

NEW MEXICO STATE UNIVERSITY
COLLEGE OF ARTS AND SCIENCES

DEPARTMENT OF GOVERNMENT

Departmental Policies and Procedures:
Functions & Criteria

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I. Preface

In accordance with Section 9.34 of the NMSU Administrative Rules and Procedures (ARP) Manual and the College of Arts and Sciences Promotion and Tenure Policies and Procedures document, the Department of Government Functions and Criteria Statement presents the standards for annual performance evaluation and promotion and tenure within the Department.

All faculty in the Department of Government are expected to be familiar with university, college and departmental policies and procedures regarding promotion and tenure.

University policies concerning promotion and tenure are presented in Chapter 9 of the NMSU Administrative Rules and Procedures (ARP) document, available online at: <https://arp.nmsu.edu/chapter-9/>

The College of Arts & Sciences Promotion and Procedures document is available at: <https://artsci.nmsu.edu/wp-content/uploads/2018/Policies&Procedures/P&TPolicy18.pdf>

In accordance with College of Arts & Sciences policy, the process of evaluating and recommending promotion and tenure within the Department of Government builds on principles and procedures that ensure the following:

1. Fairness, transparency and participation.
2. Decisions are made without regard to race, national origin, gender, gender identity, age, disability, political beliefs, religion, marital status, sexual orientation, special friendship, or animus towards the candidates.
3. Avoidance of conflicts of interest, structural, institutional or habitual thoughts or patterns and any other discriminatory practices.
4. All applicants for tenure and/or promotion are evaluated on their performance of the duties assigned to them, following agreed-upon allocation of effort.
5. Recognition of the potential for continued excellence and sustained contributions to the profession, the college and New Mexico State University.

The policies established by the College of Arts & Sciences are meant to comply with the overall university policies, as stated in Section 9.31-9.36 of NMSU's ARP. These policies are meant to provide clear and readily available information and guidance to all participants, asserting unambiguous standards for annual performance evaluation, promotion and tenure. In compliance with NMSU's regulations, faculty members who believe that the procedures in this policy have not been met can file a grievance with the dean or may follow those processes outlined in the NMSU Policy Manual.

To achieve fairness, transparency and broad-based participation, all participants in the promotion and/or tenure process will base their decisions and recommendations on the documentation required by the departmental and college promotion and tenure policy documents.

University policies supersede college and department policies. College policies supersede department policies. If there is a conflict, university and college policies take precedence over department policies. In the Department of Government, all faculty members have a responsibility to know pertinent university, college and department policies.

II. Mission and Broad Program Goals

Consistent with the land-grant mission of New Mexico State University, the mission of the Department of Government is to produce and impart knowledge and skills necessary for understanding political issues and participating in public affairs. To fulfill this mission, the Department of Government consists of faculty representing various sub-fields of the discipline, including American politics, comparative politics, international relations, political philosophy, public administration and policy, and public law.

The Department's mission translates into three broad program goals related to teaching, scholarship and service/outreach. Our program goal for teaching is to deliver the highest quality education in government and politics to our undergraduate and graduate students, including training in the theoretical traditions, methodological techniques, and participatory components of the discipline. Our program goal for scholarship is to advance knowledge about politics broadly defined through basic and applied research, and to disseminate the results of such activities as appropriate. Our program goal for service and outreach is to engage in activities supportive of professional, university and community endeavors, while recognizing our special commitment to the citizens of New Mexico.

The Department of Government places the greatest emphasis on teaching, followed closely by scholarship. Service and outreach are less significant in comparison. It must be stressed, however, that these reflect the goals of the Department as a whole; on an annual basis the relative priorities of individual faculty members, especially those at the more senior ranks, can be expected to vary in response to a continually changing mix of needs, demands, and opportunities. Indeed, members of the Department see themselves as a complementary group of educators and scholars with different strengths, backgrounds, and interests. It is in the blending of this faculty talent that the Department is best able to fulfill its institutional mission. With this noted, each tenured or tenure-track faculty member is expected to engage in on-going activities that contribute directly to all three of the Department's broad program goals.

Every three years, the Department faculty will review and, as necessary, update the Department's policies related to promotion and tenure. Proposed changes will be discussed by all the department's regular tenure-track and college faculty and presented as an action item in a department meeting for vote. Approval of proposed changes will require a unanimous vote. The university policy shall take precedence in the event of any inconsistency with Department functions and criteria. According to university policy, in the event that departmental policies change during a faculty member's pre-tenure or pre-promotion period, the faculty member may choose which policy will apply for evaluation purposes. This choice shall be documented in writing to clearly specify which standards and criteria will be applied in accordance with the faculty member's choice.

III. Organization and Policy Making

The Department faculty form a governing body, convening under the direction of the Department Head, following generally accepted parliamentary procedures. As permitted by university policy, the term faculty is used in the broadest sense possible and represents all of those who teach in the Department. This includes tenured and tenure-track faculty and regular and temporary college faculty. The regular meetings of the faculty (Department Meetings) will constitute the means whereby major policy decisions will be made, unless policy-making authority has been delegated to a departmental committee. Ordinarily, there will be monthly faculty meetings during the

academic year, but there is no obligation to meet just to satisfy this requirement. Meeting agendas will be distributed and posted in advance.

Meetings are open to the public and those in attendance are free to contribute to the Department's deliberations over policy and procedures. Student organizations associated with the Department are encouraged to elect and send representatives to these meetings. On matters related to personnel, however, attendance and participation are restricted to either the Department Promotion and Tenure Committee or the Department's regular faculty. In addition, issues involving student privacy, litigation, and matters arising subject to state and/or federal laws may also result in restrictions being placed on attendance, participation and the dissemination of records.

III.a. Department Promotion and Tenure (P&T) Committee

1. Membership

All tenured members of the Department of Government and at least one external member appointed by the Dean of Arts and Sciences will function as the P&T Committee. Consistent with university policy, all deliberations and voting are conducted in closed session. University policy prohibits the Department Head from holding membership; his or her role is to assist the committee in discharging its responsibilities, including discussing procedural matters. The Dean of the College, the Department Head or comparable administrator may meet with the Promotion & Tenure Committee to discuss procedural matters. In cases of promotion, including the promotion of college faculty, committee members must hold academic ranks equal to or higher than the rank to which the candidate is seeking promotion. A college-track faculty member must be present as a voting member of the committee for promotion cases that concern college-track candidates. The Chair of the committee shall be a member of the Department of Government whenever possible and will be selected by the committee's eligible members. The chair will be elected at the last committee meeting held during the spring semester. The newly elected chair will assume his or her duties at the beginning of the summer and will continue in this capacity throughout the academic year.

2. Responsibilities

The primary responsibilities of the P&T Committee include making recommendations concerning promotion and tenure, evaluating tenure-track faculty and regular college faculty below the rank of associate professor, making recommendations concerning the renewal of temporary contracts, and evaluating the readiness of applicants for promotion or early tenure as requested.

3. Meetings

The Department Head or Committee Chair can call meetings of the Promotion and Tenure Committee. Minimally, the Promotion and Tenure Committee will convene twice each year. In mid-September, the Committee will meet to:

- a. Evaluate candidates' applications for promotion and tenure and make recommendations to the Department Head about those applications.
- b. Conduct other business, such as mid-probationary reviews

In mid-Spring, the Promotion and Tenure Committee will meet to:

- a. evaluate tenure track faculty and regular college faculty members below the rank of associate professor
- b. evaluate tenure track faculty at the rank of associate or full professor who do not have tenure
- c. assess the overall progress of tenure track faculty members toward tenure and promotion
- d. make recommendations to the Department Head concerning the renewal of temporary contracts
- e. evaluate the readiness of applicants for promotion and/or tenure
- f. make recommendations concerning faculty members' applications for early promotion and/or tenure
- g. conduct other business, such as mid-probationary reviews.

In no case will the Promotion and Tenure Committee be comprised of fewer than three eligible members. A quorum is more than 50 percent of the committee's eligible members or three members, whichever is greater. At least three eligible members must be present in the meeting. If the Department does not have enough eligible members to meet the quorum requirement, the Department Head will ask the Dean of Arts and Sciences to appoint additional external members.

III.b. Statement on Confidentiality

The confidentiality of records and all Promotion & Tenure Committee procedures are ensured by the following steps: i) all meetings of the P&T committee are closed meetings; ii) the total votes among P&T committee members are recorded by the chair of the P&T committee and are not linked to the individual committee members; iii) the deliberations of the P&T committee are not shared outside the committee beyond the committee's written reports; iv) the department head maintains the confidentiality of external letters until they are included in the candidate's portfolio for review by the P&T committee. Accepting agreement to serve on the P&T committee of the Department of Government indicates agreement to maintaining confidentiality.

III.c. Types of faculty members in the Department of Government

In conformance with the NMSU ARP, Section 9.33 and the College of Arts and Sciences Promotion and Tenure Policies and Procedures, Section 4, the Department of Government recognizes the professorial tracks discussed in the following subsections:

Tenure-Track Faculty

Faculty members in tenure-track and tenured positions are expected to strive for excellence in Teaching and Advising, Scholarly and Creative Activities, Extension and Outreach, and Service. Faculty and administrators are referred to Section 9.33 of the NMSU ARP for more detail on the expected qualifications for promotion and/or tenure within the faculty ranks.

Teaching and Advising: All faculty members are expected to excel in teaching and support the retention and timely graduation of students through academic advising. An excellent teacher must document her/his effectiveness in the development of problem solving and critical thinking skills and in the transfer of knowledge. An excellent advisor must remain knowledgeable about University, College and Departmental degree requirements, general education and University

policies, and guide students toward academic and career goals. Faculty members are also expected to remain current in teaching and educational practices within their discipline. Excellent teachers should be able to demonstrate growth as teachers throughout their careers and productivity in meeting the teaching mission of the Department of Government, College of Arts and Sciences, and New Mexico State University.

Scholarly and Creative Activities: Faculty members are expected to excel in the creation of new knowledge in any of the recognized forms of scholarly and creative activities, as specified in the NMSU Policy. This document clarifies the Department of Government's expectations in terms of what constitutes acceptable scholarly and creative activities in our discipline. Faculty member will be evaluated on the success of the scholarly and creative activity, the efforts extended to disseminate the knowledge gained and the extent to which graduate and undergraduate students participate in the scholarly and creative activities. As indicated by the NMSU ARP (9.31.3) and this document, the Department of Government grounds its view of scholarly and creative activities in Boyer's concept of scholarship.

Extension and Outreach: Faculty members are expected to contribute to the mission of the University in disseminating knowledge to the public and serving the broader needs of the people of New Mexico, promoting economic development, enhancing quality of life, and creating opportunities for educational development.

Service: Faculty members are expected to contribute time and effort to the development and organization of the University and its units, and to local, state, national and international agencies, institutions, and organizations.

College-Track Faculty

College-track faculty members are defined as faculty members in the College of Arts and Sciences on a regular (0.5FTE or higher) appointment, who are eligible for promotion and not eligible for tenure. College-track faculty members are expected to strive for excellence in teaching and teaching related service. College-track faculty will be evaluated for promotion based on the allocation of their effort in the areas of teaching and advising, teaching related and other service according to University, College and Department criteria, policies and procedures - with expectations in these areas analogous to those discussed in Section IV ("Evaluative Procedures") of this document. Inclusion of activities not connected to teaching and advising (e.g., Scholarly and Creative Activities, Extension and Outreach) in a college-track faculty member's Allocation of Effort is permissible only under special circumstances, with written permission from the Dean. Such exceptions must be discussed and approved by the Department Head.

Research-Track Faculty

Research faculty members are defined as faculty members in the College of Arts and Sciences with qualifications comparable to those of tenure-track faculty members but holding a primarily research appointment typically funded through external funding sources. Research faculty members are not eligible for tenure but are eligible for promotion and they may hold the ranks of Research Assistant Professor, Research Associate Professor and Research Professor. Research faculty are expected to strive for excellence in research and creative activities, with particular emphasis on extramural funded research and creative activities. Where applicable, Research faculty will also be allowed to serve on graduate committees and advise graduate students.

Research faculty will be evaluated for promotion based on the allocation of their effort in the areas of research and creative activities, research advising, and research-related service according to University, College and Department criteria, policies and procedures - with expectations in these areas analogous to those discussed in Section IV ("Evaluative Procedures") of this document. Inclusion of activities not connected to research and creative activities and advising (e.g., Teaching, Extension and Outreach) in a research faculty member's Allocation of Effort is permissible only under special circumstances, with written permission from the Dean. Such exceptions must be discussed and approved by the Department Head.

III.d. Mentoring for Tenure-Track Faculty

The Department Head establishes and monitors a process for a tenured faculty mentor to monitor candidates in developing the best case for promotion and tenure. In the case of non-tenured tenure-track faculty and college faculty below the rank of associate professor, the mentoring process begins with NMSU employment onboarding.

The Department Head will meet with all non-tenured tenure track faculty and college faculty below the rank of associate professor at least once per month during the first year of hire to discuss questions or problems with functions, goals and allocation of effort, annual performance review, or evaluation processes.

The Department Head will consult tenured faculty and college faculty at or above the rank of associate professor to select, in consultation with the candidate, the best person whose work is most clearly related to the candidate's field to serve as a mentor.

As the candidate feels necessary, the Department Head and/or Faculty mentor will review all annual evaluative paperwork and recommendations with the candidate to support the candidate's ongoing and planned activities, strategies, and improvements in research/creative activity, teaching and advising, service and outreach.

The Department Head will work with the candidate and their faculty mentor to help the candidate prepare a mid-probationary review portfolio (optional) and the candidate's application for promotion and tenure.

IV. Department's Functions

The Department's functions derive from its mission and program goals, with each tenured or tenure-track faculty member responsible for teaching, scholarship, and service and/or outreach. College faculty are responsible for teaching and related activities, unless hired for other expressed purposes. College faculty are neither tenured nor eligible for tenure but may be promoted in rank.

The functions of the Department of Government in teaching, scholarship, service and outreach shall be:

IV.a. Teaching and Advising

The faculty regard teaching graduate and undergraduate students to be a very important responsibility. The central role of teaching is reflected in the support of two undergraduate programs and two graduate programs, while meeting the demands of the

university community by participating in joint graduate degrees, administering interdisciplinary minors, and offering a diverse set of courses in support of general education, college requirements, and numerous academic programs. Teaching excellence is highly valued in the Department.

Faculty teaching duties will be assigned in a way to balance student needs and faculty preferences and availability. Faculty are expected to be able to teach at all levels. The faculty member and Department Head shall agree upon the teaching load of each full-time faculty member, but in no case will it be less than 9 credit hours of formal instruction per regular semester without the consent of the College Dean. Reductions in teaching load are designed to accommodate extraordinary research or service responsibilities. A faculty member who teaches 9 credits per semester will normally carry a 55 percent teaching responsibility.

In addition to regular classroom duties, faculty members are expected to: (1) ensure that student evaluations are conducted; (2) chair and serve on graduate student committees; (3) contribute to student advising efforts; (4) participate in teaching improvement and outcomes assessment activities; (5) assist in promoting the Department and its programs; (6) work with students individually as appropriate; and (7) develop new courses as needed.

IV.b. Scholarship and Creative Activities

The faculty of the Department of Government regard scholarship as a very important responsibility, with each member strongly committed to engaging in scholarship and other creative activities. Scholarship and teaching are complementary in nature, with the advancement, integration, application, and transmission of knowledge being an integral part of the educational process. A faculty member who teaches 9 credits per semester will normally carry a 35 percent research responsibility.

Scholarship - as discussed below - may include both basic and applied areas, and should result in the production of high quality publications or comparable research-based material, as judged according to professional, disciplinary standards. Scholarship should contribute directly or indirectly to the advancement of the discipline. Specific areas of concentration are left to the discretion of the individual faculty member, according to his or her areas of academic expertise.

For all faculty members, specific research responsibilities include: (1) maintaining an active scholarship agenda; (2) contributing to disciplinary knowledge; (3) disseminating the results in professionally appropriate and acknowledged ways; and (4) involving students in the scholarly enterprise. Faculty members are strongly encouraged to seek and obtain external funding to support their scholarship and to enhance the larger academic mission of the Department of Government.

IV.c. Service

The service responsibility includes work on behalf of the profession and the university. Multi-faceted in nature, service work offers a number of important benefits to these institutions. Service activities may reflect a special recognition of a faculty member's stature in the field. Examples of service include: (1) participating on university and

college committees, and (2) holding organizational leadership positions in the field, and 3) engaging in editorial and review work. Active involvement in departmental governance and operations is required. In comparison with teaching and scholarship, service carries less weight in matters of retention, promotion and tenure. Extraordinary service commitments, however, are to be recognized in annual performance appraisals, including special cases where agreements specify unique responsibilities (e.g., service on the Faculty Senate).

IV.d. Outreach

The outreach responsibility includes professional activities extending beyond the university or profession. Outreach requires application of discipline-specific knowledge and skills in ways that benefit the broader public. The Department considers both service and outreach to the surrounding community to be an important responsibility of the academy. This responsibility is consistent with both the mission of a land-grant university and the mission of the Department. Outreach is less important than teaching and scholarship in evaluating cases of retention, promotion and tenure. However, annual performance appraisals may recognize extraordinary community outreach commitments.

V. Evaluation Criteria

Each tenured or tenure-track faculty member is responsible for engaging in teaching, scholarship, and service and/or outreach. The Department's standard weights of responsibility for a faculty member who teaches 9 credit hours per regular semester are 55 percent teaching, 35 percent scholarship, and 10 percent service and/or outreach. This mix of weights may be adjusted in individual cases but requires the approval of the Department Head. Approval of the College Dean is required if the adjustment involves carrying less than a regular (9 credit) course load. Regular college faculty will normally weight the teaching function 100 percent. By the end of Week 8 of the spring semester, all tenured, tenure-track and college-rank faculty members are required to submit an allocation of effort document and associated goals for the current calendar year. This document is prepared by the faculty member following discussion with the Department Head regarding the most recent annual performance review. The faculty and the Department Head must both sign the allocation of effort and goals document. The Department Head will submit the allocation of effort and goals documents to the departmental P&T committee and to the Dean of the College of Arts & Sciences. Faculty members who wish to modify their allocation of effort and goals statement due to changes in their plans for the corresponding academic year may do so in consultation with the Department Head. The faculty member and the Department Head must both sign the revised document.

Specific departmental criteria for evaluating teaching, scholarship, service and outreach are delineated below. The Department faculty find these criteria useful in evaluating annual performance, in making contract renewal recommendations, and in determining eligibility for promotion and/or tenure. They are designed to be sufficiently clear and specific to ensure that faculty members understand the nature of their responsibilities, while leaving ample room for professional judgment to be exercised since each faculty member presents a unique set of characteristics, interests, and strengths. The presumption is that faculty members are already highly motivated to succeed, and will rely on these criteria for guidance on how to maximize their efforts.

The evaluation criteria are applied in two different ways. They are used to assess the annual performance of faculty members in order to award merit salary increases (when available). The criteria and assigned weights define the dimensions upon which faculty members are assessed. The second way these criteria are employed is in assessments of individual faculty members for decisions regarding the renewal of temporary contracts, progress towards promotion and/or tenure, and the granting of tenure and/or promotion. In these cases, an absolute standard of assessment is used, and the evaluation criteria provide meaningful benchmarks for doing so. Decisions concerning the granting of tenure and, to a lesser extent, renewal of contract, represent an important commitment of university resources. Tenure, in particular, has long-term consequences. These decisions, therefore, are based on both an individual's past performance and expectations regarding continued performance in the future. Consideration is also given to programmatic needs, professional collegiality and compatibility, and the dedication of an individual to the institution and a life of scholarship. The department views collegiality not as a separate category to be assessed independently, but as a core value that should be present in how faculty members conduct their teaching, scholarship, service and outreach obligations. Collegiality is demonstrated by active participation in the department and ethical behavior with regard to faculty, students, staff and the general public.

The next section identifies the elements of performance to be evaluated, and includes an overview of general performance expectations.

V.a. Teaching and Advising Criteria

Both the quality and quantity of teaching and related activities are serious considerations when evaluating the teaching performance of faculty members. The evaluation of teaching will be based upon: (1) neutrally administered student evaluations; (2) teaching loads; (3) class sizes; (4) new preparations; (5) individualized instruction and assistance; (6) advising and counseling with students and student organizations; (7) course materials and syllabi; (8) program promotion, representation, and recruitment; (9) participation on graduate student committees; and (10) teaching awards and recognitions.

All faculty members are required to submit evidence of teaching effectiveness from student evaluations for each course taught by providing: 1) An attached numerical summary of student evaluations for each class; and, 2) a sampling of meaningful written comments by students. No other format for student evaluations will be accepted as part of the APR. Tenure-track and College-track faculty members are required to submit at least two additional forms of evidence of teaching effectiveness; tenured faculty members are required to submit at least one additional form of evidence. Forms of evidence that involve self-reflection, and peer-evaluations are particularly valued. Faculty members may also submit evidence of pedagogical training, evidence of use of new technologies and innovative approaches to student learning, and other evidence related to teaching performance. Strong teaching, reflecting a serious commitment to student learning, is required for tenure and promotion at all ranks.

V.b. Scholarship and Creative Activities Criteria

All faculty members are expected to maintain a dynamic, high quality, substantive research agenda over time. Academic research in the Department of Government is based on the Boyer model of scholarship, is broadly defined to cover four types: Discovery, Engagement, Teaching

and Integration.¹ All four involve activities that are public, subject to critical review, and available for other scholars to use and evaluate. In each type of scholarship, faculty members should be actively engaged in activities that result in the dissemination of scholarly findings in professionally accepted ways. Presenting papers, conducting workshops and offering lectures are not as highly valued as publications or securing external funding. In most instances, evidence of a high quality research program will be reflected in works either appearing in print or accepted for publication, including in electronic media. Given the variety of forms whereby scholarship can be disseminated, however, it is not always easy to define quality. Several leading journals accept less than 10 percent of the manuscripts submitted, with the number of submissions running in the hundreds annually. Similarly, many journals and academic presses require unanimity or near unanimity on the part of the anonymous referees. In addition, some important works may appear as a special paper, monograph, book chapter, web site, film, or other innovative venue. A few research outlets are common to the entire field, while there are a variety of specialized journals that differ considerably in their professional stature. Faculty should provide as much information as possible about the nature of the journals or presses where their work is published (for example, impact factor or journal ranking where available), with the goal of helping the Promotion & Tenure committee and the Department Head most accurately assess their scholarship.

The *Scholarship of Discovery* refers to the creation and presentation of new empirical and theoretical knowledge of significance to the disciplines covered by the Department. The following ranking, in descending order of importance, will serve as a guide of the relative significance of different publications: books, especially with academic presses; journal articles; book chapters; and other publications. Criteria useful in evaluating the quality of these different types of publications include: the role of peer review; the place and form of publication; the relative contribution of co-authors; the length; the measure of impact, such as the frequency of citation of the work; and invited contributions. Single-authored academic books and articles in highly regarded, refereed, international and national journals are usually strong evidence of maintaining a high quality research program in the Scholarship of Discovery.

The Department of Government values the Scholarship of Discovery as the basis for all the other forms of scholarship. The Scholarships of Engagement, Teaching, and Integration-which typically emerge out of a faculty member's Scholarship of Discovery - are also recognized and valued. Activities under these types of scholarship are evaluated according to standards of comparable expertise and effort. Each faculty member is responsible for articulating and demonstrating his or her expertise and effort in each of these forms of scholarship, as well as providing compelling evidence of impact.

The *Scholarship of Engagement* refers to professional expertise used to benefit NMSU, the local community, and the people of New Mexico generally. In this type of

¹ Sources on the four scholarships:

Shulman, L.S. and P. Hutchings, *About the scholarship of teaching and learning* (Menlo Park: CA: The Carnegie Foundation for the Advancement of Teaching, 1998).

Braxton, J.M., W. Luckey, and P. Helland, *Institutionalizing a Broader View of Scholarship Through Boyer's Four Domains*, ASHE-ERIC Higher Education Report, Vol. 29, No. 2. (San Francisco: Jossey-Bass, 2002).

Boyer, E.L. *Scholarship Reconsidered: Priorities of the Professoriate* (Princeton, N.J.: Carnegie Foundation for the Advancement of Teaching, 1990).

scholarship, a faculty member applies her or his academic expertise and ability to assist communities in resolving political and social challenges. Examples would be policy analysis, program evaluation, service learning activities, and contract work with government and non-profit organizations.

The *Scholarship of Teaching* includes published refereed articles on pedagogy, as well as other types of work in which the faculty member has used his or her expertise to assess and enhance student learning, including presenting colloquia through the NMSU Teaching Academy.

The *Scholarship of Integration* seeks to integrate isolated facts and ideas, overcoming the fragmentation of the academic disciplines and narrowing the divide between the academic and non-academic worlds. It includes interdisciplinary research, meta-analysis and interpretative work. Examples include innovative textbooks, scholarly books for the general public, integrative book reviews and encyclopedia essays. It also could include organizing unique interdisciplinary conferences or developing a web-based scholarly forum.

Faculty are reminded that all four types of scholarship *must* involve activities that are *public, subject to critical review, and available for other scholars to use and evaluate.*

Faculty should note these additional considerations regarding scholarship that may also affect the evaluation process:

Professional Presentations. Presenting papers at professional meetings and conferences is a necessary element in the scholarly process in whatever form it takes. In evaluating presentations and papers, consideration will be given to invitations to present and the relative importance of the forum. It is expected that by maintaining a high quality research program, a faculty member's work will have a significant impact on the development of disciplinary knowledge.

External Funding. An important component of scholarship is external funding through agency grants or contract. External funding may take many forms. It may be obtained to support an individual's research program, to engage in creative activities that benefit the Department (such as developing new courses and programs), or to conduct activities behalf of other organizations and groups (perhaps in conjunction with Scholarship of Engagement activity). Soliciting and obtaining external grants and contracts is evidence of scholarly activity, though a particular project may overlap with teaching and/or outreach concerns. In evaluating external funding, consideration will be given to: the funding source; the relative size of the award; the type of work it represents; the level of student support included in the proposal; and how it contributes to improving the quality of the Department. An ability to generate external funding, in and of itself, is not sufficient grounds for advancement in rank or the granting of tenure, but is valued in annual performance evaluations.

Work with Students. The Department places value on working with junior faculty and students in the conduct of scholarship whenever possible.

Extended Research Projects. The Department recognizes that more senior (usually tenured) faculty may undertake longer-term research projects that are not suitable for

junior faculty. In such instances, a faculty member must provide evidence of continued effort and substantial progress on the work, with some assurance of its quality.

V.c. Service Criteria

Participation in departmental affairs is expected. The Department of Government sees itself as a community requiring the active and equal involvement of all its citizens. Significant achievements in service are to be recognized and should improve a faculty member's record, although service cannot compensate for shortcomings related to either teaching or scholarship. The following ranking, in descending order of importance, distinguishes between the routine and the significant in the evaluation process: (1) positions in or service to national and international scholarly, professional or governmental/nonprofit organizations; (2) positions in or service to regional scholarly, professional or governmental/nonprofit organizations; (3) university work and service; (4) college committee work and service; and (5) other forms of service. It is recognized that the specific service performed by different faculty members will vary and that due consideration should be given to both the blending of activities and to the intensity of involvement.

V.d. Outreach Criteria

Outreach activities include work with community groups, educational institutions, non-profit and philanthropic organizations, and public agencies, from the local to the international level. Faculty outreach that benefits the local community, and the citizens of New Mexico generally directly reflects the institution's land grant mission and deserves special consideration. Outreach will be evaluated according to the effort required, the expertise employed, and the significance of the work.

V.e. Leadership Criteria

Leadership may be considered in each area of faculty effort. While a faculty member's performance must be evaluated through their contributions to the four areas of faculty effort, leadership is an important component. Leadership must not be considered as a separate area to be evaluated. Rather, when applicable, its value should be considered in how it affects performance in one or more of the four areas of faculty effort.

Following College of Arts & Sciences Promotion and Tenure Policy (5.6.2), leadership is a criterion for promotion to higher ranks. A faculty member may demonstrate leadership by documenting:

1. Collaboration:
 - a. Working with others to envision and move toward directions for change that are inclusive and share;
 - b. Modeling and promoting teamwork.
2. Consistency and integrity:
 - a. Applying principles of fairness and equity
 - b. Modeling words through behavior
 - c. Encouraging collegiality
3. Empowering others:
 - a. Encouraging and enabling others to work toward shared goals
 - b. Committing to action that removes institutional barriers to this work

4. Service orientation:
 - a. Using position to benefit others rather than one's self-interest
5. Applying Disciplinary Knowledge and Skill:
 - a. Using knowledge and skill based in one's academic work to bridge theory and practice
 - b. Understanding individual events in a larger context.
6. Critical Thought
 - a. Creating working environments that promote analysis of existing practice and the exploration of new ideas.

Faculty members who wish to demonstrate leadership should provide evidence that distinguishes their work from management in these ways.

VI. Evaluative Procedures

This section describes Department procedures related to the assessment of teaching performance, annual goals and objectives, annual performance appraisals, and the Promotion and Tenure review process. All regular faculty will be evaluated once a year by the Department Head as part of the annual performance appraisal process. The primary purpose of the Department Head's annual appraisal is to determine performance based salary increases (when available), though the Department Head is encouraged to offer comments related to issues of promotion and/or tenure as appropriate. In addition, the P&T Committee and the Department Head will review all regular college faculty below the rank of associate professor and tenure-track faculty on an annual basis. The purpose of these annual reviews is to issue recommendations concerning renewal of contracts and to offer assessments of progress towards promotion and/or tenure. The P&T Committee and Department Head also issue recommendations concerning promotion and/or tenure.

VI.a. Faculty Assessment of Teaching Performance

The results of all student evaluations using a Department approved form will be considered part of the record in assessing teaching performance. This does not preclude faculty from offering an analysis and interpretation of student evaluation results or from offering additional evidence concerning teaching performance. Student evaluation results will be kept on file in the Department. Repeated failure to adhere to the policies related to student evaluations will be viewed unfavorably in assessments of teaching performance. The following govern the use of student evaluations:

1. All regularly scheduled courses enrolling five or more students are to be evaluated using a mechanism approved by Department faculty. Regular courses involving fewer than five students may be evaluated using a Department approved form but it is not required. For cross-listed courses, a faculty member should consider the total student enrollment, though s/he may elect to have separate evaluations submitted for each cross-listed course.
2. Individualized courses (e.g. independent research, readings, thesis etc.) involving fewer than five students are not to be evaluated using a Department student evaluation mechanism.

3. Evaluations using a Department approved mechanism are to be administered after the completion of 80 percent of the scheduled class sessions. Every effort should be made to obtain a maximum number of student evaluations for every section taught. In-class student evaluations are to be neutrally administered by a third party in the absence of the faculty member (i.e., the faculty member should leave the room and premises). The completed evaluations are to be returned directly to the Department office - *not the faculty member* - for tabulation and distribution. The results are to be shared with faculty members only after the submission of final course grades.
4. Faculty members should take steps to ensure that evaluations are administered in a neutral, open environment, where students feel comfortable offering honest feedback. Instructors should refrain from such things as discussing in class the importance of receiving positive evaluations or prompting students in class to respond to questions extracted from the student evaluation form.
5. The following is a list of alternative methods available for assessing teaching performance in small courses:
 - a. Arrange to have the Department Head meet with the class to obtain feedback. The Department Head would then prepare a summary evaluation that would be provided to the instructor after grades have been submitted.
 - b. Arrange for an evaluation of teaching by another faculty member or the staff of the NMSU Teaching Academy.
 - c. Participate in a peer coaching program and submit the assessments completed by the partner faculty member.
 - d. Conduct a final self-assessment at the end of the semester, or a series of self-assessments throughout the semester.
 - e. Ask students to prepare a summary assessment for submission to the Department Head.

VI.b. Annual Goals and Objectives Statement

In alignment with ARP 9.31-9.33, all faculty members are required to develop a Goals and Objectives Statement on a calendar year basis. This statement should be discussed and agreed upon no later than the end of Week 8 of the Spring semester and take into account the Department Head's annual performance report and, if applicable, the annual review of the P&T Committee. The faculty member and Department Head will co-sign the agreed upon statement and copies will be provided to the departmental P&T committee and the Dean of the College of Arts & Sciences. Faculty members who wish to modify their allocation of effort and goals statement due to changes in their plans for the corresponding academic year may do so in consultation with the Department Head. The faculty member and the Department Head must both sign the revised document. Faculty members must upload their allocations of effort and goals statements to the Digital Measures portal.

VI.c. Allocation of Effort Statement

The annual Goals and Objectives Statements shall be a part of the candidate/faculty member's tenure and/or promotion portfolio, and all aspects of the agreed upon efforts shall be factored into the recommendation made at each step of the process. These statements will include the percentage of time that will be devoted to teaching, scholarship, service and/or outreach for the coming year. Since these percentage weights are important in the review process, faculty should negotiate them with the Department Head well in advance of the next performance appraisal cycle (the standard percentages will be assumed for the next evaluation period for faculty who fail to negotiate otherwise before the end of Week 8 of the Spring semester). A final statement will be developed, and signed and dated by the faculty member and Department Head, and a copy provided to the Department P & T Committee and the Dean of the College of Arts & Sciences. If an agreement cannot be reached, the Dean or equivalent administrator may assign the Allocation of Effort, and the faculty member may appeal through existing university procedures.

VI.d. Annual Performance Appraisals

Faculty Annual Performance Reports for the completed academic year will be submitted according to the deadline established by the Department Head. Faculty members are responsible for the completion of their reports in a timely fashion and for providing evidence of their performance in each area to be evaluated, including the submission of student evaluation results. Failure to submit an annual report according to the deadline may result in a faculty member being assigned to the lowest performance category by the Department Head. Annual performance reports will be made available for public review upon request and according to procedures established by the Department Head.

The faculty respect that the Department Head is being asked to exercise professional judgment in conducting annual performance appraisals. Faculty performance in each of the areas of teaching, scholarship, service, and/or outreach will be evaluated as "exceeds expectations," "meets expectations," or "does not meet expectations." This assessment is based on the faculty member's allocation of effort and goals statement for the period under review.

The Department Head will meet with each faculty member, generally in February or March, to review and discuss the annual performance appraisal. At this time, the faculty member may submit a written response to the Department Head's appraisal, which the Department Head will transmit to the College Dean.

VI.e. Promotion and Tenure Materials Notebook

To facilitate the work of the P&T Committee, the Department Head will maintain and update on an annual basis a P&T Notebook containing relevant information about the Department's tenure-track faculty and regular college faculty below the rank of associate professor. Each member of the P&T Committee should maintain similar notebooks, along with updates as needed. At a minimum, the notebook will contain the following documentation for each tenure-track faculty member:

1. Current curriculum vita;
2. Faculty Annual Performance Reports;

3. Annual Goals and Objectives Statements;
4. Annual Department Head's Appraisals;
5. Annual P&T Committee Reviews and Recommendations on Renewal of Contract;
6. Annual Department Head Reviews and Recommendations on Renewal of Contract.
7. (Optional) Updated narrative describing philosophy, activities and accomplishments in the four areas of Teaching and Advising, Scholarship and Creative Activities, Service, and Extension and Outreach.
8. A copy of the Department's Functions and Criteria Statement

Faculty members may add any other materials for evaluation purposes by submitting them via the Department Head. The P&T Committee may request additional materials it deems necessary in order to perform its duties. These requests must be made in writing and transmitted to the candidate.

VI.f. Annual Review of Tenure-Track Faculty and Regular College Faculty

1. The P&T Committee will conduct an annual review of all tenure-track and regular college faculty below the rank of associate professor at least once during the academic year, normally early in the spring semester. In conducting its review, the P&T Committee will rely on the Annual Performance Report and other documents in the P&T Notebook. The Committee writes a report on each tenure-track faculty member that is signed and dated by each P&T member. It provides:
 - a. A summary evaluation of performance in the areas of teaching, scholarship, service and/or outreach for the previous academic year;
 - b. An assessment of progress towards promotion and tenure for the entire probationary period to date;
 - c. A recommendation on renewal of temporary contract.

The recommendation on renewal of temporary contract is to be based on a formal Committee vote, with the numerical results reported with the recommendation. An explanation of dissenting votes or abstentions should be provided or it is understood that the impact of these votes will be minimized. Dissenting members may prepare a signed minority report to be attached to the P&T Committee report. Voting must be in person or by an appropriate confidential electronic method with the permission of the committee chair. All vote counts must be recorded.

This review may also include suggestions concerning goals and objectives for the upcoming assessment period. These suggestions may necessitate revisions to previously agreed upon goals and objectives.

For regular college faculty below the rank of associate professor this review will focus on teaching performance, progress towards promotion, and renewal of contract.

Tenured faculty members below the rank of professor and regular college faculty members above the rank of assistant professor are encouraged to request review by submitting a current vita to the P&T Committee every three years to obtain guidance in preparing for promotion to the next rank. These reviews will not have an impact on the Department Head's annual performance appraisals.

2. The Department Head will conduct an annual review of all tenure-track and regular college faculty below the rank of associate professor at least once per calendar year, normally in the spring semester following the review conducted by the P&T Committee. The Department Head will rely on the Annual Performance Report, P&T Notebook discussed above, the written materials prepared by the P&T Committee, and other relevant materials. This written report, which is signed and dated, must provide:
 - a. A summary evaluation of performance in the areas of teaching, scholarship, service and/or outreach for the previous academic year;
 - b. An assessment of progress towards promotion and tenure for the entire probationary period to date;
 - c. A recommendation on renewal of temporary contract.

In the case of regular college faculty, this review will focus on teaching performance, progress towards promotion, and renewal of contract.

The Department Head will provide a copy of this report and a copy of the P&T Committee's report to the faculty member. Copies of both documents will be filed with the Dean of the College of Arts and Sciences. Originals will be kept on file in the Department of Government.

Consistent with university policy, faculty who believe that an adverse decision resulted from discrimination or violations of due process may follow the appeals procedures outlined in the in Part 9 of ARP 9.35: <https://arp.nmsu.edu/9-35/>

VI.g. Optional mid-probationary review

Tenure-track faculty may be interested in an optional third year mid-probationary review of their credentials. This review is an optional opportunity to obtain feedback on the tenure-track faculty member's performance and is used to identify specific activities to enhance the candidate's progress toward promotion and tenure. The review is formative, intended to assist tenure-track faculty in achieving promotion and tenure and should take into account the allocation of work effort during the three years reviewed and be based upon the principal unit's criteria. The outcome of a mid-probationary review must not be used as a determinant for setting merit pay or for contract continuation decisions. See NMSU ARP 9.35 Part 3 for details: <https://arp.nmsu.edu/9-35/>

This type of review must be initiated by a request from the faculty member. In accordance with university policy, faculty who choose to participate in the review process must submit their portfolio to the Department Head by January 15 or the next working day. See Part 3, Paragraph G of ARP 9.34 <https://arp.nmsu.edu/9-34/>

In the case of mid-probationary review, the same process as that used for requesting promotion and tenure will be followed. Preparation of portfolios for mid-probationary review will be completed in accordance with ARP 9.35 Part 6, "Portfolio Preparation by the Candidate." The only difference is that the review of the candidate's portfolio, including the independent recommendations of the department's Promotion & Tenure Committee and the Department Head, does not go further than the Faculty Affairs Committee of the College of Arts & Sciences. The College's Faculty Affairs Committee will provide a copy of its report to the Dean of the College of Arts & Sciences and the Department Head. The Department Head will provide copies of this report to the department's Promotion & Tenure Committee and the candidate.

VI.h. Early Promotion and/or Tenure Review

Faculty members interested in seeking early tenure review or promotions not coinciding with a regularly scheduled tenure review must submit a request to the P&T Committee to initiate their candidacy. All such requests are to be submitted early in the spring semester but no later than March 1 (or the next working day). The request is to be submitted to the Chair of the P&T Committee, with a copy sent to the Department Head. A copy of a current vita is to be attached to requests from faculty members holding tenure or college faculty members above the rank of assistant professor. The P&T Committee is expected to respond to such requests in a timely manner but no later than April 1 or the next working day. The P&T Committee's recommendation will be transmitted to the Department Head, who will consider that recommendation in making his or her recommendation to the Dean. In cases where there is disagreement between the Department Head and the P&T Committee over a request for an early tenure and/or promotion review, the Department Head will consult with the P&T Committee prior to making a recommendation to the Dean.

VI.i. Extension of probationary period

As stated in Part 2, Paragraph B of ARP 9.35 <https://arp.nmsu.edu/9-35/> and in Part 6, Paragraph B of ARP 9.23 <https://arp.nmsu.edu/9-23/>: "When requested in writing within one year of the qualifying event by the faculty member, leaves of absence can lead to postponement of the tenure decision date; however, modifications in that date require the recommendation of the department head and dean and the approval of the executive vice-president and provost. Faculty responsibilities may be negotiated when the extension is requested. An extension may be granted up to two times, so long as the total pre-tenure probationary period does not exceed eight years. Exceptions to this limit can be made under extraordinary circumstances if approved by the executive vice-president and provost. Candidates must be held to the same standards of performance when the probationary period has been extended as candidates whose probationary period was not extended. The probationary period may be extended, upon written request, under the following circumstances:

1. **Leave of Absence without Pay:** Probationary faculty members may request in writing a leave of absence without pay, usually not to exceed one academic or fiscal year. Prior to

initiating the leave, affected faculty may request in writing a probation extension of one year.

2. **Military Leave of Absence:** Involuntary induction into the armed forces entitles the faculty member to a leave of absence to cover the term of military service. Such leave constitutes valid grounds for requesting an extension of the tenure decision date. Similarly, a faculty member's voluntary participation in a military reserve program may lead to periodic or prolonged absence sufficient to affect the faculty member's performance (*e.g.*, annual active duty training, or active duty training or participation when a reserve unit is called to active duty) that constitutes valid grounds for extension of the tenure decision date.
3. **Medical Leave of Absence:** Probationary faculty members with a serious personal illness or providing prolonged, substantive care for a chronically ill family member may request in writing an extension of the tenure decision date, usually for one year.
4. **Family Leave of Absence or Exceptional Family Responsibilities:** Upon written request, probationary faculty members who become parents will receive a one-year automatic extension of the tenure decision date. Such an extension does not require that the faculty member take a leave of absence.
5. **Catastrophic Events:** Probationary faculty who have experienced a catastrophic event such as a fire or flood or who must aid family members in such situations may request in writing an extension of the tenure decision date.
6. **Jury Duty:** Prolonged jury service, when significantly affecting a faculty member's performance, constitutes a valid reason to petition for extension of the tenure decision date.
7. **Other, as Negotiated:** Extensions for other reasons may be negotiated."

VI.i. Post-tenure review

The Department of Government refers tenured faculty to the university's post-tenure review rule, as stated in ARP 9.36 <https://arp.nmsu.edu/9-36/>: "The Post-Tenure Review rule ensures that all tenured faculty members will receive an annual review and that those with either exceptionally fine performance or serious deficiencies in one or more areas will be identified. For a tenured faculty member who receives two successive unsatisfactory annual reviews with identified and uncorrected serious deficiencies, this rule provides a mechanism to establish a remedial program for correcting the deficiencies. The legislation to which this rule responds is particularly concerned with the quality of teaching, and that fact shall be considered when taking any action under this rule. In particular, faculty whose teaching needs improvement will be urged to take advantage of "programs designed to assist faculty members in enhancing their teaching skills." (NMSA 1978, Section 21-1-7.1)

In the Department of Government, tenured associate professors are encouraged to request review by submitting a current vita to the P&T Committee every three years following their date of tenure to obtain guidance in preparing for promotion to the next rank. These reviews will not have an impact on the Department Head's annual performance appraisals. University policy and procedures regarding post-tenure review can be found in ARP 9.36 <https://arp.nmsu.edu/9-36/>

VI.k Criteria for Promotion and Tenure among the Professorial Ranks

The above criteria are used to evaluate requests for tenure and promotion among the following ranks within the department:

Promotion from Assistant Professor to Associate Professor with Tenure

Assistant professors are evaluated according to the criteria noted above in Section IV above. They are expected to have shown consistent progress in reaching high standards in teaching, scholarship, service and outreach during their time as a tenure-track assistant professor. In addition, they are expected to show that they have published their scholarship in peer-reviewed journals or academic presses and have developed a promising research agenda once tenured. Letters from external reviewers should also demonstrate that the candidate has made significant impacts in the discipline. It is to be underlined that promotion to Associate Professor is a separate assessment and process than granting tenure; the tenure decision often occurs at the same time as the promotion decision, but the two decisions are made independently.

Promotion from Associate Professor to Professor

A tenured associate professor seeking promotion to the rank of professor must demonstrate continuous progress, innovation and high standards in teaching, scholarship, service and outreach. In addition, associate professors are expected to demonstrate significant service and/or leadership activities to further the department's mission and represent a model in providing exemplary service to the institution and the profession. Letters from external reviewers should also demonstrate that the candidate has made significant impacts in the discipline.

As stated above in Section VI.j., associate professors are encouraged to request review by submitting a current vita to the P&T Committee every three years following their date of tenure to obtain guidance in preparing for promotion to the next rank. These reviews will not have an impact on the Department Head's annual performance appraisals. University policy and procedures regarding post-tenure review can be found in ARP 9.36 <https://arp.nmsu.edu/9-36/>

Promotion from College Assistant Professor to College Associate Professor

College track faculty are eligible for promotion but not tenure. Evaluation of promotion from College Assistant Professor to College Associate Professor is based on performance related to the allocation of effort, principally in the area of teaching and service, but may include scholarship and outreach. Promotion requires demonstrated commitment to high quality teaching and advising, as evidenced by self-evaluation, student evaluations, peer mentor evaluations, evidence of student learning, development of new course materials, or incorporation of new pedagogies gained by research, reflection and/or professional development. Candidates seeking promotion to the rank of College Associate Professor must also demonstrate their contributions through service to the department, college and university, as well as any local, state, national or international agency, organization or institution. It is expected that most of the service provided by a college-track member is related to her/his teaching mission. If allocated effort includes scholarship, proof of a high level of relevant knowledge and reflective understanding of the discipline is required. If allocated effort includes outreach, the candidate must demonstrate an impact on relevant stakeholders.

Promotion from College Associate Professor to College Professor

Candidates for promotion to the rank of College Professor must demonstrate mature intellectual comprehension of the discipline as it relates to teaching the discipline, an established record of leadership inside and outside the institution, and a sustained commitment to the mentorship of both college faculty at the lower rank, and students at either the graduate or undergraduate levels. Candidates must provide strong evidence supporting the quality of their performance in the applicable areas of teaching, service, outreach, and leadership (and scholarship and creative activity, if allocated effort includes such activities.)

Regular college faculty members above the rank of assistant professor are encouraged to request review by submitting a current vita to the P&T Committee every three years following the date of their last promotion to obtain guidance in preparing for promotion to the next rank. These reviews will not have an impact on the Department Head's annual performance appraisals. University policy and procedures regarding post-tenure review can be found in ARP 9.36 <https://arp.nmsu.edu/9-36/>

VI.1. External Review and Reviewers

The purpose of the external review is to evaluate a candidate's research and creative activity. Candidates are charged with gathering the materials to be sent to the reviewers which should include all publications and other evidence of scholarship upon which the candidate would like to be judged. Unpublished items may be included but must be accompanied by a clarification of the status of the work, such as accepted, under review, or not yet submitted. The onus is on the candidate to substantiate claims made about the status of the materials. These materials are to be contained in seven identical loose-leaf binders, with index tab dividers, and a copy of the candidate's vita appearing at the beginning. Candidates are encouraged to develop a vita according to the format discussed below but it is not required at this juncture; a more traditional vita may be used. This binder represents Volume II of a candidate's three volume Promotion and Tenure Packet, also discussed below. Since the purpose of the external review is to evaluate the candidate's scholarship, materials connected to teaching, service and outreach should not be included beyond what is contained in the vita. Regular college faculty members are not required to obtain external letters, unless released for research purposes.

Candidates may choose to include any unsolicited letters in Vol. III (Supplemental File) of their promotion and tenure portfolio.

External reviewers will be highly regarded experts in one or more aspects of the candidate's work and must be able to offer an objective assessment of the candidate's work. When a reviewer hold a tenured position, it should be at or above the rank sought by the candidate.

The following procedures govern the external review process:

- a. A candidate for a regularly scheduled tenure review will submit a list of potential external reviewers to the P&T Committee and Department Head within fifteen (15) days of receiving written notification from the Committee to initiate the process.
- b. A candidate who seeks promotion only and/or early tenure review will

submit a list of potential external reviewers to the P&T Committee and Department Head within fifteen (15) days of receiving written notification from the P&T Committee to proceed with the review process.

c. The list of potential external reviewers submitted by a candidate must include addresses, phone numbers, e-mail addresses, a statement of the nature and length of acquaintance with each person, and a brief description of each person's background and qualifications. A candidate for promotion and/or tenure should not attempt to contact these individuals to ascertain their willingness to serve or to discuss his or her candidacy. This document will be attached to the memorandum prepared by the Department Head and submitted to the College Dean discussing the background and qualifications of the external referees. In order to avoid potential conflicts of interest, external reviewers should not have been close collaborators, dissertation advisers or employers of the candidate in the 48 months prior to the candidate making this request. Close collaborators include, but are not limited to, co-authors or co-presenters of scholarly work.

d. The P&T Committee and Department Head will meet to develop a list of potential external reviewers. The goal is to send materials to five external reviewers, and the final list must include a least one person recommended by the candidate. The minimum number of review letters expected for the portfolio is three (3). The Department Head will arrange the scheduling of this meeting, preferably before the end of the spring semester. After the list has been developed, the Department Head will contact these individuals to ascertain whether they will serve. The Department Head then will send the Volume II binder assembled by the candidate accompanied by the transmittal letter found in Appendix A. The Department Head will include a cover letter with the binders sent to external reviewers. The cover letter will briefly summarize what the review entails and specify the deadline by which review letters should be received by the Department Head. Reviewers will be asked to make a brief statement about their relationship with the candidate and confirm that they do not have a conflict of interest in carrying out their review. Reviewers will also be asked to include a brief statement regarding their qualifications for serving as a reviewer. Reviewers will also be informed that the candidate will have an opportunity to read their letters of assessment, and that third parties, in the event of an EEOC or other investigation into a tenure or promotion decision, may review letters. The Department Head will also include a copy of the current Functions & Criteria document of the Department of Government, the current College of Arts and Sciences Promotion and Tenure Policies document, and the link to the NMSU ARP policies on promotion and tenure.

e. If at all possible, the goal is to send materials to the external reviewers before the end of the spring semester in order to give these individuals sufficient time to prepare their letters. The deadline for a candidate to submit her or his Volume II binder to the Department Head is June 15 or

the next working day.

f. Failure to meet any of the deadlines stipulated in the sections above (a-e) may result in termination of the promotion and/or early tenure review process for the current year. The decision to terminate the process will be made by the Department Head and available members of the P&T Committee. The decision will be the result of a Committee meeting called five working days in advance by the Department Head.

VI.m. Preparation of Candidate's Promotion and Tenure Portfolio

In accordance with university policy ARP 9.36 Part 6 "Portfolio Preparation"), a candidate for promotion and/or tenure is responsible for the development of her or his Promotion and Tenure portfolio. Under university policy, candidates may request to review other faculty portfolios for guidance, although the written permission of those other faculty is required.

The portfolio is divided into three clearly labeled volumes, compiled in loose-leaf binders and organized with section dividers and index tabs. Volume II, as noted above, is due June 15 or the next working day. Volumes I and III must be submitted to the Department Head by September 15 or the next working day. Failure to meet these deadlines may result in termination of the promotion and/or early tenure process for the current year. The decision to terminate will be made by the Department Head and the P&T Committee, following a Committee meeting called five working days in advance by the Department Head.

In addition to the three volumes that together comprise the portfolio, the candidate is required to submit a Faculty Annual Performance Report for the previous academic year according to a deadline set by the Department Head, usually falling in late September or early October. This document is added to Volume I, along with the letters submitted by the external reviewers. A candidate is to be provided with copies of these letters when they are made available to the P&T Committee. These three volumes, including the current annual report and the external letters in Volume I, form the candidate's portfolio; nothing can be changed, added, or deleted from it without the knowledge of the candidate and consent of the Dean of Arts and Sciences. The portfolio will be available in the office of the Department Secretary for the review of Department P&T committee members and the candidate. Only Volume I will be submitted to the College Dean, while the remaining materials will be retained in the office of the Department Secretary for review. Candidates should refer to current Arts & Sciences College policy pertaining to the number of Volume I binders to submit to the College Dean and specific materials to include.

Candidates may review all items included in the portfolio assembled prior to the review by appropriate committees, administrators and/or external reviewers. Candidates should make their request to review their portfolio in writing to the Department Head. Candidates may change, add or delete materials from the portfolio after it is submitted to the P&T committee for review by submitting a written request to do so to the chair of the P&T committee and the Department Head. This written request must explain the rationale for such modifications and must be submitted prior to the first occasion when the P&T committee meets to begin review of the candidate's portfolio.

Evaluators may request additional information from candidates at any time during the entire review process. All requests must be made in writing and transmitted to the candidate, with copies to each member of the P&T committee and the Department Head.

VI m.a. Volume I of the Portfolio:

In general, Volume I should contain the following materials.

- 1. Narrative Statement** (maximum of 3,000 words). This introductory statement is an opportunity for the candidate to provide an overview of his or her record and to offer a personal assessment of this record. At a minimum, the candidate must include evidence of accomplishments felt to be applicable to quantity and breadth of teaching contributions, quality of teaching, and extraordinary efforts such as distance education and curriculum development. In terms of scholarship, the candidate must offer a summary statement regarding: (1) scholarship goals and accomplishments; (2) the significance and impact of one's scholarship; and (3) future scholarship plans. A candidate for advancement in rank to professor needs to describe his or her leadership efforts and activities.
- 2. Curriculum vitae.** The vita should provide the following standard information, with appropriate dates, at a minimum: educational background, related professional experience, courses taught, advising, graduate student committee work, individualized course work, titles of publications and other scholarly projects, presentations, grants funded and not funded, professional and university service, community outreach, and awards. Information on publications is to be as complete as possible, including page numbers for articles and comparable publications, and the precise status of all "published," "forthcoming," "revise and resubmit," and "under review" manuscripts. Work accepted for publication but not yet published should be categorized as "forthcoming." Candidates should explain the quality of the outlets where their work has appeared, the role of peer-review in the process, and their contributions to co-authored publications and other scholarly endeavors.

This information must span the candidate's entire professional and academic career but be presented in two parts corresponding to the outline suggested by the College of Arts and Sciences Policies and Procedures document, Section 8.1.1, part G (p.29). The first part is to focus on the candidate's record since the date of the previous promotion or the start of the candidate's employment at NMSU (i.e. for the period for which the candidate is being evaluated), while the second part should summarize the activities and accomplishments relative to the periods preceding the last promotion or the start of employment at NMSU. This second part should be concise and highlight only contributions that are relevant to place the first part of the Curriculum Vitae in context. It is recommended that the Curriculum Vitae be organized by the same areas of evaluation (i.e. Teaching and Advising, Scholarship and Creative Activities, Service and Outreach). The use of detailed narratives and explanatory statements to accompany each section of the vita is strongly recommended.

- 3. Faculty Annual Performance Reports** for all previous years, properly signed.
- 4. Faculty Allocations of Effort** for the entire period under review, properly signed.
- 5. Department Head's Appraisal of Faculty Annual Performance** for all years in the period

under review. Numerical rankings, ratings or vote counts should not be included. Department Head annual appraisals should include written statements submitted by the candidate as part of, or in response to, annual performance evaluations, supervisor's comments, and any response made by the candidate.

- 6. Department P&T Committee's Reviews and Recommendations on Renewal of Contract** for all prior years, including any reviews requested as an associate professor. Numerical rankings, ratings or vote counts should not be included. It is the responsibility of the Department Head to ensure that rankings and ratings are properly removed.
- 7. Department Head's Reviews and Recommendations on progress toward promotion and/or tenure** for all previous years in period under review.
- 8. Promotion and Tenure Policies:** a signed copy of the departmental Functions and Criteria statement the candidate selected for the promotion and/or tenure process.
- 9. The College Promotion and Tenure Policy document** that the candidate selected for the promotion and/or tenure process.
- 10. External reviews:** the external reviews should be organized as follows:
 1. A copy of the letter that the Department Head and/or the chair of the Department of Government's Promotion and Tenure Committee used to request the external review.
 2. A document describing the background and qualifications of external reviewers and the relationship (if any) of external reviewers to the candidate.
 3. The external letters. Review letters should be signed and on letterhead - printouts of scanned letters are also acceptable; the use of printouts of emails is discouraged. Deviations from this format should receive prior approval from the Dean's office.

The Department Head is responsible for placing external review letters in the candidate's portfolio prior to review by the department's Promotion and Tenure Committee.

VI.m.b. Volume II: Scholarship File

Volume II, as discussed above, includes evidence of scholarship that the candidate has asked the external reviewers to judge. By submitting a memo to the Department Head, the candidate may add works to Volume II or provide updates on the status of unpublished works after June 15 but no later than the deadline date for submitting the Faculty Annual Performance Report for the current year. These items will not be forwarded to the external reviewers, however. The vitae, as sent to the reviewers, will remain in Volume II.

VI.m.c. Volume III: Supplemental File

Any other information a candidate presents is considered to be in support of the application and is to appear in an optional Volume III binder. A candidate may present any materials she or he believes is relevant to be considered, including: (1) letters from students; (2) reviews of publications; and (3) letters of appreciation and recognition. Unsolicited letters of support also may be included in Volume III.

VI.n. P&T Committee's Recommendation and Report

Under university policy, the P&T Committee meets early in the fall semester to review the complete portfolios for candidates applying for promotion and/or tenure. It is the right and obligation of voting members of the committee to attend and participate in all discussions regarding a candidate's case. Members on sabbatical leave and unable to attend committee meetings may submit a memo expressing their views but these statements should not be interpreted as representing vote. However, members on sabbatical leave who are willing and able to attend committee meetings and participate as fully as all other committee members in the review of candidates' portfolios will be allowed to vote. Deliberations and voting of promotion and tenure committees will be conducted in closed session only among committee members. Committee members can attend sessions by a confidential electronic method with the permission of the committee chair. Absentia and proxy ballots are not permitted. All committee members must take part in the deliberations in order to vote. Committee members may vote in person or by an appropriate confidential electronic method with the permission of the committee chair.

All committee members must participate in the deliberations in order to vote. All vote counts must be recorded. The Chair of the P&T Committee surveys the committee members by secret ballot on their support of the candidate's application. Separate ballots should be cast in cases involving promotion and tenure. The P&T Committee then prepares a report on its recommendation, including the numerical results of the vote. All participating members should sign and date the report. The chair of the P&T committee is responsible for delivering a copy of this report to the Department Head as soon as it is completed. The following points should be considered in preparing this report:

- a. The report is to be detailed and evaluative, addressing both the candidate's strengths and weaknesses in all areas of review. An explanation of negative votes or abstentions should be provided or it is understood that the impact of these votes will be minimized. Dissenting members may prepare one or more signed minority reports to be attached to the P&T Committee report. Any memoranda prepared by absent members on sabbatical leave should be attached as well.
- b. Excluding the materials composing the portfolio, all materials assembled by the P&T Committee are to be placed in an appendix to the Committee report. This appendix is considered to be part of the report. The Department Head is responsible for placing the original and a copy of the report in a candidate's Volume I binders before submission to the College Dean.

VI.o. Department Head's Recommendation and Report

Upon receipt of the P&T Committee's report, the Department Head prepares a separate recommendation report that is signed and dated. This report should be detailed and evaluative,

addressing both the candidate's strengths and weaknesses in all areas of review. As necessary, this recommendation should include: (1) an indication of the quality of the journal/press where each article/book appears; (2) a specific statement whether each publication or other evidence of scholarship is peer-reviewed; (3) information regarding the significance, if any, of the order of authorship in co-authored publications, grants and projects; and (4) an explicit statement in co-authored publications, grants and projects of the degree of the candidate's contribution.

In addition, the Department Head prepares a memorandum that: (1) discusses the backgrounds and qualifications of the external reviewers, to include any known relationships to the candidate and confirm that the selection of reviewers has avoided any potential conflicts of interest; (2) provides an indication for each letter if the writer was the selection of the candidate or the P&T Committee and Department Head; and (3) offers a brief description of how the letters were secured. Information provided by the candidate regarding these issues is to be attached to the memorandum.

All materials assembled by the Department Head, excluding the memorandum discussed above, are to be placed in an appendix to her or his recommendation. This appendix is considered to be part of the recommendation. The Department Head is responsible for placing the recommendation and memorandum (the original and a copy of each) in a candidate's Volume I binders before submission to the College Dean.

The Department Head is responsible for providing copies of the P&T Committee's report, the Department Head's report, and the Department Head's memorandum to the candidate before all materials have been submitted to the College Dean, in order to provide the candidate the chance of preparing a rebuttal. If the candidate provides a rebuttal, that document should be included in the portfolio before the portfolio is submitted to the Dean of the College of Arts & Sciences. The two reports and memorandum are not considered to be part of the candidate's portfolio.

VI.p. Candidate's Rebuttal

According to NMSU University Policy 9.35, the candidate can provide a rebuttal that corrects factual errors, provides clarification, and/or offers a rebuttal to recommendations from the Department Promotion and Tenure Committee and the Department Head. Rebuttal must be prepared within five days and included in Volume I of the portfolio. Likewise, the candidate has five days to provide clarifications, correct factual errors, or offer a rebuttal after receiving recommendations from the College of Arts and Sciences Promotion and Tenure Committee and the College Dean.

VI.q. Voluntary Withdrawal from Consideration

A candidate may withdraw from consideration at any time prior to the final signature of the executive vice-president and provost. A candidate shall prepare a letter requesting withdrawal from further consideration. The letter shall be transmitted to the dean or comparable administrator. All documents shall be returned to the candidate and nothing relating to the application for promotion and/or tenure shall be placed in the candidate's personnel file. See ARP Manual, Part 6, Paragraph A of Chapter 9.25 at <https://arp.nmsu.edu/9-25/> and ARP Manual, Part 7, Paragraph A of Chapter 9.35) at <https://arp.nmsu.edu/9-35/>

VI.r Withdrawal in Fifth Year of Service

If the candidate is in the fifth year of service, withdrawal from consideration for tenure must be accompanied by a letter of resignation submitted to the dean or comparable administrator no later than the end of the fifth-year contract period. The resignation shall be effective no later than the end of the sixth-year contract period. If a faculty member does not apply for tenure in the fifth year, or extended year as appropriate, and does not submit a resignation letter as contemplated by this rule, the faculty member's employment will terminate with the expiration of the current annual ("Temporary") contract. See ARP Manual, Part 6, Paragraph A of Chapter 9.25 at <https://arp.nmsu.edu/9-25/> and ARP Manual, Part 7, Paragraph A of Chapter 9.35) at <https://arp.nmsu.edu/9-35/>

Vi.s. Candidate's Right to Transparency, Response and Appeal

In keeping with the principles of fairness, transparency and participation enumerated in the Preface to this document, the Department of Government acknowledges a candidate's rights to review and respond to all materials included in his/her application for promotion and/or tenure. This right of review and response extends to all memoranda, reports, external review letters, and other documents that are produced as part of the application process.

Candidates who allege that an adverse decision resulted from discrimination or violations of due process should follow the appeals process delineated in Part 9 of ARP 9.35: <https://arp.nmsu.edu/9-35/>

Vi.t. Notice of Non-Discrimination and Equal Opportunity

The Department of Government follows the university's notice of non-discrimination and equal opportunity. Faculty are expected to be familiar with this statement and related laws and procedures by reading ARP 3.25 at <https://arp.nmsu.edu/3-25/> which begins:

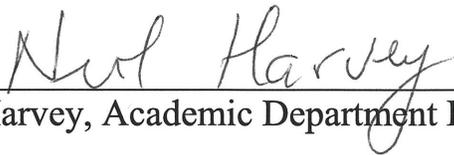
"New Mexico State University (NMSU) is dedicated to providing equal opportunities in areas of employment and academics without regard to age, ancestry, color, disability, gender identity, genetic information, national origin, race, religion, serious medical condition, sex, sexual orientation, spousal affiliation or protected veteran status as outlined in federal and state anti-discrimination statutes (See the **NMSU Notice of Non-Discrimination and Equal Opportunity**). As a federal contractor, NMSU's affirmative action program also supports this effort."

Vi.u. Faculty Grievance Review Process

The Department of Government also follows the university's policy for faculty grievance review and resolution. Faculty are expected to be familiar with this policy by reading ARP 10.60 <https://arp.nmsu.edu/10-60/> which begins:

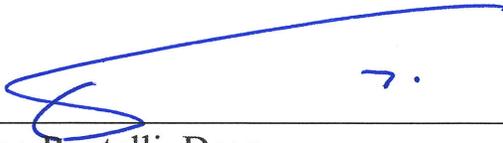
"The following rules and procedures (collectively referred to as ARP 10.60) are adopted pursuant to the authority granted in **RPM 6.00**. The university provides eligible Faculty members with a fair and expeditious process by which Faculty members may seek redress for grievable issues and may seek resolution of disagreements/disputes arising in the workplace. The following protocols describe the manner in which Faculty grievances will be received by a body elected by the

Faculty at large known as the Faculty Grievance Review Board (FGRB); accepted or declined; mediated; and/or heard more formally by a Faculty peer Hearing Panel made up of members of the FGRB which issues factual findings and recommendations, and the university's chief academic officer issuing a final decision. The university encourages the early resolution of disputes in the work place through informal discussion. For matters not resolved in the Pre-Grievance Resolution stage, this Rule provides structured mediation and grievance hearing procedures for resolution by peer and administrative review. Retaliation against any person attempting dispute resolution in accordance with this Rule or against those who may be called upon to participate in the resolution process is prohibited; such allegations will be independently investigated and if substantiated, will be grounds for employee discipline."



Neil Harvey, Academic Department Head

01/13/2020
Date



Enrico Pontelli, Dean
College of Arts &
Sciences

1/13/2020
Date