional licensures/certifications (e.g. K-12 physical education, athletic training, strength and conditioning, etc.)
- Provide students with the knowledge, skills and dispositions to excel as practitioners, clinicians, and leaders.
- Provide students with the knowledge, skills and dispositions to excel as performing artists and teachers in dance.

Scholarship and Creative Activities

- Extend our understanding of health and human performance through quality faculty and student research within content-specific disciplines.
- Disseminate scholarly and creative work globally.

Service

- Serve the citizens of New Mexico with the promotion of information necessary to pursue a healthy and active lifestyle in a manner that is easily understood, culturally relevant, timely, appropriate and easily applied.
- Participate in service activities within the NMSU community.

II. Promotion and Tenure Guiding Principles

The following guiding principles are critical to the process of Promotion and/or Tenure and are aligned with both New Mexico State University and the College of Education's Promotion and Tenure Policies. As such, this document incorporates the *Common Elements* as required by NMSU's Promotion and Tenure Policy. However, in all cases, NMSU's Promotion and Tenure Policy supersedes the Promotion and Tenure Policies of both the College of Education (COE) and the Department of HPDR (NMSU P&T Policy 5.90.5.4).

A. Annual Performance Evaluation Policy

- i. Performance evaluations will be conducted annually by the Department Head as described in NMSU P&T Policy 5.90.3.3. Annual performance evaluations provide a consolidated description of a candidate's performance based on their allocation of effort. Therefore in maintaining compliance with NMSU P&T Policy 5.90.5.4, all annual performance evaluations for the period under review, allocation of efforts statements, annual goals and objectives statements, and any responses made by the candidate to the supervisors comments must be included in the candidate's Promotion and/or Tenure portfolio.
- ii. The annual performance evaluation process requires several steps. First, faculty members will be required to document their past calendar year accomplishments (teaching, scholarly and creative activities, service, extension and outreach, and leadership), create goals and objectives for the upcoming calendar year, complete an allocation of effort form and provide a current curriculum vita. After review of the submitted documentation, the Department Head will complete the annual performance evaluations then meet with the COE Dean. Next, an individual meeting between the Department Head and faculty will be made to discuss the annual performance evaluation, allocation of effort, and goals/objectives. Additional discussion will be in accordance with rank:
 - a. Tenure track faculty will be informed of their progress towards Promotion and/or Tenure.
 - b. Tenured faculty will be informed of their progress and requirements necessary or achieving that rank.
 - c. Non-tenure track faculty, discussion will include the option of pursuing promotion. Each individual meeting will require the faculty member to sign their annual performance evaluation. The signature/date of the evaluation will serve as evidence to the COE Dean that an annual meeting occurred.
- iii. In the event that a faculty member wants to submit a written statement in response to his or her annual performance evaluation, he or she must do so within 10 days after signing of the evaluation. A copy of the written statement and supporting documentation (if required) will be forwarded to the COE Dean and also placed in his or her personal file with the performance evaluation.

B. Annual Performance Evaluation Forms

- i. Annual Performance Evaluation Forms used by the departments in the COE will include the following elements:
 - a. Allocation of Effort Statement (**Appendix D**): The allocation percentages will be agreed upon by the faculty member and the Department Head, and will be approved annually by the faculty member's department head and COE Dean. If agreement cannot be reached, the COE Dean may assign the allocation of effort, and the faculty member may appeal through existing university procedures. The allocation of effort statement and percentages may be altered during the year to reflect changing circumstances, such as service on a particularly time-consuming committee or grant, time for scholarship and creative activity, emergency teaching and advising assignments by mutual agreement of the faculty member, Department Head, and COE Dean. Minimally, the allocation of effort statement in each COE department will contain the following elements:
 - b. The percentage of effort devoted to teaching and advising or their equivalent, scholarship and creative activity, service, and extension and outreach (with 100% as the total; any category may be 0%);
 - c. The number of semester credit hours taught, student enrollment, and level of courses assigned;
 - d. A clear definition of a full teaching and advising load as defined by the COE and the Department of HPDR
 - e. The value assigned to each category, calculated proportionately to the candidate's allocation of effort in instances where the department utilizes a weighting, ranking or scoring system
 - ii. Current job description
 - iii. A written section submitted by the faculty member detailing and citing accomplishments in relation to the criteria for Promotion and/or Tenure.
 - iv. A written review from the department head. This review must include specific recommendations and concerns in each assigned area of performance, in addition to an assessment of the candidate's progress toward Promotion and/or Tenure.

C. Confidentiality of Records, Committee Procedures and Portfolio Location (NMSU P&T Policy 5.90.5.4)

- i. The process of Promotion and/or Tenure must be held to the highest standards of confidentiality. All Promotion and/or Tenure committee members will be required to read, sign and adhere to confidentiality statements (**Appendix A**). All candidate documentation will be maintained by the Department Head in the secretarial office in a locked cabinet. The documents will only be available to the Promotion and/or Tenure committee members and the Department Head during the reviewing process. Individuals reviewing the documents will check-out the portfolios, review them and return them to the secretarial office to be stored and secured. Portfolios will not be allowed to leave the department corridor (faculty offices) and must be returned the same day they are checked out. Committee meetings will be confidential and conducted in closed session.

D. Requests for Additional Information

- i. During the Promotion and/or Tenure process, situations may arise whereby the Department Head or Departmental Promotion and/ Tenure Committee members may require from the candidate additional supporting documentation. In these situations, the Departmental Promotion and/or Tenure Chair should request in writing to the Department Head the request. After the official request has been received, the Department Head will submit in writing to the candidate the committees request. Once the requested documentation is received from the candidate, the documents will be kept in a file secured in the Department Head's secretarial office in a locked cabinet and will be treated in the same confidential manner as the portfolio. This additional material will not become part of the candidate's portfolio or forwarded to the College Promotion and/or Tenure Committee or COE Dean unless officially requested by these reviewing bodies.

E. Departmental Timeline

- i. A timeline consistent with the timeline for Promotion and/or Tenure as described in Section 5.90.5.9. Other dates (e.g. Mid-Probationary Review, Faculty Annual Reviews by the P&T Committee) are listed with the specific sections in this document.

F. Procedure for Conducting a Mid-Probationary Review

- i. Faculty who choose to participate in the mid-probationary review process must submit their portfolio to their Department Head by **January 15th** of their fourth calendar year after completing three calendar years (five academic semesters). The portfolio must be completed in accordance with NMSU P&T Policy 5.90.3.7 and 5.90.5.5. Mid-Probationary Review procedures are also outlined in the COE P&T Policy (COE P&T Appendix B).

G. Sample Portfolios

- i. Sample portfolios may be available from members of promoted and tenured track faculty within the department. Written permission must be obtained prior to using them as samples. Additionally, the Teacher's College has samples in their office as well as examples of letters and vita's on their NMSU website link. Candidates must understand that these examples may not be completely representative of current policy requirements.

H. Revision, Approval, and Posting of Departmental Promotion and Tenure Guidelines

- i. At least every three years, the Department of HPDR will
 - a. revise and approve departmental promotion and tenure goals, objectives and expectations
 - b. post departmental promotion and tenure policy and procedures including goals, objectives, and expectations on the departmental webpage
 - c. provide a hard copy of departmental promotion and tenure polices to all tenure-track and non-tenured track faculty upon accepting employment within the department. Each faculty member will be required to sign/date the "Receipt of

Promotion and Tenure Policies and Procedures” signature document verifying they have been provided the aforementioned documents. **(Appendix E)**

- ii. If the promotion and tenure policy should change during a faculty member’s per-tenure and/or pre-promotion period, the faculty member will be given the opportunity to select the policy by which they will be evaluated. The faculty member’s decision must be submitted to the Department Head in writing. Integrating portions of different policies is not permitted.

III. Criteria for Promotion and Tenure (Tenure Track Faculty) (NMSU P&T Policy 5.90.4)

A. General Standards and Expectations

- i. Evaluation of the quality of a faculty member’s accomplishments can best be performed through the informed judgments of colleagues within the institution as well as colleagues within the profession (external reviewers). Although such evaluations and subsequent recommendations are subjective, the approach provides the best opportunity to protect interests of the candidates as well as the academic institution.
- ii. The Department of HPDR will not specify a minimum number of publications, classes taught, presentations, performances (dance), service commitments, leadership roles, or other creative activities required to insure successful Promotion and/or Tenure. Rather the departmental Promotion and/or Tenure committee must weigh the quantity and quality of the candidates complete academic record which consists of scholarship and creative activity, teaching, outreach, service and leadership (when applicable) in accordance with the candidates specific allocation of effort. Due to the diversity of academic professions and subsequent expectations of each, exact specifications cannot be provided.
- iii. General qualifications for Promotion and/or Tenure which include descriptions and acceptable evidence of teaching, advising, scholarship and creative activity, extension and outreach, service and leadership can be found in NMSU P&T Policy 5.90.4.0 through 5.90.4.5 and again are reiterated within the COE P&T Policy.

B. Teaching (Student Learning) (NMSU P&T Policy 5.90.4.1.1)

- i. Students are central to the mission of NMSU. Definition and responsibilities associated with teaching and “evaluation of teaching” can be found in the NMSU P&T Policy. Furthermore, the COE P&T Policy establishes the “standard” and “evidence of effective teaching and student learning”. The candidate is referred to the previous mentioned documents for clarification of acceptable requirements in their pursuit of Promotion and/or Tenure.

C. Evidence of Effective Advising and Mentoring (NMSU P&T Policy 5.90.4.1.2)

- i. Undergraduate advising and mentoring are considered important functions of the Department of HPDR. Faculty in Athletic Training, Dance, Kinesiology, and Physical Education programs will often times be asked to serve as principle advisors. This role is critical to the growth and success of the department. Faculty who are responsible

- for advising will be required to document their activity which will be included on their annual allocation of effort statement
- ii. Advising entails some or all of the following:
 - a. Providing academic support for students
 - b. Assisting students with course scheduling
 - c. Assisting students with ensuring they have completed necessary coursework to meet degree or minor requirements. (Specific degree checks are the responsibility of the COE advising center)
 - d. Provide direction to students seeking guidance on post-bachelorette education (e.g. graduate school, professional schools)
 - e. Provide research experience (e.g. allow students to participate in the research process as well as contribute as a participant)
 - f. Assist students in independent research, conference presentations, teaching, practicum's, and clinical experiences.
 - g. Faculty with Graduate Faculty Status are expected to serve on graduate committees, serve as chairs and/or serve as a Graduate Dean's Representative
 - iii. Advising Effort and Effectiveness will be documented by:
 - a. Number of students advised (categorized by undergraduate/graduate)
 - b. Student letters attesting to the input of the faculty member and their college career
 - c. Student clubs or organizations
 - d. Honor societies
 - e. Independent studies (e.g. research - teaching projects)
 - f. Judging events (e.g. research fairs)

D. Scholarship and Creative Activity (NMSU P&T Policy 5.90.4.2)

- i. Scholarship and Creative Activity are facets which define faculty and their role in higher education. The NMSU P&T Policy 5.90.4.2 defines these categories and relates their importance to the NMSU land-grant mission. The COE P&T Policy provides the "standard" and "evidence of scholarship and creative activity". The candidate is referred to the previous mentioned documents for clarification of acceptable requirements in his or her pursuit of Promotion and/or Tenure.

E. Extension and Outreach (NMSU P&T Policy 5.90.4.3)

- i. The Department of HPDR have faculty who maintain unique expertise in a variety of areas that are often in demand outside the department, college or university. Part of a faculty member's responsibility is to disseminate, interpret, guide, facilitate, instruct, educate and lead members of the community with scholarly knowledge. A faculty member's contribution to individuals or groups outside the department through extension and outreach may be performed in a variety of ways and in turn integrated and presented through their research, teaching and service. Candidates should provide a brief segment in their application for Promotion and/or Tenure (if applicable) documenting their contribution to the external audiences of the department, college or university. This can include but is not limited to the following:
 - a. Work with advisory groups
 - b. Volunteer work relative to the candidates area of academic expertise
 - c. Collaborations with agencies outside of NMSU
 - d. Consulting in an area of academic expertise

F. Evidence of Extension and Outreach (NMSU P&T Policy 5.90.4.3)

- i. Evaluation of extension and outreach contributions can be difficult to assess. In many ways, dissemination of information through presentation or direct participation is synonymous with “Service”. Because of this crossover, candidates may find documentation and description of accomplishments easier to address within the body category of “Service”. Because impact analysis may not be practical or possible, evidence of activity is important. While not all encompassing, the examples can provide evidence:
 - a. Supporting letters
 - b. Assessments of specific programs or activities
 - c. Presentations for groups or agencies outside the department or university
 - d. Recruitment and mentoring of students from outside the department
 - e. External departmental research and/or teaching collaboration
 - f. Education of other faculty, staff or any employee outside/within NMSU
 - g. Holding of office or position representing NMSU
 - h. Liaison between community groups and NMSU
 - i. Work specific to one’s area of experience to include interviews, reviews, and/or discussion published in popular media, newsletters, and interviews

G. Service (NMSU P&T Policy 5.90.4.4)

- i. Service is a vital component of the university’s land grant mission. Statements defining service can be found in NMSU P&T Policy 5.90.4.4. The “standard” and “evidence of service” are outlined in the COE P&T Policy. The candidate is referred to the previous mentioned documents for clarification of acceptable requirements in his or her pursuit of Promotion and/or Tenure.

H. Leadership (NMSU P&T Policy 5.90.4.5)

- i. In the Promotion process, leadership is of particular importance when applying to the rank of Full Professor. Leadership roles should be recognized by faculty in all ranks and when appropriate need to be documented in the faculty member’s goals and allocation of effort statement.
- ii. Leadership and evaluation of leadership are described in NMSU P&T Policy 5.90.4.5. A more in depth understanding of leadership is discussed in the COE P&T Policy which describes “the standard” and “evidence of leadership”. These descriptions provide the candidate with the guidelines necessary for exhibiting his or her leadership involvement. The candidate is referred to the previous mentioned documents for clarification of acceptable requirements in his or her pursuit of Promotion and/or Tenure.

I. Collegiality

- i. Collegiality, implicit or explicit, remains an integral part of a faculty member’s profession. Faculty members are expected to interact and cooperate in a positive manner with students, staff, faculty, administration and all others in which a person has contact within the context of his or her NMSU position. The means by which a

- faculty member interacts with others affects workplace climate and should, in turn, play an intricate role in the Promotion and/or Tenure process.
- ii. Criteria for evaluating collegiality may include but are not limited to:
 - a. Interacting positively, treating colleagues with respect and resolving conflict in a timely-professional manner
 - b. Participating in the distribution of responsibility among members of the department
 - c. Participating in group decision making
 - d. Completing assigned tasks within the time frame provided
 - e. Using personal expertise to solve problems
 - f. Helping to create an open environment for the exchange of ideas
 - g. Avoiding expression of discrimination or character defamation

IV. Criteria for Promotion for Non-Tenure Track Faculty (NMSU P&T Policy 5.90.4)

- A. College Faculty members are faculty who serve in a non-tenure track position but are still eligible for promotion. Because College Faculty are typically assigned a variety of responsibilities which vary from the Tenure-Track Faculty as well as other College Faculty, each individual will be evaluated for promotion based on his or her allocation of effort statement and outcome assessment of his or her allocation of effort. College Faculty must adhere to and follow all guidelines, procedures and policies described in the NMSU, COE and Department of HPDR P&T Policies.

V. Roles and Responsibilities of individuals and/or committees during the Promotion and Tenure Process

A. Administrative Guidance during the Promotion and/or Tenure Process

- i. The Promotion and/or Tenure process must be adhered to in the strictest manner abiding by the departmental, college and university policies.
- ii. At any time during the process, the Dean of the COE, comparable administrator (e.g. associate dean serving in his absence) and/or Department Head may meet with the Department's P&T committee to discuss procedural matters.

B. Department Head Role and Responsibilities

- i. The roles and responsibilities of the Department Head are described in NMSU P&T Policy 5.90.5.3
- ii. Principle Duties include:
 - a. Monitoring the progress of faculty who will be seeking Promotion and/or Tenure.
 - b. Mentoring of Promotion and/or Tenure Faculty
 - c. Manage the peer review process associated with Promotion and/or Tenure
 - d. Ensure confidentiality and security of Promotion and/or Tenure procedure at all times.
 - e. Provide leadership in collaborative writing, maintenance and review of the Department of HPDR Promotion and Tenure policy. Reviews are conducted when deemed necessary due to NMSU or COE policy changes and/or every three years.

- f. Collaborate with each faculty member to determine his or her annual allocation of effort as part of the annual evaluation process.
- g. Annually evaluate all employed members of the department in the fall of each year (NMSU Policy 5.87: Post Tenure Review) and discuss evaluations with members and administration alike
- h. In the case of a candidate with a split appointment among two departments, both departments must review independently the candidates Promotion and/or Tenure Portfolio. Each Department Head (or in the case where a unit does not have a Department head, the Principle Unit Administrator) must consult with the Department Head of the other department. Each Department Head (or Principle Unit Administrator) will submit a letter to the respective Dean (s).
- i. The Department Head will write a letter summarizing the recommendation and numerical vote of the Departmental Promotion and/or Tenure committee which will be delivered to the candidate in a sealed envelope.
- j. The Department Head will additionally write a letter with their recommendation regarding the candidate for Promotion and/or Tenure which will be delivered to the candidate in a sealed envelope. This letter will be delivered to the candidate after the candidate receives the letter summarizing the Departmental Promotion and/or Tenure committee review. Both of these letters must be delivered to the candidates prior to the department delivering the candidates portfolio to the deans office for Faculty Affairs to review documents.

iii. Guidelines for Solicitation of External Letters by the Department Head

- a. Evaluation of a faculty member's accomplishments is best made through the formal evaluation of peers who are currently serving in similar professions.
- b. The solicitation of external reviewers and receipt of subsequent letters is ultimately the responsibility of the Department Head. The process will be conducted in consultation with the candidate.
- c. Solicitation of external letters:
 - i. Four letters must come from external reviewers outside NMSU and who are considered experts in their field of study and to the candidate. Reviewers external to NMSU must be of equal or greater rank and be Tenured at their institution. The candidate will submit four names and contact information of peers from institutions outside the NMSU. These names must be of individuals who can provide a clear and unbiased evaluation of the candidate's accomplishments. The Department Head will consult with the candidate in the generation of these names. From this list, the Department Head will choose two of the submitted names to review the candidate.
 - ii. The Department Head will also generate two names of individuals outside NMSU of his or her own choosing whose focus of study and experience will provide an unbiased view of the candidate's performance.
 - iii. The Department Head will provide the external reviewers with the following: {sample letter found in the NMSU P&T Policy 5.90.7.1)
 - 1. A cover letter asking each reviewer to make statements to include:
 - A brief statement regarding individual qualifications to serve as a reviewer

- A brief statement indicating the relationship between the candidate and the reviewer
- 2. Additionally, the cover letter will indicate:
 - Specific or unique conditions to explain a candidate's position, situation or circumstances.
 - That the candidate will have an opportunity to read the reviewer's assessment
 - That third parties may read the reviewer's assessment in the event of an EEOC or other investigation into a Promotion and/or Tenure decision
- 3. External reviewers will also be provided the following:
 - A copy of the candidate's curriculum vita
 - A copy of the department's Promotion and Tenure policy
 - Three examples of published scholarly and creative works. This is not limited to peer reviewed journal articles. In the case of performing arts (dance), copies and reviews of adjudicated performance may be substituted. Regardless, all works must be representative of the candidate's own work.
 - Teaching and advising load where applicable.
 - Other documentation as required for an unbiased review.
- iv. All external letters solicited by the Department Head will be addressed to the Department Head and placed in the candidate's core document prior to the initiation of the review process.

d. Unsolicited Letters and Solicited Letters of Support

- i. Any unsolicited letters received that pertain to the candidate's application for Promotion and/or Tenure will be marked as such and evaluated by the Department Head in collaboration with the Departmental P&T Committee. If the Department Head and Departmental P&T Committee feel the documents should be included into the candidate's core document, they will be included at the end of the External Reviews section.
- ii. Candidates are permitted to solicit and include letters of support in their core document from individuals within the university. These letters will be included at the end of the External Reviewer section.

C. Departmental Promotion and Tenure Committee Member Overview and Evaluation Procedures

- i. The Department P&T Committee will consist of at least three faculty members above the rank of Assistant Professor. If a candidate is seeking the rank of Full Professor, the departmental committee will consist of at least three members who hold the rank of Full Professor. Committees will always consist of an odd number of members to alleviate the potential for a tie vote.
- ii. If at any time there are not enough members who hold the appropriate rank, the Department P&T Committee Chair will be responsible for recruiting qualified faculty from within the COE. In the event that Full Professors are required and there is a lack of faculty who retain this rank within the COE, the committee chair

- will need to seek qualified faculty from other colleges. A listing of names can be provided from the Graduate School.
- iii. Qualified faculty members can either volunteer to serve as a Department P&T Committee member or may be appointed by the Department Head.
 - iv. Department P&T Committee members will serve a minimum of a two year consecutive term. In many cases, a limited number of Associate and/or Full Professors may exist (small departmental size) and as such faculty may be asked to serve longer than the proposed limitations.
 - v. Faculty members of Associate/Full Professor may also serve on the COE P&T Committee. Faculty serving on the COE P&T Committee will serve as a member for two years. Faculty who Chair the COE Faculty Affairs Committee are obligated to follow term limits outlined in the College Governance Policy.

D. Departmental Promotion and Tenure Committee Evaluation Procedures (NMSU P&T Policy 5.90.5.3)

- i. **The Departmental P&T Committee is responsible to conduct the following:**
 - a. Formal evaluation of candidates seeking Promotion and/or Tenure
 - b. Formal annual review of tenure-track faculty independent and separate from the departmental evaluations
 - c. Formal review of candidates who chose to pursue the optional mid-probationary review process
- ii. **Formal Annual Evaluation of Candidates who will be seeking Promotion and/or Tenure**
 - a. Each year (**April**) the Department P&T Committee will meet when appropriate to perform a formal annual evaluation of candidates who will be applying for promotion and/or tenure.
 - b. If a candidate is submitting their portfolio for the Mid-Probationary Review, the Department P&T Committee must review the documents prior to **February 15th**. (See Optional Mid-Probationary Review below)
 - c. The purpose of the formal annual evaluation is to provide a candidate information and direction relative to their progress towards Promotion and/or Tenure.
 - d. The committee will provide a formal written evaluation to the Department Head documenting strengths and weaknesses in the area of teaching, scholarly and creative activity, extension, outreach and service. Each area may or may not apply but instead must be measured based upon their allocation of effort.
 - e. Recommend in writing to the Department Head whether or not a new temporary contract should be issued for each faculty member.
 - f. If the temporary contract is renewed, the Department Head will provide a copy of this report to the candidate and discuss it with the candidate. The candidate may respond in writing requesting clarification from the committee and may submit supporting documentation for further committee review.
 - g. In the event that a temporary contract is not renewed, the faculty is referred to NMSU Policy 5.98 which details nonrenewal of contracts and termination of appointments.

- h. Associate tenured faculty members seeking promotion to the rank of Full Professor may choose but are not required to have their promotion documents reviewed on a yearly basis. Promotion documents submitted will receive in writing a summary of progress that outlines strengths and weaknesses in the areas of teaching, scholarly and creative activity, professional leadership, extension, outreach and service.

iii. **Optional Mid-Probationary Review**

- a. The formal mid-probationary review will follow guidelines established by the COE P&T Policy (COE P&T Policy Appendix B) and NMSU P&T Policy 5.90.5.5.
- b. Candidates who have completed three calendar years (five academic semesters) will submit in Spring of the fourth calendar year their portfolio containing documentation listed in COE P&T Policy Appendix B to the Department Head by **January 15th**.
- c. The Department P&T committee will review the candidate's portfolio prior to **February 15th** and provide the candidate with a formative evaluation of progress.
- d. After review by the Department P&T Committee, the documents must be given to the Department Head who will deliver them to the COE for a college review during the first week in **April**.
- e. During the month of **April**, the COE Faculty Affairs Committee will review the candidate's portfolio and provide the candidate with a narrative of strengths and areas of growth for each of the three areas (teaching, research and creative activity and service) (COE P&T Policy, Appendix B).
- f. In addition to the Mid-Probationary Review, this review will also serve as the candidates Formal Annual Evaluation. (See Formal Annual Evaluation of Candidates who will be seeking Promotion and/or Tenure above. Note: This Formal Annual Evaluation should not be confused with faculty's annual performance evaluation which is conducted by the Department Head in November of each year)

iv. **Formal Evaluation of Candidates seeking Promotion and/or Tenure**

- a. All Department P&T Committee meetings, deliberations and voting will be confidential and conducted in a closed session.
- b. After careful evaluation of the candidate's portfolio and supplementary documents and at the completion of the Departmental P&T meeting, each committee member must vote by anonymously written ballot (Department of HPDR P&T Policy: Appendix B & C). All voting must be performed in person as no proxy votes are permitted. If a member cannot be present for a meeting where voting is to occur, the meeting must be rescheduled until all members are present. Voting must be either in "favor of" or "against" the recommendation to Promote and/or Tenure a candidate. No committee member can abstain from voting. (NMSU P&T Policy 5.90.5.4)
- c. All votes (anonymous written ballots) must be collected by the Department P&T Committee Chair, documented and recorded.

- d. At the completion of voting, the Department P&T Chair will be responsible for submitting a letter summarizing the committee's recommendation and numerical vote to the Department Head. A final copy of this letter must be included in the candidate's portfolio). The recommendation needs to include the following as described in NMSU P&T Policy 5.90.5.4)
 - 1) Summarization reflecting the majority view to include the voting results.
 - 2) Contain specific commendations, concerns and recommendations addressing the department's criteria in each of the areas required for promotion and/or tenure
 - 3) Allow for dissenting opinions containing specific commendations, concerns, and recommendations addressing the criteria in each of the areas required for promotion and tenure

- v. **Confidentiality of Records (NMSU P&T Policy 5.90.5.4)**
 - a. The entire process of Promotion and/or Tenure is confidential. The COE P&T Committee and Department of HPDR P&T Committee are required to assure the confidentiality of records and committee procedures. All committee members are required to sign and adhere to confidentiality statements. (Appendix A)
 - b. Within the Department of HPDR, all candidate documentation will be secured in the departmental secretary's locked cabinet and will only be accessible to appointed Department P&T Committee members as well as the Department Head. No other faculty, staff (all employees) or students will have access at any time.
 - c. Department of HPDR P&T Committee members are bound by silence and not allowed to discuss a candidates portfolio or supplementary binder outside of closed P&T Committee meetings with any individual not currently on the P&T Committee.

E. Candidate Procedures

- i. **Formal Annual Evaluation for Progress of Candidates who will be seeking Promotion and/or Tenure**
 - a. An annual evaluation of a candidate's progress towards Promotion and/or Tenure will be conducted.
 - b. The annual evaluation process will be performed in the same manner as the formal Promotion and/or Tenure process and as such will follow guidelines set forth in the NMSU, COE and Department of HPDR P&T policies.
 - c. Candidates will be responsible to submit to the Departmental Head by **April 1st** of each year the following:
 - i. Promotion and/or Tenure Core Document to include:
(Note: The combination of items 4-6 cannot exceed 50 pages - NMSU P&T Policy 5.90.5.4)
 - 1. Routing form
 - 2. Cover sheet (name, current rank, dept, college, rank working towards)
 - 3. Written documentation generated throughout the Promotion and/or Tenure process to include numerical votes from Departmental P&T Committees

4. Table of Contents
 5. Executive summary of the previous year or years.
 6. Curriculum vita assembled in accordance with COE P&T Policy
 7. Annual Performance Evaluation(s), Allocation of Effort, written submissions by faculty member in response to evaluations, supervisor's comments. (Any numerical rankings, ratings or vote counts should be removed).
 8. Recent Conflict of Interest Form
 9. Department Mission Statement and Guidelines
- ii. Promotion and Tenure Supplement Document

ii. Optional Mid-Probationary Review

- a. If desired, candidates must request a Mid-Probationary Review in accordance with the appropriate timeline and requirements outlined in this document and the COE P&T Policy (COE P&T Appendix B).
- b. Candidates who have completed three calendar years (five academic semesters) will submit in Spring of the fourth calendar year their portfolio containing documentation listed in COE P&T Policy Appendix B to the Department Head by **January 15th**. The portfolio must be assembled in accordance with the COE P&T Policy and NMSU P&T Policy 5.90.5.5.
- c. The Mid-Probationary Review will serve as the candidate's Formal Annual Evaluation.

iii. Formal Process for Candidates seeking Promotion and/or Tenure

- a. Candidates may temporarily suspend the Promotion and/or Tenure process in unusual circumstances (see NMSU P&T Policy 5.90.3.6.2).
- b. Otherwise, candidates are responsible for the following:
 - 1) "Candidate Requirements" established in NMSU P&T Policy 5.90.5.3 and restated in the COE P&T Policy.
 - 2) Follow the Promotion and/or Tenure timeline outlined in the NMSU P&T Policy 5.90.5.9. This is also restated in the COE P&T Policy.
 - 3) Complete the Routing Form found in the COE P&T Policy.
 - 4) Submit to the Department Head, a list of four names and contact information of individuals who are considered experts in their field and can attest in an unbiased manner to the candidate's accomplishments.
 - 5) Maintain a curriculum vita in accordance with the COE P&T Policy (COE P&T Appendix C).
 - 6) Create a core portfolio binder and supplementary documentation binder in accordance with NMSU P&T Policy 5.90.5.4 (Portfolio Preparation) and NMSU P&T Policy 5.90.5.5 (Documentation File). This is also restated in the COE P&T Policy.
 - a. Once a candidate's portfolio and supplementary document is completed in accordance with NMSU/COE policy, the documents will be kept in a locked cabinet located in the departmental secretary's office.
 - b. A candidate for Promotion and/or Tenure may change, add, or delete materials from the portfolio at any time after its submission to the

Department of HPDR P&T Committee but prior to the submittal of all documentation from the Department to the COE. Any changes must be accompanied by a letter of transmittal to the Department Head and the Chair of the Department of HPDR P&T Committee.

- c. Candidates are allowed to review all items to be included in their portfolio and supplementary binders prior to the submission of the Department of HPDR P&T Committee. Any review after submission or completed committee reviews within the department must be done in the presence of the Department Head.
 - d. At any time during the Promotion and Tenure process, a candidate may withdraw from further consideration for Promotion and/or Tenure following procedures outlined in NMSU P&T Policy 5.90.5.6.
- iv. A candidate who wishes to appeal the Promotion and/or Tenure Process may do so following NMSU Policy Manual, Section 4.05.04 and 4.05.50, Human Relations – General – Appeals.

APPENDIX A

Confidentiality Statement

Department of HPDR Promotion and Tenure Committee

As a member of a Department of HPDR Promotion and Tenure Committee, I accept my responsibility to protect the integrity of every prospect and candidate and of the process itself.

Specifically, I will adhere to the following code of responsibility, accuracy, confidentiality, and integrity:

- a) I pledge to respect the absolute confidentiality of all prospective candidates. I will not reveal to anyone unless authorized by University officials the name of, or any information about any candidate before or after the committee completes its work.
- b) I will avoid permitting personal interests to distort or misrepresent the facts in all written communications and/or discussions.
- c) I will be fair and unbiased and I will guard against inaccuracies, carelessness, bias and distortion made through either emphasis or omission of information.
- d) I will diligently review all relevant materials prior to group discussions.
- e) I consider the content and intent of this statement to be a matter of personal responsibility.

Name (Print)

DATE

Signature

APPENDIX B

**Voting Ballot
For
Department of HPDR Promotion Committee**

Date of Vote: _____

Name of Candidate: _____

The candidate is applying for (check all that apply)

____ Promotion to the Rank of Associate Professor

____ Promotion to the Rank of Full Professor

Vote (check only one):

____ Recommended for Promotion

____ Not recommended for Promotion

Favorable (positive) reasons for recommendation for Promotion

Unfavorable (negative) reasons for not recommending Promotion

APPENDIX C

**Voting Ballot
For
Department of HPDR Tenure Committee**

Date of Vote: _____

Name of Candidate: _____

Vote (check only one):

Recommended for Tenure

Not recommended for Tenure

Favorable (positive) reasons for recommendation for Tenure

Unfavorable (negative) reasons for not recommending Tenure

APPENDIX D

College of Education Allocation of Effort Form (also referred to as “Workload Form”)

Documentation of Workload

The Department Head and the faculty member shall, together, complete the following form for each semester. Each of the five blocks in the form is equivalent to a percentage of a faculty member’s time/workload assignment with all five totaling to 100% of effort. It is possible to have a zero percent allocation in one or more of the categories. In accordance with the NMSU policy manual, all faculty members are given the general assignment of teaching and advising, scholarship and creative activity, extension and outreach, and service (including professional and public service and involvement in internal university activities). As per NMSU workload policy, all faculty members are assigned the equivalent of four courses each Fall/Spring semester for a total of 24 semester credit hours per year. Faculty members may be reassigned for scholarship and creative activity, extension and outreach, service, administrative, or “other” responsibilities equivalent to one or more courses. All faculty members are evaluated annually regarding their performance in the areas of teaching and advising, scholarship and creative activity, extension and outreach, and service.

General guidelines for completing the form follow:

1. Start by filling in courses to be taught. Include the following information: course number, course section, number of credits, number of students (may not be known in advance), and total credit hours for that semester.
2. If the faculty member is reassigned for scholarship and creative activity responsibilities that are not externally-sponsored (i.e. not paid for by a grant or contract), and if the reassignment is equivalent to one or more courses, indicate that on the workload form.
3. If the faculty member is reassigned for scholarship and creative activity responsibilities that are externally-sponsored, indicate the external sponsor(s) (e.g. grant or contract) and the amount of the grant funds devoted to the reassigned time.
4. If the faculty member is reassigned for extension and outreach responsibilities equivalent to one or more courses, indicate that on the workload form.
5. If the faculty member is reassigned for service responsibilities equivalent to one or more courses, indicate that on the workload form.
6. If the faculty member is reassigned for leadership (e.g. national organization leadership) or administrative responsibilities (e.g. associate department head) equivalent to one or more courses, indicate that on the workload form.
7. Department Heads must assure that adjustments to the unit’s workload are at least revenue neutral. Given New Mexico’s formula (SCH)-driven system of financing higher education, it is imperative that adjustments to workload do not result in a net loss in SCH production for the unit/department.

Allocation of Effort Workload Form
College of Education

The typical teaching load for COE faculty members is three courses per semester with a course reassignment for research and service. The number of courses assigned and the percent of effort allocated to each area can vary among faculty. The following five sections are provided for you to list activities that require substantial commitments of time and effort in the areas of teaching and advising, scholarship and creative activity, extension and outreach, service, and leadership and administration. You should also indicate the percentage of effort allocated to each area.

_____ % effort allocated to TEACHING

Spring Semester

Course prefix/title: Objectives and expectations

Credit Hours: _____ Enrollment Estimate: _____

Course prefix/title: Objectives and expectations

Credit Hours: _____ Enrollment Estimate: _____

Course prefix/title: Objectives and expectations

Credit Hours: _____ Enrollment Estimate: _____

Course prefix/title: Objectives and expectations

Credit Hours: _____ Enrollment Estimate: _____

Credit Hour Total: _____

Other Spring teaching activities:

Fall Semester

Course prefix/title: Objectives and expectations

Credit Hours: _____ Enrollment Estimate: _____

Course prefix/title: Objectives and expectations

Credit Hours: _____ Enrollment Estimate: _____

Course prefix/title: Objectives and expectations

Credit Hours: _____ Enrollment Estimate: _____

Course prefix/title: Objectives and expectations

Credit Hours: _____ Enrollment Estimate: _____

Credit Hour Total: _____

Other Fall teaching activities:

_____ % effort allocated to SCHOLARSHIP and CREATIVE ACTIVITIES

Research and Scholarly Activities: Objectives and expectations

_____ % effort allocated to EXTENSION and OUTREACH

Extension and Outreach: Objectives and expectations

_____ % effort allocated to SERVICE

Service (Professional; University System; Community): Objectives and expectations

_____ % effort allocated to LEADERSHIP/ADMINISTRATION

Leadership/Administration: Objectives and expectations

Faculty Name (PRINT): _____ Date: _____

Faculty Signature: _____

Dept. Head Name (PRINT): _____ Date: _____

Dept. Head Signature: _____

APPENDIX E

Receipt of Promotion and Tenure Policies and Procedures

**College of Education
New Mexico State University**

I have received the following materials and information related to promotion and tenure within the College of Education at NMSU:

Copy of NMSU Policies for Promotion and Tenure Initials _____

Copy of College of Education Policies for Promotion and Tenure Initials _____

Copy of Departmental Policies for Promotion and Tenure Initials _____

Per NMSU policy, I have reviewed with my Department Head:

Departmental Annual Review Process Initials _____

Optional Mid-Probationary (Third Year) Review Procedures Initials _____

Departmental Procedures and Timeline for Promotion and Tenure Initials _____

Procedures for Renewal/Non-renewal of Temporary Contracts
(Section 5.98 NMSU Policy Manual) Initials _____

Faculty Signature _____ **Date** _____

Department Head Signature _____ **Date** _____