

**Department of Family and Consumer Sciences**  
New Mexico State University

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**Promotion and Tenure Guidelines**

**October 1, 2018**

## FAMILY AND CONSUMER SCIENCES CRITERIA FOR PROMOTION AND TENURE

### I. Mission, Goals, and Objectives of the Department

#### *Mission*

The Department of Family and Consumer Sciences (FCSC) at New Mexico State University is committed to the broad mission of land-grant universities in general, our University in particular, and the mission of the College of Agriculture, Consumer and Environmental Sciences (ACES). The philosophical base from which we developed the Departmental mission statement emanates from the beliefs that:

- Issues impacting the human condition are interconnected in nature;
- Quality of life is affected by reciprocal relationships between people and their environments;
- Human beings and families are the fundamental units of society;
- Education empowers people to make informed decisions.

The Department offers a unique, multi-disciplinary perspective from which to address issues encountered by individuals as they interact with their environment. Issues are addressed from state, national and international perspectives. The faculty in the Department of Family and Consumer Sciences serve the culturally diverse clientele of New Mexico through quality teaching, research, extension education, and public service programs. They endeavor to produce and disseminate scholarly information to advance the understanding of the citizens of New Mexico in the areas of human development, family relations, family resource management, clothing, fashion merchandising, textiles, food science and technology, human nutrition, and family and consumer sciences education. All faculty in the Department are expected to work toward the fulfillment of this mission as they proceed towards tenure and promotion.

#### *Department Goals and Objectives*

The Department of Family and Consumer Sciences at New Mexico State University has the following goals in teaching, research, and outreach and service:

1. Providing excellence in instruction in the various aspects of Family and Consumer Sciences to prepare students to enter and advance in their chosen professions.
2. Conducting research and scholarly activities to add to the Family and Consumer Sciences body of knowledge, and working with individuals and families to apply such knowledge to their lives.

3. Providing professional outreach and service and leadership to stakeholders, including other professionals and consumers.

To achieve these goals, the department objectives are to:

1. Provide outstanding undergraduate and graduate programs with coursework in the various aspects of Family and Consumer Sciences.
2. Provide effective advising and mentoring to assist both undergraduate and graduate students in achieving their academic and career goals.
3. Serve students university-wide through course offerings unique to Family and Consumer Sciences.
4. Plan, conduct, and disseminate research, and apply knowledge at the local, state, national, and international levels.
5. Respond with service and outreach efforts to meet the needs of students, the university, communities, and the profession.
6. Provide faculty with opportunities to assume leadership positions at the departmental, college, university, state, national and international levels.

## II. Introduction to Tenure and Promotion Criteria

The Department of Family and Consumer Sciences (FCSC) adheres to promotion and tenure policies, processes and criteria, as set forth in the Promotion and Tenure Policy for New Mexico State University ([Chapters 9.30-9.36, New Mexico State University Administrative Rules and Procedures](#)) hereafter referred to as University ARP and the College of Agriculture, Consumer and Environmental Sciences (College of Agricultural, Consumer and Environmental Sciences Criteria for Promotion and Tenure) hereafter referred to as ACES Criteria for P & T.

Information in each section of this document (FCSC Criteria for Promotion and Tenure) **supplements** information in the correspondingly numbered section of University ARP. University ARP details policy and procedures of the promotion and/or tenure process that apply to all principal units of the university. ACES Criteria for P & T provides **additional** policy and procedural information that applies specifically to principal units within the college. A candidate must read all three documents to fully understand the process. Each faculty member is responsible for following the policies and procedures in the University, College and Principal Unit documents.

FCSC non-tenure-track faculty (NTTF) members, in general, have qualifications commensurate with the corresponding ranks of tenure-track faculty (TTF) members. A NTTF

member's performance is evaluated annually using the same evaluation process as outlined for TTF members. Therefore, FCSC includes NTTF in its promotion and tenure policy, and all references to TTF in the University ARP should be replaced with the more inclusive term, faculty, when applied to the FCSC department except in the case of tenure. FCSC promotion and tenure guidelines should be provided for all faculty, tenure-track and non-tenure-track.

### **III. Conflict of Interest in the FCSC Department Promotion and Tenure Committee**

A conflict of interest is defined as any case in which an objective outsider would reasonably suspect a conflict of interest that would result in an inability to be objective and fair in the assessment of a candidate's record.

FCSC Department promotion and tenure committee members have the responsibility to avoid actual conflicts of interest and the appearance of conflicts of interest. Prior to deliberations, the committee chair will review with the committee the matter of conflict of interest. Any member of the committee who has a conflict of interest with respect to a case will request recusal for that particular case by submitting a request to the chair of the committee.

A two-thirds majority of committee members may vote to recuse a committee member who has an actual or apparent conflict of interest but does not request recusal. The chair of the FCSC Department P & T committee will submit a memo indicating the recusal to the FCSC administrator.

Recusals will be noted in any reporting of the committee vote counts.

### **IV. Performance Evaluation**

The annual performance review of tenure-track faculty includes written details relating to assigned duties (i.e. teaching and advising, scholarship and creative activity, service, extension and outreach and apportionment). The reviews also include separate statements addressing progress toward tenure and toward promotion including steps that should be taken to strengthen the faculty member's case (University ARP Chapter 9.35 Part 5 B.4).

### **V. Allocation of Effort**

Critical to the FCSC process of evaluation for promotion and/or tenure is the allocation-of-effort statement (See University ARP Chapter 6.60 Faculty Assignments – General). Each year, in consultation with the FCSC administrator, faculty shall complete and sign an allocation-of-effort statement with mutually agreed-upon changes made during the year, as needed. This form for the upcoming year shall be completed at the time of the faculty member's annual performance evaluation. Mid-year revisions are permissible when significant changes in responsibilities occur. The allocation-of-effort statement reflects an individual's goals and objectives as they relate to the university's mission and the FCSC department's expectations and will be used as the basis for evaluation. All levels of the

promotion and/or tenure process will acknowledge and respect variations among individual allocation-of-effort statements

## **VI. General Statements**

Promotion of faculty members and issuance of continuous contracts are matters of utmost importance to any university. Criteria by which FCSC faculty members are evaluated defy simple enumeration because most have unique professional skills, as well as teaching, research and/or outreach responsibilities. The land-grant philosophy under which NMSU functions dictates that faculty members participate in various service and leadership activities. Therefore, promotion and/or tenure evaluations must consider the individual's professional performance in light of the agreed-upon allocation of effort and specified service and leadership functions.

Evaluators will strive to evaluate candidates in the fairest and most even manner possible, taking into consideration that all evaluation criteria do not apply uniformly to all disciplines and candidates. In general, the candidate being evaluated should demonstrate professional stature and the ability to communicate with relevant clientele. The candidate's level of ability in these areas should be consistent with the rank or tenure status being sought. In addition, the candidate should demonstrate the ability to communicate and work effectively with colleagues, administrators and staff. Candidates seeking promotion and/or tenure are encouraged to document collaborative efforts in the areas of research and scholarly activities, teaching and student mentoring, service, and outreach and extension.

Judgments about tenure and promotion must be made based on an individual's responsibilities and performance. These judgments should recognize that each faculty member has a unique responsibility within the college and department. Likewise, the candidate must be aware that advancement through the academic ranks requires not only excellence in the candidate's discipline, but also evidence of developing the professional stature and maturity of view expected of those in the professorial ranks. Those applying for promotion and/or tenure are, therefore, responsible for providing the basis for appraisal of their performances, professional maturity and likelihood of continued contributions.

### **A. Credit for Prior Service**

Newly recruited faculty or faculty transferring from other NMSU colleges will be evaluated for promotion and/or tenure in accordance with University ARP.

### **B. Mid-Probationary Review**

The FCSC department must review all packets submitted by faculty who are not fully promoted. The annual review provides 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 by the FCSC Department's P & T committee is formative, intended to assist tenure-track faculty in achieving promotion and/or tenure and must take into account the allocation of work effort during the years reviewed and be based

upon the principal unit's criteria. The outcome must not be used as a determinant for setting merit pay or for contract continuation decisions. The promotion and/or tenure review by the FCSC Department's P & T committee are independent of the annual performance evaluation and contract renewal reviews conducted by the FCSC Administrator.

## **VII. Portfolio Preparation**

The candidate will prepare a portfolio consisting of a core document and a documentation file. The candidate also prepares an electronic version of the core document to be submitted to the ACES P & T Committee (See definition in University P&T Policy). The elements of the core document are described in Section VIII of the ACES Criteria for P & T document. A major component of the core document is the curriculum vita (CV) which should follow the format found in Appendix 6 of the ACES Criteria for P & T. Sample portfolios are available at the NMSU Teaching Academy, although they may not follow the current guidelines. University policies regarding promotion and /or tenure supersede both the principal unit (PU) and college policies. The portfolio must include the Portfolio Routing Form found in Appendix 5 of the ACES Criteria for P & T.

Candidates applying for tenure and/or promotion to Assistant or Associate Professor will have their progress evaluated annually by the FCSC Department Promotion and Tenure Committee, and the FCSC Administrator, before the applications are forwarded to the ACES Promotion and Tenure Committee in the year that tenure and /or promotion is sought.

Candidates applying for promotion to Professor have the option to have their progress evaluated annually. Although this is optional, it is highly recommended. The evaluation of performance and achievement will be based on allocation of effort statements that outline specific goals and objectives to be achieved during a specified time period, typically annually. These statements must be agreed upon annually in consultation with the FCSC Administrator. The allocation of effort statements may vary from person to person depending on their assigned responsibilities.

Performance will be evaluated at the time of application for tenure and /or promotion, in three (3) broad areas: scholarship and creative activities, teaching and student mentoring, and service and outreach endeavors. Leadership roles and administrative duties should be described within these broad areas.

### *Non-Tenure Track Faculty Policy*

Non-tenure track faculty in the Department of Family and Consumer Sciences will be evaluated using the same criteria as outlined below for Assistant Professors based on their allocation of effort statement. The guidelines for non-tenure track faculty found in Appendix 1 in the ACES Criteria for P & T document will be adhered to by these faculty. The time in this rank is not predetermined.

### **VIII. Leadership**

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

### **IX. Administration**

Administration should 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 (scholarship and creative activity, teaching and student mentoring, service, and outreach and extension). Examples of administrative responsibilities include serving as program director or associate department head.

### **X. Scholarship and Creative Activity**

In keeping with the University's and ACES's vision and mission statements, the FCSC Department will require, as a condition for promotion and tenure, that faculty engage in scholarly and creative activity which is broadly defined as academic endeavors that will establish the faculty member as an expert, leading to the generation and dissemination of new knowledge. This knowledge should be subject to critique or review and shared with one's peers through written publications, oral presentations, improved methodologies, program developments or other advances in professional practice. *All scholarship and creative activities must result in peer-reviewed products that adhere to University ARP Chapter 9.31, Part 3, D.*

The department recognizes the individual faculty member's academic freedom to engage in scholarly and creative activities within their area(s) of expertise, in any of the four scholarships of discovery, teaching, engagement and integration. Each of the four scholarships is defined below. Although the four scholarships will be viewed with equal importance, faculty must have published scholarly articles within their area(s) of expertise in refereed journals as part of their scholarly activities.

#### **A. Scholarship of Discovery**

Scholarship of discovery refers to the pursuit and creation of original research or works through which new knowledge is generated.

Examples of products and creative endeavors:

- juried or invited exhibits and artistic endeavors
- book publication; authoring chapters in books
- peer-reviewed articles in refereed journals
- submitting manuscripts related to scholarly activities
- publication of peer-reviewed monographs or creative work
- refereed and invited presentations of new knowledge to college, professional and scholarly audiences
- development of software/video publications
- grantsmanship (submitting and/or obtaining funding)
- creation of scales/instruments involved in original research

#### B. Scholarship of Teaching

Scholarship of teaching refers to the use of the faculty member's research and other creative work to develop, transmit, transform, and extend teaching activities in more effective ways.

Examples of products and creative endeavors:

- articles on teaching of the subject matter
- researching and presenting effective teaching strategies
- documenting new approaches to teaching a class or subject
- evidence of innovative classroom practices, including use of technology
- grantsmanship (submitting and/or obtaining funding)

#### C. Scholarship of Engagement

The faculty member applies his/her disciplinary expertise to explore, understand and solve pressing social, civic, and ethical problems that demand the same level of rigor and accountability as is traditionally associated with research (discovery) activities.

Examples of products and creative endeavors:

- consulting in research endeavors
- policy analysis
- program evaluation
- program revision and other evidence-based improvements
- development of improved practices and procedures in the profession
- grantsmanship (submitting and/or obtaining funding)

#### D. Scholarship of Integration

Scholarship of integration consists of "making connections across disciplines and advancing knowledge through synthesis" (Boyer, 1990). This involves the critical evaluation, synthesis, analysis, or interpretation of the research or creative work produced by others which may be inter- or multidisciplinary in nature.



Examples of products and creative endeavors:

- interpreting existing research
- doing research on the boundaries where fields converge
- book publication; authoring chapters in books
- published articles in non-academic publications
- articles and reports in peer-reviewed trade journals and magazines
- editor or referee of a journal or book
- grantsmanship (submitting and/or obtaining funding)

### **Departmental Evaluation Criteria for Scholarship and Creative Activity**

Evaluation of faculty for promotion and tenure is based on the performance towards goals and objectives as described in the cumulative allocation of efforts statements. These statements may vary based on rank, assigned responsibilities and performance expectations. Candidates for promotion and/or tenure must provide strong evidence that they have continuously been engaged in scholarly and other creative activity of high quality and significance in at least one of the four areas of scholarship. *All scholarship and creative activities must result in peer-reviewed products that adhere to University ARP Chapter 9.31, Part 3, D.* Faculty must have published peer-reviewed scholarly articles within their area(s) of expertise in refereed journals as part of their scholarly activities. Collaboration with the Cooperative Extension Service (CES) and other entities is encouraged.

Faculty are encouraged to provide indexing or other measures of quality for their refereed journal articles. Faculty may publish in open access journals as long as they are peer-reviewed.

#### ***Assistant Professors/Regular College Assistant Professors***

This section applies to candidates moving from Assistant to Associate rank. In ACES, promotion and tenure are linked for tenure-track faculty. A person holding a College Faculty appointment is eligible for promotion in rank but not eligible for tenure. The expectations for both tenure- and non-tenure-track faculty are the same and based on the allocation of effort statements that have been agreed upon. The criteria below pertain to faculty with a 12-month appointment with a 25% research allocation of effort. Therefore, for a candidate with a different appointment and different allocation of effort for research and scholarly activities, the expectations will be adjusted accordingly.

1. By the time of application for promotion, candidates must demonstrate successful completion of scholarly and creative projects/activities leading to publication of peer-reviewed articles/products (Refer to examples of acceptable forms of products in earlier section). Faculty must have at least three (3) peer-reviewed

- scholarly articles published or in press in a refereed journal. At least one (1) of these articles must be based on work done while employed at NMSU.
2. By the time of application for promotion, candidates must have produced evidence of at least five (5) additional peer-reviewed or invited scholarly products. Scholarly products may come from any of the four areas of scholarship.
  3. In addition to (1) and (2) above, non-peer-reviewed research and scholarly products or creative endeavors will also be given consideration in the evaluation of candidates' applications for tenure and/or promotion.

NOTE: Faculty on a 100% teaching allocation of effort (9 or 12 month) must have a minimum of one (1) peer-reviewed scholarly article published or in press in a refereed journal (see #1 above), and a minimum of two (2) scholarly products from any of the four areas of scholarship (see #2 above). Item #3 above also applies to faculty in this category.

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

### ***Associate Professors***

A person applying to be considered for the rank of Professor must have established a distinguished reputation in his/her area(s) of expertise. The candidate must demonstrate evidence of significant and sustained achievement at high levels of accomplishment and potential for continuing endeavors in scholarly and creative activities since last promotion, including contributions/endeavors at state, national and/or international levels. Additionally, the candidate must also demonstrate commitment to mentoring other faculty members in scholarly and creative activities. The expectations for candidates applying for promotion to the rank of Professor are also based on the allocation of effort statements that have been agreed upon. The criteria below pertain to faculty with a 12-month appointment and a 25% research allocation of effort. Therefore, for a candidate with a different appointment and a different allocation of effort for research and scholarly activities, the expectations will be adjusted accordingly.

1. By the time of application for promotion, candidates must demonstrate successful completion of scholarly and creative projects/activities at the state, national and/or international levels leading to publication of peer-reviewed articles/products (Refer to examples of acceptable forms of products in earlier section). Faculty must have at least three (3) peer-reviewed scholarly articles published or in press in a refereed journal, with at least one (1) article as lead author, since last promotion.

2. By the time of application for promotion, candidates must have produced evidence of at least five (5) additional peer-reviewed or invited scholarly products for professional peers at state, national and /or international levels. Scholarly products may come from any of the four areas of scholarship.
3. In addition to (1) and (2) above, leadership in non-peer-reviewed research and scholarly products or creative endeavors at state, national and/or international levels will also be given consideration in the evaluation of candidates' applications for promotion.

NOTE: Faculty on a 100% teaching allocation of effort (9 or 12 month) must have a minimum of one (1) peer-reviewed scholarly article as lead author, published or in press in a refereed journal, since last promotion (see #1 above), and a minimum of two (2) scholarly products from any of the four areas of scholarship (see #2 above). Item #3 above also applies to faculty in this category.

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

## **XI. Teaching and Mentoring of Students**

Faculty members in the Department of Family and Consumer Sciences typically have a large portion of their allocation of effort devoted to teaching and student mentoring. The teaching and student mentoring category includes all forms of university-level instructional activity, as well as mentoring undergraduate and graduate students. Such activities are commonly characterized by:

- the dissemination of knowledge within a faculty member's area of expertise;
- skill in stimulating students to think critically and to apply knowledge to human problems;
- the preparation of students for careers in specific fields of study;
- participating in professional development activities for teaching and learning;
- revising curriculum based on current research about effective teaching strategies in the field;
- developing new courses and curriculum; and
- creation and supervision of appropriate field or clinical experiences.

Teaching responsibilities may include, but are not limited to, preparation for teaching of a variety of courses; the mentoring of colleagues including peer reviews of teaching, consultation on classroom management issues and team teaching; distance education and web-based technology-enhanced instruction; placement in and supervision of field or clinical experiences; and production of course materials, manuals, web pages, and other aids to teaching and learning.

Faculty mentoring of students may take the form of assisting undergraduate or graduate students in the selection of courses or careers; documentation of student progress towards degree requirements, including all necessary memos and paperwork; writing letters of recommendation for awards, scholarships, internships, and jobs; assisting and supporting students in seeking permanent employment, scholarships, and professional development opportunities; encouraging and facilitating student participation in professional development opportunities; supervising student research and serving on graduate student committees; and serving as an advisor to student groups.

### **Departmental Evaluation Criteria for Teaching**

Materials for evaluating teaching must include: (a) evidence from the instructor - teaching responsibilities, teaching load, improvement activities related to teaching, and professional service to teaching; (b) evidence from other professionals - peer evaluation of teaching and special honors, awards, or other recognition of excellence in teaching; and (c) evidence from students - student course evaluations and letters from former students. Evidence of student learning may also be submitted in this category. Criteria for evaluation are as follows:

#### ***Assistant and College Assistant Professor***

By the end of the review period, the candidate must demonstrate teaching excellence as supported by the following evidence from:

1. The Candidate:
  - annual documentation of teaching load and responsibilities.
  - three (3) teaching improvement activities.
  - three (3) professional service to teaching activities.
  - graduate committee responsibilities
  
2. Other Professionals:
  - at least one (1) departmental peer evaluation of teaching conducted every two years
  - at least one (1) review of teaching conducted by a peer external to the department
  
3. Students:
  - course evaluations from each met (in person or online) class per semester
  - reference letters from former students

#### ***Associate Professor***

At the end of the review period, the candidate must demonstrate sustained teaching excellence as supported by the following evidence from:

1. The Candidate:
  - annual documentation of teaching load and responsibilities
  - at least one (1) teaching improvement activity every two years
  - at least one (1) professional service to teaching activity every two years, including one (1) review of a colleague's teaching (either internal or external to the department) since the last promotion
  - teaching leadership outside the university
  - use of new technology in teaching
  - graduate committee responsibilities
  
2. Other Professionals:
  - at least one (1) departmental peer evaluation of teaching conducted every two years
  - at least one (1) review of teaching conducted by a peer external to the department
  - leadership and collaboration with department peers on teaching efforts
  
3. Students:
  - course evaluations from each met (in person or online) class per semester
  - reference letters from former students

### **Departmental Evaluation Criteria for Mentoring Students**

Faculty members must document student mentoring activities including the number of undergraduate and graduate advisees per year, and information about special advising activities (international students, athletes, etc.). Information, if provided by the department, on student evaluation of advising/mentoring must be included.

## **XII. Service and Outreach**

This element includes the faculty member's general contributions to the organization and development of the university and services to any local, state, national or international agency or institution. It is very important to the overall mission of the department and is expected of all faculty members. Faculty members are encouraged to balance their community service and outreach according to their allocation of effort agreements. Service and/or outreach efforts are to be derived from the candidate's professional expertise.

Service and/or outreach endeavors could be engaged in at various levels such as:

### A. Department

- B. College
- C. University
- D. Community (local, state, national, international)
- E. Professional organization

Service related to a faculty member's professional knowledge or area of expertise is an essential component of the department's mission. Service may be to students (prospective and enrolled), the institution (department, college or university), government agencies (local, state, national or international), professional organizations, industry, stakeholders or the community.

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

Service and outreach differ from Cooperative Extension Service (CES) activities in that they are not provided or delivered by the New Mexico CES, nor do they necessarily seek input from clientele as is done with CES. Collaboration with CES is encouraged. Outreach activities differ from service activities in that they are external and do not directly benefit NMSU in the immediate future.

Departmental service can include:

- participating in departmental faculty and committee meetings
- contributing to the formulation of academic and administrative policies/programs
- participating in department activities such as review of self-study documents
- curriculum development and revision
- student recruitment and retention
- working with industry to secure internships
- generating positive publicity

College and University service can include:

- working on college or university committees, task forces, or councils
- serving as Graduate Dean's Representative on graduate committees
- serving on Faculty Senate

Community service and outreach can include:

- volunteer assistance or appointment to agencies or boards

- involvement in public service organizations or community service activities (e.g. judging, etc.)
- collaboration with state, national and international agencies and organizations
- providing service to industry, stakeholders, producer and trade organizations

Professional service and outreach can include:

- holding positions in professional associations
- serving on editorial review boards or as editor of a professional journal
- writing articles for newsletters
- invited presentations which are not peer reviewed
- consortium participation
- participating in media activities
- planning professional meetings
- consulting activities that do not result in peer reviewed products

### **Departmental Evaluation Criteria for Service and Outreach**

All service and outreach activities will draw upon the faculty member's professional knowledge and skills. The expectations for type and amount of service and outreach activities are based on the allocation of effort statements, and vary by rank. The evaluation of service activities will be based on the activity's importance relative to the candidate's professional expertise, the work's quality and expectations placed on the candidate at the time of hiring and during annual reviews. The evaluation of outreach activities will be based on the activity's importance relative to the candidate's professional expertise, the work's creative and intellectual merits, and the potential impact on stakeholders. See University ARP Chapter 9.36, Part 2, H for definitions of service and outreach. During the review period, faculty are expected to do the following:

#### ***Assistant Professors/Regular College Assistant Professors***

Candidates must demonstrate the following during the promotion and/or tenure period:

1. service on departmental committees
2. service on college and/or university committee(s)
3. involvement in at least one (1) community service or outreach activity
4. membership in professional organization(s), demonstrating professional involvement with the organization at the local, state, or national level

#### ***Associate Professors***

Candidates must demonstrate leadership in the following capacities during the promotion period:

1. service on departmental committees
2. service as chair on departmental committee(s)

3. service on college committee(s)
4. service on university committee(s)
5. leadership role(s) in community service or outreach activities
6. leadership role(s) in professional organization(s) (demonstrating professional leadership involvement with the organization at the state and national/international levels, as well as the local level)

### **XIII. General Policies and Procedures for the Promotion and Tenure Processes**

Performance evaluations will be conducted annually as described in University ARP Chapter 9.31 and all yearly performance reports for the review period will be included in the portfolios submitted by the candidates. The approximate timeline for submission of promotion and /or tenure documents is described in University ARP Chapter 9.35. Precise dates are developed by ACES and the FCSC Administrator.

#### ***A. Roles and Responsibilities of the Candidate***

1. All candidates at the Assistant rank will prepare and submit a CV annually for review by the FCSC Department Promotion & Tenure Committee. The CV format found in Appendix 6 of the ACES Promotion and Tenure document will be followed. This documentation is submitted in April of each year and reviewed by the FCSC Department Promotion and Tenure Committee.

Candidates at the Associate level have the option to have their CV reviewed annually. In April of the year in which a candidate wishes to apply for promotion to the rank of Professor, the candidate must submit a CV to the FCSC Department Promotion and Tenure Committee.

2. The FCSC Department Promotion and Tenure Committee will provide written feedback annually regarding progress of the candidate towards promotion and/or tenure. In the case of tenure track faculty, a written recommendation will be made to the FCSC Administrator regarding renewal of the temporary contract for the next year. The FCSC Department P & T Committee will provide their written report and/or recommendation within 30 days of the meeting.
3. Normally, before tenure track faculty are considered for tenure, they serve six consecutive probationary years. The probationary period begins the first full year of the contract (July 1 for 12-month faculty, August start date for 9-month faculty). During the sixth year, the candidate applies for tenure. Those achieving tenure are awarded a continuous contract at the end of their sixth year, while those not awarded tenure are given a one-year terminal contract for their seventh and final year of employment at NMSU. For non-tenure track faculty, there is no pre-determined timeframe.



4. By May 15 of the year of application, the candidate will provide the FCSC Administrator with a list of potential references. This list must include a minimum of five (5) references from peers, students and colleagues. Letters of reference must include letters from the candidate's Principal Unit; letters from the university, but outside the candidate's Principal Unit; and letters from outside the university.
5. By June 1 of the year of application, the candidate will provide the FCSC Administrator with a CV to be sent to reviewers.
6. During the year a candidate is applying for promotion and/or tenure, the candidate will prepare and submit a portfolio to the FCSC Administrator by October 1. The portfolio is secured in the office of the FCSC Administrator and is made accessible to the FCSC Department Promotion and Tenure Committee.
  - a. The candidate may petition in writing to the FCSC Administrator and the FCSC Department Promotion and Tenure Committee Chair to change, add or delete materials after the portfolio has been submitted. These two individuals will respond to this petition in writing.
  - b. The FCSC Department Promotion and Tenure Committee or FCSC Administrator may request additional information from the candidate in writing.
  - c. After a candidate submits a portfolio to the FCSC Administrator, the candidate is allowed to review all items added to the portfolio.
7. At any time in the process, a candidate may withdraw from further consideration in accordance with University ARP Chapter 9.35, Part 7. All policies and procedures must be followed in order to protect the candidate and the FCSC Department from any change in the normal time frame for tenure and promotion.
8. A candidate for promotion and/or tenure may temporarily suspend the promotion and/or tenure time process in accordance with University ARP Chapter 9.35, Part 2, B.
9. If the FCSC Promotion and Tenure Policy should change during a faculty member's pre-tenure or pre-promotion period, the candidate may choose one of the policies for evaluation purposes by notifying the FCSC Administrator in writing by February 1st of the year the candidate submits their documents for April review.
10. Candidates who choose to participate in the mid-probationary review process must submit their portfolios to their FCSC Administrator by mid-January. The portfolios shall be prepared in accordance with Section VIII of the ACES Criteria for P & T document and be reviewed by the FCSC Department Promotion and Tenure Committee, the FCSC Unit Administrator, and the ACES Promotion and/or Tenure Committee. The ACES committee will provide a written formative evaluation of

progress to the FCSC Administrator and the candidate. The review is conducted in accordance with the principal units' promotion and/or tenure policy (See University ARP Chapter 9.35, Part 5, D).

The appeals process is outlined in the University ARP, Chapter 9.35, Part 9 and Chapter 10.60.

***B. Roles and Responsibilities of the Family and Consumer Sciences Administrator***

1. The FCSC Administrator's role includes those duties enumerated in sections 1 – 13 of University ARP Chapter 9.35, Part 5.B.
2. In the case of candidates with split appointments among principal units, all Principal-Unit Administrators must review independently the candidates' portfolios. Each administrator involved in the process will consult with all other involved administrators to ensure a complete review of each candidate. Each administrator will submit a letter of evaluation to the dean.
3. The FCSC Administrator shall be responsible after each review for informing each candidate in writing of the Committee's recommendation and the numerical vote count within 30 days of receiving the FCSC Promotion and Tenure Committee report. A copy of the FCSC Administrator's letter will also be provided to the candidate.
4. Confidentiality and security of records will be maintained by the FCSC Administrator and FCSC Department Promotion and Tenure Committee members at all times.
5. At least every three years, the FCSC Administrator will ensure that the written criteria for promotion and/or tenure policies and procedures of the department are reviewed and updated, if needed.
6. The FCSC Department Promotion and Tenure Committee chair will be appointed annually by the FCSC Administrator. The FCSC Administrator will inform the Department Promotion and Tenure Committee chair when materials have been submitted by candidates and are ready for committee review.
7. In the year of application for promotion and/or tenure, letters of reference and letters from external reviewers will be solicited by the FCSC Administrator. The final list of references can include, but is not limited to, the names on the list provided by the candidate.
8. Prior to October 1 of any year in which the FCSC Department is to elect a representative to the ACES Promotion and Tenure Committee, the FCSC Administrator will conduct an election to fill the position for the designated term.

9. The FCSC Department will adhere to University ARP Chapter 9.36 on post-tenure review.

### ***C. External Review Process***

1. The FCSC Administrator, in consultation with faculty members in the candidate's discipline, will obtain letters from a minimum of two (2) external reviewers who meet the following criteria:

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

Ideally, the FCSC Administrator will identify potential external reviewers who, in addition to meeting the three criteria listed above, are from departments or schools of family and consumer sciences similar to the FCSC department at NMSU and whose teaching and/or research interests are similar to that of the candidate.

2. The FCSC Administrator will provide the external reviewers with the following:

- a. A cover letter including:
  - a request for a brief statement regarding the individual's qualifications for serving as a reviewer
  - a request that the reviewer indicate the relationship between the candidate and reviewer
  - notification that the candidate will have an opportunity to read the letter of assessment
  - notification that third parties in the event of an EEOC or other investigation into a tenure or promotion decision may review the letters
- b. Candidate's CV
- c. FCSC Department's Promotion and Tenure Guidelines and URLs to access the ACES and University Promotion and Tenure documents.

3. The FCSC Administrator will inform the candidate of all solicited external review letters and reference letters.

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

### ***D. Roles and Responsibilities of the FCSC Department Promotion and Tenure Committee***

1. The FCSC Department Promotion and Tenure Committee will perform the duties enumerated in University ARP Chapter 9.35, Part 5.C.
2. The FCSC Department Promotion and Tenure Committee will be formulated as follows:
  - a. Minimum number of members: The committee will act on decisions regarding tenure and promotion only when a minimum of (3) tenured faculty members whose ranks are higher than the candidates are present to hold a vote. Members are considered to be present if participating using video conferencing such as Skype or Polycom.
  - b. Eligibility:
    - All tenured faculty are eligible to serve on the committee.
    - All non-tenure track faculty members with a rank of Associate Professor or higher are eligible to serve on the committee.
  - c. Voting on Tenure:

Only tenured faculty members are eligible to vote on tenure, but non-tenure track faculty members of the committee may participate in discussions about tenure-track faculty.
  - d. Voting on Promotion:
    - Tenured faculty members with a rank higher than the candidate are eligible to vote for promotion of tenure-track and non-tenure track candidates.
    - College-track faculty with a rank higher than the candidate are eligible to vote on promotion of college-track faculty.
    - College-track faculty are not eligible to vote on promotion of tenure-track candidates, but they may participate in discussions about tenure-track faculty.
  - e. Term limits: Term limits do not apply.
3. When there are inadequate numbers of eligible faculty members to constitute a committee, the FCSC Department faculty will select members from outside the Principal Unit. All FCSC full-time tenured, tenure-track and college faculty may nominate and elect eligible faculty from outside the Principal Unit on an annual basis.
4. In April of each year, the FCSC Department Promotion and Tenure Committee meets to review all candidate portfolios. Written feedback on progress towards promotion and/or tenure is provided and a written recommendation is made regarding renewal of contracts or readiness for promotion.
5. In October of each year in which there are candidates who are applying for promotion and/or tenure, the FCSC Department Promotion and Tenure Committee will meet to review all submitted portfolios. Written recommendations will be made within 30 days of the meeting regarding promotion and/or tenure.

6. For each of the April and October meetings, the FCSC Department Promotion and Tenure Committee chair will prepare written ballots. Voting must be in person and in secret. Absentia and proxy ballots are not permitted. All votes must be recorded. All deliberations and voting of the FCSC Promotion and Tenure Committee will be confidential and conducted in closed session only among committee members.
7. At both the April and October meetings, the FCSC Department Promotion and Tenure Committee will submit a document to the FCSC Administrator. This document will consist of a cover letter and report(s). The cover letter will state the date of the meeting, members in attendance and the numerical vote count. Signature lines will be provided for all members of the committee to indicate that procedures were followed and they were provided an opportunity to review the report(s). The majority report will contain a summary of the committee members' commendations, concerns and recommendations. Committee members with dissenting opinions may submit a minority report in conjunction with the majority report.
8. In the case of a candidate with a split appointment among Principal Units, all Promotion and Tenure Committees from Principal Units in which the candidate shares appointment must independently review the candidate's portfolio. The recommendation of each Principal Unit Promotion and Tenure Committee will be shared only with that Unit's Principal Unit Administrator and the ACES Promotion and Tenure Committee.
9. The Dean of ACES or a representative, as well as the FCSC Administrator, may meet with the FCSC Department Promotion and Tenure Committee to discuss procedural matters.
10. The FCSC Department will be in compliance with University ARP Chapter 3.02, Part 1.A and Chapter 3.13 and Section II of the ACES Criteria for P & T related to conflict of interest.

#### **XIV. Appeals**

Specific details of the appeals process can be found in University ARP Chapter 9.35, Part 9. All candidates for promotion and/or tenure should familiarize themselves with University procedures.

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

Peer review is an inherent part of the promotion and/or tenure process. The advisory judgments of the FCSC and ACES promotion and tenure committees, FCSC administrator, ACES dean and University executive vice president and provost are not, in themselves,

appealable. Under the terms of the Civil Rights Act of 1964, such judgments are reviewable insofar as they may be discriminatory; otherwise, appeals of promotion and/or tenure decisions may be based only on violations of procedure or due process that are provided in the University ARP. In all instances, the NMSU Faculty Grievance Review Board will attempt to resolve all complaints on an informal basis.

#### References

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