

CRITERIA FOR PROMOTION AND TENURE

Extension Plant Sciences Department

College of Agricultural, Consumer and
Environmental Sciences

New Mexico State University

September 2018

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Department Mission and Vision Statements

The Extension Plant Sciences Department's mission is to extend research-based knowledge & technology that enables our clientele in New Mexico to improve the quality of their lives and enhance the state's agricultural, economic, environmental & social well-being. We strive to bring strong and relevant extension programs to a diverse clientele that can enhance agricultural productivity, increase profitability, and reduce negative impacts to the environment. Programs offered by the Extension Plant Sciences Department (EPS) are available to everyone without discrimination. Extension Plant Science faculty uphold the University's civil rights and Affirmative Action/ADA policies.

Department Goals and Objectives

Our department strives to provide timely, non-biased, research-based information to clientele in the varied agricultural disciplines represented by our faculty. EPS faculty develop quality extension programs in diverse subject matter areas. These program efforts (criteria outlined below) are highly productive and meet the needs of identified clientele.

Goals and objectives for each faculty member are defined by a 5-year Plan of Work. Faculty members are specialists in a specific area of agricultural sciences with an appointment in Extension Plant Sciences of greater than 24 % write plans of work. Faculty members with less than 24% appointments have the choice to write personal and specific plans of work, or to contribute to colleagues plans of work through collaborative program efforts. Plans of work serve as the foundation for scholarship and creative activities conducted by faculty. Faculty members self-identify specific, measurable goals and objectives for their programs each year. These goals and objectives are in line with the overall objectives of their programs as stated in their plan of work. The outcomes of these goals and objectives demonstrate the impact of their programs for clientele. The goals and objectives along with the faculty's 'allocation of effort' statement are evaluated by the department head to ensure that the programmatic activities contribute to the overall mission of the department and that the efforts are sufficient in quality and quantity to meet the needs of their positions as defined by their job descriptions and their appointments. The quality and productivity of each specialist are evaluated based on effectiveness of extension programs and the ability to fulfill the requirements of the position in question. The primary evaluation for promotion and tenure is conducted by the Department Head and by the EPS Promotion and Tenure Committee, which is made

up of experienced faculty within the department or college who have a keen knowledge of quality and productive Extension programs.

Introduction to Faculty

Faculty in the Extension Plant Sciences Department maintain professional expertise in diverse subject matter areas and serve as ambassadors of the University throughout the state, region, nation, and world. EPS faculty serve as liaisons between communities and NMSU; sharing community based needs with University researchers and extending University-based research to relevant communities.

Faculty may hold positions with ranks of Assistant Professor, Associate Professor or Professor in either tenure-track (TTF) or non-tenure track (NTTF) faculty positions. Both tenure track and non-tenure track faculty are held to the same criteria for promotion within the EPS department. As such, the guidelines covered by these departmental guidelines apply equally to both tenure track and non-tenure track faculty.

Faculty appointments in our department vary from 100% Extension appointments to various combinations of Extension, research and teaching appointments. A 'majority' appointment is one recognized as 51% or higher of 'official' appointment as per the faculty member's job description. Actual annual departmental effort as outlined by an 'allocation of effort' may vary from the 'official' appointment. Faculty with split appointments will be evaluated by both the major and minor departments. For example, if a faculty member holds a split appointment that is 75% Extension (EPS) and 25% Research [Plant and Environmental Sciences (PES) or Entomology, Plant Pathology, and Weed Science (EPPWS)], EPS will evaluate the candidate with respect to Extension activities and the appropriate minor department will evaluate the candidate with respect to research and/or teaching activities. Therefore, the overall evaluation of faculty members with split appointments is a collaborative effort between two departments. In the unlikely event of a mixed evaluation, the evaluation of the majority department will take precedence.

General Information

Promotion and Tenure

Promotion and issuances of continuous contracts to faculty members are matters of utmost importance to EPS. Faculty members who have made important contributions to their profession and the University and who have discharged their duties with distinction will be considered for promotion through professional ranks. Continued growth and contributions are required for all ranks. Advancement to a higher rank is not automatic, but must be earned through continuous accomplishments that are evaluated by peers to be important, relevant, and valuable scholarly works. Additionally, candidates seeking promotion from Associate Professor to Professor must demonstrate valued leadership to their colleagues, their profession and NMSU.

The Department Head (i.e., Principle Unit Administrator, PUA), along with an appointed inter-departmental mentor, provides leadership to faculty to facilitate their progress through the promotion process. The Department Head provides initial information, timelines, and copies of all written guidelines to all new faculty and informs candidates of the right to due process, appeal and informal processes for conflict resolution in promotion and tenure. An inter-departmental mentor will also be assigned by the department head. Upon review, faculty may choose to change their official mentor with approval of the department head.

The Department follows the guidelines for promotion and tenure as outlined in the New Mexico State University , Administrative Rules and Procedures (ARP), Chapters 9.30 – 9.36 as well as the College of Agricultural, Consumer and Environmental Sciences (ACES) Criteria for Promotion and Tenure. The policies and procedures regarding promotion and tenure that are set forth in the NMSU Administrative Rules and Procedures (hereafter referred to as NMSU P&T Policy) supersede College and Department policies and the College policies supersede the Department policies. Information in each section of this EPS department document supplements information in the correspondingly numbered sections of the NMSU P&T Policy and the ACES Criteria for Promotion and Tenure. All faculty should be thoroughly familiar with these policies and procedures. These guidelines provide a timeline for the promotion and tenure process. They also provide a common format for preparation of the candidate’s portfolio. This common curriculum vitae (CV) format allows faculty to report their scholarly and creative activity in areas of Extension, Research, Teaching/Advising, Outreach, and Service. Candidates should fill out *all* the appropriate sections of the CV format regardless of their official appointment. It is understood that some activities may fit more than one category on the CV format; however, the candidate must choose the most applicable category for each activity. Duplication of activities in multiple categories is not allowed.

Evaluation

Within ACES, candidates for promotion and/or tenure are evaluated by the Principle Unit’s Promotion and Tenure Committee and the minor appointment department’s committee, if applicable, The Department Head, the College Promotion and Tenure (P&T) Committee, and the Dean. At all levels of this evaluation process, judgments are made based on an individual’s responsibilities and performance. These judgments recognize that each faculty member has unique responsibilities within the university. Advancement in rank requires excellence in each faculty member’s specific area of expertise, evidence of developing professional maturity and stature in the university, state, and nation. After each step in the evaluation process, and prior to the next evaluation, the candidate will receive written notification of the recommendation rendered. Notification from the EPS and ACES P&T Committee will consist of copies of each committee’s letter to the Department Head or Dean, including the numerical vote count. Notifications of recommendations by the Department Head or Dean will consist of a copy of the letter prepared by that administrator for inclusion in the core document.

The Department Head meets annually with all faculty members for a performance evaluation, regarding agreed upon goals and objectives, and progress toward promotion and/or tenure. During this annual performance evaluation, an allocation of effort statement will be prepared and agreed upon with the Department Head(s). See Appendix 2 of the ACES Criteria for Promotion and Tenure. The allocation of effort statement reflects an individual's goals and objectives as they relate to the university's mission and the principal unit's expectations and will be used as the basis for evaluation. Faculty members have an option to submit a written statement in response to their annual performance evaluation. In addition to the annual performance evaluation, the candidate's progress for promotion and/or tenure will be evaluated each spring by the EPS Promotion and Tenure Committee. An Allocation of Effort table showing the agreed-upon effort for each year of the period under review should be included in the candidate's core document.

Faculty Mentoring

For continued success of the department, junior faculty members must be encouraged and nurtured to develop their talents. Senior faculty members should consider it part of their responsibilities to assist in this mentoring process. All new faculty in the department will be assigned, by the Department Head, a mentor of higher rank, preferably within a similar discipline if possible. Mentees are encouraged to interact with their mentors and seek guidance on their respective programs and progress toward promotion and tenure. The mentor shall have an active role in advising the candidate in the process of professional development through the professional ranks.

The EPS Department Promotion and Tenure Committee

The EPS P & T Committee adheres to guidelines and duties described in section 9.35.5 C of the NMSU P&T Policy and section 7.2 of the ACES Criteria for Promotion and Tenure. The EPS Committee consists of all faculty members with majority appointments within the Department above the rank of Assistant or College Assistant Professor. Consideration of candidates applying for promotion to Professor or College Professor will be conducted by EPS faculty members with majority appointments who currently hold those ranks. If the number of EPS faculty members holding the rank of Professor or College Professor is insufficient (fewer than 3), the EPS Department Head will seek fully-promoted Extension faculty from other Extension Departments to fill out this committee. The committee chair will hold the rank of Professor or College Professor and will be elected to a three year term by the committee members.

The Dean, Department Head, or other comparable administrators, may meet with the Departmental P & T Committee to discuss procedural matters.

The EPS Committee will oversee a departmental election of one fully-promoted member to serve on the ACES College Promotion and Tenure Committee in accordance with the provisions outlined in Section 9.35.5 D of the NMSU P&T Policy and Section 7.3. of the ACES Criteria for Promotion and Tenure. Elections are to be held in August and ballots

are to be distributed and counted by the chair and 2 members of the departmental P&T committee. All faculty members, including Assistant Professors, College Assistant Professors, and Research Assistant Professors within the EPS Department, are eligible to vote in this election. The length of service for each principal unit member on the College P&T Committee is three years, with an option to succeed themselves. The EPS P&T Committee Chair and Department Head may be invited to provide comments and input on the candidate going up for promotion/tenure prior to opening deliberations of the College Committee.

The EPS P & T Committee meets twice a year, in spring and fall. The spring meeting provides an annual review for all Assistant Professors and College Assistant Professors. Candidates' up-to-date review documents will be due to the Department Head in April. The EPS P&T Committee will review the documents in May. This review process will provide the candidate with a written evaluation on their progress toward promotion and tenure (if applicable). Annual review is optional for faculty members who hold the rank of Associate Professor or College Associate Professor. Associate Professors or College Associate Professors who choose to forego the annual evaluation must submit a waiver request to the Department Head prior to the deadline for spring review. A spring review is required for all faculty wishing to be considered for promotion to any rank the following fall. The fall P&T Committee meeting provides a final review for completed documents of candidates who have applied for tenure and/or promotion.

The departmental P&T committee has the right to request additional information from the candidate. All requests will be made in writing and submitted to the candidate through the Department Head. The candidate will be allowed a minimum of seven days from the date of receipt to provide the requested information. The information will be delivered to the committee through the Department Head.

Committee deliberations are confidential and voting will be held in closed session with only committee members present. Committee members will cast their votes via written secret ballot. Only committee members present shall cast a vote. Absentia and proxy ballots are not permitted. All vote counts will be recorded by the committee chair. Strict confidentiality of deliberations and decisions of the committee will be observed and only communicated to the candidate through the appropriate administrators as required or allowed by the University and College policy guidelines. The committee will prepare and submit a letter summarizing its recommendations and numerical vote to the Department Head and the College Dean. The letter will reflect the majority opinion and contain specific commendations, concerns, and recommendations. The letter will also address specific dissenting minority opinions if applicable. The committee chair will ensure that the letter is delivered to the Department Head and placed in the candidate's portfolio.

Portfolio Policies and Procedures

- Portfolio Preparation - Candidates for promotion and/or tenure are responsible for preparing the materials that will be used by evaluators to make their appraisal of the candidate's performance, professional maturity, and the likelihood of

continued contribution to the department, the college, and the university. The materials must document a cumulative personal record of the activities and accomplishments of the candidate since hire date or the most recent promotion. These materials are presented in a portfolio that adheres to the requirements described in Sections 9.35.6 (Portfolio Preparation) of the NMSU P&T Policy and the ACES Criteria for Promotion and Tenure, under Section 8. 'Portfolio Preparation'. The CV portion of the portfolio must adhere to the CV format described in Appendix 6 of the ACES Criteria for Promotion and Tenure. For specifics on EPS criteria, see section 'Scholarship and Creative Activity - Criteria for Promotion and Tenure' below. In addition, an Executive Summary should be included, which is a well-reasoned summary of the candidate's interests, responsibilities, competence, ongoing activities, and noteworthy contributions. To assist with portfolio preparation, faculty are encouraged to seek and review portfolios of other successfully promoted faculty members.

- Timeline - Candidates submit requests for review and portfolio materials in accordance with the University and College timelines. Allocation of Effort - All levels of the promotion and/or tenure process will acknowledge and respect variations among individual allocation-of-effort statements.
- Internal and External Reviewers – Candidates provide the department head with a written list of potential reviewers (minimum of 12) who are familiar with and qualified to evaluate the candidate's performance. Reviewers can be colleagues holding similar positions at other universities, collaborators, or clientele. It is the responsibility of the Department Head to solicit letters of recommendation from at least 6 reviewers. The Department Head retains the right to request external reviews from individuals not noted on the candidate's list. In soliciting letters of recommendation, the Department Head will ask reviewers if they are willing to provide a written evaluation of the candidate and will provide reviewers with key policy materials (including department and college P & T guidelines) and a copy of the candidate's core document to selected reviewers. Reviewers will be requested to provide a brief statement regarding their relationship with the candidate along with their evaluation. Reviewers shall be informed of the candidate's right to read their letters and that third parties may also review the letters in the event of an Equal Employment Opportunity Commission (EEOC) or other investigation into the promotion and tenure decision. The Department Head is responsible for placing received review letters in the candidate's portfolio.
- Unsolicited Letters – Unsolicited letters received that pertain to a candidate's application for promotion or tenure will be marked as such and included at the end of the External Reviews Section of the promotion packet.
- Portfolio changes - A candidate may review, add, change, or delete materials in their portfolio at any time after its submission to the Department Head, but **prior to** its review by the EPS P & T Committee. Once the core document has been submitted to the College, any requested change, addition, or deletion should be submitted to the Department Head along with a letter of transmittal. The Department Head will present this information to the College Committee as allowed by ACES policies and procedures.

- Confidentiality and Portfolio Security and Storage – All materials provided for evaluation for promotion and tenure will be held as confidential with access limited only to the candidate and appropriate administrators and reviewers. Portfolios will be stored in a locked file cabinet with access limited to the Department Head and the candidate upon request.

Candidates Rights

- Temporary Suspension of Process - A candidate, in consultation with the Department Head, may request a temporary suspension of the promotion and tenure clock in accordance with the provisions outlined in Section 9.35.2 B of the NMSU P&T Policy
- Option to Withdraw – During the review process, a candidate may withdraw from further consideration for promotion and tenure in accordance with Section 9.35.7 of the NMSU P&T Policy
- Appeals Process – Candidates are encouraged to familiarize themselves with the university procedures for appeals, specific details of which can be found in Section 9.35.9 of the University P&T Policy and Section 9. ‘Appeals’ in the ACES Criteria for Promotion and Tenure.
- Post-tenure Review – The EPS Department adheres to the policy regarding post-tenure review set forth in Section 9.36 of the NMSU P&T Policy by providing a written annual review of the performance of each faculty member.
- Policy Changes - If any policy changes regarding promotion and tenure should occur at the Department, College, or University level during a faculty member’s pre-tenure or pre-promotion period, that faculty member may choose the policy under which they wish to be evaluated. Subject to University and College Policies, within three months of notification or in adherence to the timeline established by the policy change, each faculty member who is not yet fully promoted will inform the Department Head and the Department P & T Committee Chair in writing of their choice of policies to be used for future evaluation for promotion and tenure.

Scholarship and Creative Activity - Criteria for Promotion and Tenure

While it is impossible to list all attributes that a candidate for promotion and tenure might use as evidence of their worthiness for advancement, it is expected that all faculty possess professional maturity, a high level of scholarship, are effective in program delivery to clientele, present a demonstrated ability to cooperate effectively with other departmental and college members, and possess a documented record of service. In all activities identified below, the department values integrity through responsible and honest interactions with staff, students, colleagues, and constituents in an atmosphere of mutual respect. It is expected that each candidate will explain how they have developed their educational program and how their program fits into the overall mission of the department.

Following the CV format as outlined in Appendix 6 of the ACES Criteria for Promotion and Tenure, Extension faculty complete the introductory information for each category as appropriate [see Section III A 1 – 2 (iii)]. Programmatic efforts are included in Section III 2 (iv). General guidelines for evaluation and criteria for Extension Program Excellence and Scholarship are outlined in Section 6.4 and Appendix 3 of the ACES Criteria for Promotion and Tenure. Specific criteria for evaluating Extension scholarship and creative work within the Extension Plant Sciences Department may include, but are not limited to, the following:

Program Efforts

EPS faculty seeking promotion and/or tenure in the Department must demonstrate exemplary achievement in programming efforts. It should be further demonstrated and documented that these efforts have resulted in providing beneficial educational and professional Extension services for identified audiences based on the following criteria:

- Develop and guide statewide and local program planning in a specific subject matter area.
- Develop Extension educational and related support materials for county program delivery.
- Deliver programs that provide important subject-matter expertise and services to stakeholders throughout the state. Examples include:
 - educational programs, workshops, field days, and trainings
 - plant, soil and water diagnostic services
 - county agent and faculty interactions
 - teaching resources, curriculum and related educational tools (for use by county agents and others)
 - development of public relations tools in mass media forums including: print, TV, radio, internet, and other emerging technology
- Serve as a liaison between nationally recognized service programs for state and local stakeholders (e.g. IR-4 Pesticide Registration Program, Seed Certification Program, and Weed-Free Forage Program, Insect Resistance Management Program, Carbon Credit Program, Certified Crop Adviser, etc.).
- Provide professional development opportunities for county agents.

- Secure and coordinate human, fiscal, and other resources to develop and enhance Extension programs.
- Facilitate and implement applied research and demonstration projects.
- Deliver presentations at national, international, or regional professional meetings.

Collaborative Efforts

Collaborative efforts are expected between Extension faculty and county agents, other NMSU faculty, faculty from other universities, government agency personnel, and clientele groups. EPS faculty should participate in advisory and leadership roles through collaborative efforts designed to support and improve comprehensive Extension programs in the faculty member's area of expertise.

- Provide educational programs in area of expertise in the counties at the request of county agents.
- Obtain input from agents and clientele on programmatic needs, including publication content.
- Provide training for county agents through one-on-one interactions, group meetings and workshops and organized in-service training.
- Help resolve plant/soil/water/pest management problems and/or issues related to expertise within the State, Region and Nation.
- Build strong partnerships with agents, state and federal government agencies, and identified clientele groups.

Publications

Publications of program development, original work, and summarized research findings are primary means of communicating educational information. EPS faculty seeking promotion and/or tenure must document a historical and continued publication record. The following are examples of valued publication efforts:

- Demonstrate scholarship through publications and other creative work (see Appendix II of the ACES P & T Guidelines for definitions of scholarly and creative work). Consideration should be given to original, revised, and adapted publications.
- Specific publication outlets that are strongly encouraged are:
 - Extension publications, circulars, guides and fact sheets
 - Other NMSU or ACES publications (AES technical bulletins, task force reports, etc.)
 - Collaborative publications with other universities, agencies, or industry
 - Peer-reviewed journal articles, abstracts, reviews, or book chapters
 - Proceedings
 - Industry reports
- Demonstrate communication through popular press media, newsletters, poster presentations, and/or web-based media.

Professional Development

EPS faculty seeking promotion and/or tenure must document historical evidence of continuing improvement in technical subject matter and Extension methodology through appropriate professional development opportunities (with the goal of

maintaining credible and relevant Extension programs). Documentation of efforts in the area may include (but are not limited to) the following:

- Keep abreast of, and provide up-to-date information in subject matter area of expertise, including innovative trends and progressive research findings.
- Maintain competency in the use of current information technology.
- Participate in professional development opportunities on a regular basis (as funding allows).

In addition to Programmatic efforts and subject matter expertise, candidates for promotion and/or tenure must contribute to the development and enhancement of the Institution and their profession. These efforts may be documented in the following areas:

Service (Department, College, University and Profession)

Service is an essential component of the University's and College's mission and requires that the faculty contribute to the organization and development of the University and College. Service helps to advance the profession and improve operation of the institution. 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. Examples of service related activities with the Extension Plant Sciences Department may include but are not limited to:

- Contributions to the institution:
 - Committee assignments (department, college or university)
 - Service as an elected representative in university organizations (e.g. Faculty senate, graduate council, etc.)
 - Evaluation of peers within and outside the University
 - Participation in self-study reviews
- Service to your profession:
 - Active participation in professional societies including service on committees.
 - Holding positions in professional organizations or associations
 - Service as reviewer or editor of scholarly works for professional journals
 - Service as reviewer of competitive research proposals
- Service on government agency and/or agricultural stakeholder industry committees or boards
- Student advising or recruitment

Leadership

While not considered a stand-alone major category in the document, showing leadership in the areas of Extension, research, teaching/advising, and service is important. In demonstrating leadership, candidates must show that they are having an impact as evidenced by their scholarship and creative activities, and by contributions to the university's advancement. Leadership may be in an administrative role in which

considerable and well-documented contributions to the university have been made. Examples of leadership efforts may include, but are not limited to, the following:

- Documented leadership activities which contribute to the mission of the college, the university or to the faculty members' profession.
- Mentoring junior faculty.
- Demonstrated leadership in service related activities, such as serving as committee chair.
- Empowering and mentoring committee members.
- Aiding a committee's decision-making process.
- Administrative oversight responsibilities

Additional responsibilities

EPS faculty perform other reasonable duties and responsibilities as assigned by the Principle Unit Administrator (Department Head).

Deadlines for Promotion and Tenure¹

Assistant/Associate Professors Requesting Tenure and/or Promotion; and annual reviews (required for Assistant Professors)

Portfolios due for Spring P&T Evaluation and Feedback.....	April 15
Spring P&T Committee meeting no later than.....	May 7
Feedback from P&T Committee to candidate through Department Head.....	May 16
<i>Year of Submitting for Promotion/Tenure (after Spring Review)</i>	
Candidate submits names of external references to Department Head by.....	June 15
Candidate submits Core Document to Department Head by.....	July 1
Candidate submits final packet and supporting materials to Department Head.....	Sept 19
Department Head submits packet to P&T Committee by.....	Sept 30
Fall P&T Committee meeting no later than.....	Oct 17
Letter from P&T Committee Chair to Dept Head reporting results and recommendation before....	Nov 7
Recommendation letter from Department Head before.....	Nov 17

¹Deadlines correspond to comparable category deadlines within the Plant & Environmental Sciences Department, ACES. Use first Monday after the date shown if the date falls on a weekend or holiday.

Departmental P & T Document Review

The EPS *Procedures and Criteria for Promotion and Tenure* will be reviewed and updated every three years. The next review will be no later than September 2021. The review will be initiated by the Chair of the P & T Committee and conducted by all EPS faculty. The Department Head will notify all faculty of any changes to the Department, College or University promotion and tenure policies.

Document Guidelines (first version) approved by EPS faculty March 2008.

Revised March 2009 - reduced the minimum number of committee members needed to serve on the department committee from 5 to 3 and clarified how external committee members will be selected. Revision approved by the faculty at the February 10, 2009 EPS Department Meeting.

Reviewed by EPS Promotion and Tenure Committee in January 2011 – no changes were made. The next review is scheduled for 2014.

Revised January 2016 – updated links to NMSU Policy Manual and College’s Promotion and Tenure Guidelines, made minor editorial changes, reworded the statement about the department’s expectations regarding a faculty’s collegiality/collegial behavior.

Revised June 2018 and September 2018 – updated to ensure compliance with updated NMSU Administrative Rules and Procedures (ARP) and the ACES Criteria for Promotion and Tenure.