

SCHOOL OF HOTEL, RESTAURANT & TOURISM MANAGEMENT

**COLLEGE OF AGRICULTURAL, CONSUMER AND ENVIRONMENTAL SCIENCES
NEW MEXICO STATE UNIVERSITY**

Criteria for Promotion and Tenure

September 15, 2018



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**College of Agricultural, Consumer
and Environmental Sciences**

School of Hotel, Restaurant
and Tourism Management

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I. INTRODUCTION

A. Mission

The School of Hotel, Restaurant & Tourism Management's mission is to serve the needs of our constituents through innovative teaching, research, service, professional applications and partnerships in a multi-cultural and international environment. As part of the College of Agricultural, Consumer, and Environmental Science, we are part of an engine for economic and community development for the state of New Mexico. The four pillars for this are food and fiber production and marketing, water use and management, health of New Mexicans, and environmental stewardship

B. Values

The School of Hotel, Restaurant and Tourism embraces the following values:

1. Providing excellence in instruction in a broad-based hospitality and tourism curriculum.
2. Preparing students to enter and advance in their chosen professions.
3. Conducting research to add to the HRTM body of knowledge.
4. Sharing this knowledge with our students, the industry, and the community to improve individuals and organizations
5. Providing professional service and leadership to stakeholders.

C. Expectations

University policies regarding promotion and tenure supersede principal unit and college policies. Promotion and Tenure Committee members as well as faculty considering applying for promotion are responsible for reviewing all applicable documents.

Promotion of faculty members and issuance of continuous contracts are matters of utmost importance. The granting of tenure or promotion to the rank of associate or professor represents a prediction by the university that the individual concerned will continue to make substantial contributions to the principal unit, the college, the university and the hotel, restaurant and tourism management discipline.

The candidate will prepare a portfolio following the CV format found in Appendix 6 of the ACES Promotion and Tenure document. Sample portfolios are available at the NMSU Teaching Academy. Candidates applying for tenure and/or promotion from Assistant to Associate Professor will have their progress evaluated annually by the SHRTM Promotion and Tenure Committee, and SHRTM Director. Candidates applying for promotion to Professor have the option to have their progress evaluated annually.

Critical to the ACES process of evaluation for promotion and/or tenure is the allocation-of-effort statement (See ARP 6.60 Faculty Assignments - General). Each year, in consultation with the principal-unit administrator (SHRTM director), 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 and may be revised during the year. 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. All levels of the promotion and/or tenure process will acknowledge and respect variations among

individual allocation-of-effort statements.

The following guidelines are intended to provide the candidate with a process that is fair and transparent. They should also be used by senior faculty to encourage and nurture junior faculty members throughout the process of attaining tenure and/or promotion.

II. CRITERIA FOR PROMOTION AND TENURE

The School of Hotel, Restaurant & Tourism Management is composed of both tenured, tenure-track and non-tenure track faculty (NTTF). Although NTTF members are not eligible for tenure, they are eligible for promotion. The same criteria will be used to evaluate both tenure track and NTTF members.

The following principal unit criteria have been developed in accordance with Sections 9.30 to and 9.35 in the NMSU Administrative Rules and Procedures (ARP). The quality of faculty accomplishments in teaching and advising, scholarship and creative activity, extension and outreach, and service, (collectively referred to as the Four Areas of Faculty Effort), largely determines the quality of the university as a whole (ARP 9.32). The amount of effort that faculty members regardless of rank or position devote to the various aspects of their duties necessarily varies, and any promotion and tenure process will recognize these variations. A successful process considers whether the faculty member is effectively serving the mission of the university, as defined by a department's criteria and the individual's agreed upon goals and objectives. This means, for example, that the efforts of a faculty member made in response to administrators or committees are taken into account during promotion and tenure evaluation. The efforts of two faculty members may vary at the same points in their careers according to their particular strengths and department needs (ARP 9.31).

A. Overall Ratings

In rating applicants for appointment with tenure and/or promotion under the standards set forth in this document, the SHRTM Promotion and Tenure Committee shall rate applicants as:

“Needs Improvement”

“Meets Expectation”

“Exceeds Expectation”

An academic faculty member being recommended for appointment with tenure and/or promotion must receive an “Exceeds Expectation” rating in either Teaching and Mentoring, or in Scholarship and Creative Activities and at least a “Meets Expectation” rating in the other.

An academic faculty member being recommended for appointment with tenure and/or promotion must receive at least a “Meets Expectation” rating in the area of Service.

The conditions for promotion and/or tenure may vary, depending upon the appointment of a candidate and their allocation of effort statement. Regardless of the appointment, however, the candidate must show evidence of scholarly and creative activity.

Faculty appointed with service credit from other organizations are expected to show evidence of sustained research at New Mexico State University. While previous research conducted during that period is considered in the tenure deliberation, emphasis is placed on research conducted while at NMSU.

Normally, before being considered for tenure, eligible faculty members serve six consecutive probationary years. The probationary period begins the first full year of the contract. 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. In SHRTM, tenure and promotion are linked for tenure-track faculty.

Promotion from Associate to Professor requires significant effort. Time in rank alone will not support a recommendation for promotion. The professor should document established disciplinary, intellectual and institutional leadership. Faculty members with the rank of Associate Professor who believe they have met the criteria for promotion to the rank of Professor may apply for promotion.

B. Scholarship and Creative Activities

A candidate for promotion and/or tenure should display a productive and creative mind through research and creative projects in terms of quality and quantity, as well as consistency. The candidate should demonstrate original contributions to the advancement of knowledge in the field of hotel, restaurant and tourism management. Cooperative research activities are evaluated in accordance to the candidate's role and contribution in the joint effort.

The evaluation of scholarship and creative activity is grounded in Boyer's concept of the four scholarships: (i) the scholarship of discovery involves processes, outcomes, and the passionate commitment of the professoriate and others in the University to disciplined inquiry and exploration in the development of knowledge and skills; (ii) the scholarship of teaching involves dynamic, reciprocal, and critically reflective processes among teachers and learners at the University and in the community in which their activity and interaction enriches and transforms knowledge and skills, taught and learned; (iii) the scholarship of engagement refers to the many and varied ways to responsibly offer and employ knowledge and skills to matters of consequence to the university and the community; and (iv) the scholarship of integration is the process by which knowledge and skills are assessed, interpreted, and applied in new and creative ways to produce new, richer, and more comprehensive, insights, understanding, and outcomes. (ARP 9.31 Part 3.D.1).

All scholarly activity and outcomes, regardless of funding source, must consider the following criteria adapted from Diamond (ARP 9.31 Part 3.D.2): (1) it addresses important questions in the field (2) the activity reveals a high level of discipline- related expertise (3) it allows for replication or elaboration (4) the activity achieves its goals and its outcomes have significant impact (5) the activity and outcomes have been presented appropriately and effectively to its various audiences (6) the activity and outcomes are judged meritorious and significant by one's peers (7) the scholar uses this assessment to improve, extend, revise, and integrate subsequent work.

Although the School of HRTM does not specify the number of publications, presentations or other research and scholarly activities that will insure promotion and/or tenure for any candidate, in an effort to provide a general guideline, minimum performance requirements for a "Meets Expectation" rating for candidates, with 25% research appointments, applying for tenure and promotion from Assistant to Associate Professor are found below. Expectations will be adjusted for candidates with a different allocation of effort. However, by the time of application for promotion, all candidates should demonstrate successful completion of scholarly and creative projects/activities. Examples of scholarly products and creative endeavors may include:

- Peer-reviewed articles in refereed journals
- Refereed and invited presentations

- Book publication; authoring chapters in books
- Grantsmanship (submitting and/or obtaining funding)
- Grant reviewer for national organizations
- Editor or referee of a journal or book
- Policy analysis
- Articles in trade journals and magazines
- Published case studies
- Software, webinars and other technological developments
- Artistic demonstrations, performances, and portfolios

To be considered at the level of “meets expectations.” all faculty candidates should have five (5) creative or scholarly products.

In addition, tenure Track candidates should have at least three (3) additional peer-reviewed scholarly/creative papers published, or in press, in refereed journals.

For promotion to Associate to Professor, there must be convincing evidence that the candidate has been continuously engaged in research or other creative activity of high quality and significance at the state, national and/or international level. It is expected that the productivity record be at least equivalent to that required to achieve tenure.

Flexibility in these requirements is possible based on quality of publications and scholarly products. However, promotion and/or tenure will not be possible with an overall cumulative valuation of less than “Meets Expectation.”

C. Teaching and Mentoring

Effective teaching and mentoring is of primary importance to fulfilling the mission of the School of HRTM. As such, teaching and mentoring is an essential criterion for tenure and for advancement in rank.

Faculty will be evaluated based on the evidence to assess teaching effectiveness. Teaching is a complex and multifaceted activity. Therefore, several forms of evidence should be used to assess comprehensively teaching effectiveness. Each form of evidence will be weighted according to appropriate to its importance in evaluating teaching. Such documentation must demonstrate command of subject matter, the ability to organize material and convey it effectively to students, and assessment of student learning. It may also demonstrate revision and updates of curricula, and the integration of scholarship (for faculty who produce scholarship) and service with teaching. Materials appropriate for evaluating teaching should include: (a) evidence from the instructor, (b) evidence from other professionals, (c) evidence from students, and (d) evidence of student learning. It is not necessary for all four types of evidence to be used, but in accordance with state law, at a minimum, student evaluations and one other form of evidence must be used. (ARP 9.31. Part 3.C.2.a)

Faculty mentoring and advising may take the form of assisting undergraduate or graduate students in the selection of courses or careers, assisting learners in the educational programs on and off campus, mentoring students, serving as a faculty advisor to student groups, research and teaching advising, as well as other forms (ARP 9.31. Part 3.C.1.c)

In order to fulfill the minimum requirements to achieve a “Meets Expectation” performance rating:

1. The candidate must provide written documentation of at least one (1) peer- review of

teaching (conducted by a NMSU faculty member) each year. A copy of the annual written review of teaching must be included in the portfolio.

2. The candidate must provide clear evidence of participation in at least two (2) professional development activities related to teaching responsibilities each year. Evidence includes self-reported documentation of: completion of classes for credit or audit, workshops and professional conferences, facility tours, faculty internships, etc.
3. By the end of year two, the candidate must receive an annual composite mean rating at or above the composite mean rating of all SHRTM faculty on student evaluations. Course evaluations must be provided for each class per semester.
4. The candidate may choose to include additional evidence of teaching effectiveness such as letters from current or former students and passing a quality standards course review (such as Quality Matters for online/hybrid courses)."
5. For promotion from Associate Professor to Professor, the candidate must demonstrate command of the disciplinary field as evidenced by sustained effectiveness in teaching and mentoring.

Promotion and/or tenure will not be possible with an overall cumulative valuation of less than "Meets Expectation"

D. Service and Outreach

Service to our students, our principal unit, our college, our university, our industry, and our community is a vital part of our profession. Modeling a service orientation for our students is a critical part of their learning experience. Flowing from a spirit of cooperation with, and respect for our colleagues in the principal unit, successful candidates for promotion and/or tenure must be committed to university and industry service. However, faculty members are encouraged to balance their service and outreach efforts according to their allocation of effort agreements.

Service and/or outreach efforts are to be derived from the candidate's professional expertise. A "Meets Expectation" performance rating requires the following:

1. Principal Unit Service

- a. Attends and participates in principal unit faculty meetings, contributing to the formulation of academic and administrative policies/programs.
- b. Participates in principal unit activities such as review of self-study documents, curriculum revision, board of advisors meetings, etc.
- c. Attends SHRTM and student-sponsored activities and events such as student fund-raisers, senior receptions, etc.
- d. The candidate must provide documentation of at least one (1) student recruitment and one (1) retention outreach effort each semester.

2. College/University Service - Document a minimum of one (1) of the following activities per year:

- a. Serves as an active member of college or university committees, task forces, councils, and/or faculty senate.
- b. Organizes/sponsors student professional societies and clubs.
- c. Plays a major role in student placement (internships and post- graduation jobs).

3. Professional/Public Service- Document at least two of the following

- a. Holds a position in a professional association.
- b. Serves on editorial review board or as editor of professional journal.
- c. Serves on editorial committee or as editor of journal, newsletter, or other publications.
- d. Writes articles for newsletters, extension publications, etc.
- e. Serves as committee chair/coordinator of professional meeting or convention.
- f. Provides discipline related training programs for various non- university audiences.
- g. Provides discipline related consultation on voluntary basis to industry-related individuals and/or groups.
- h. Works with community projects in hospitality-related areas.
- i. Participates in public service media activities.

Flexibility in these requirements is possible based on the level and quality of contribution made to these activities. Promotion and/or tenure will not be possible with an overall cumulative valuation of less than “Meets Expectation.”

E. Leadership

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 they affect performance in one or more of the Four Areas of Faculty Effort.

F. Non-Tenure-Track Faculty (NTTF) Promotion Procedures and Criteria

The procedures and criteria are the same as described in Appendix 1 of the ACES P&T policy, which state promotion requires “qualifications commensurate with the corresponding rank of tenure track faculty.” “The promotion process for Non Tenure-Track Faculty (NTTF) will be administered according to the guidelines in the ACES Criteria for Promotion and Tenure. In this regard, there will be no differences in the promotion process between NTTF and Tenure Track Faculty (TTF).

Evaluation of NTTF applications for promotion should focus on the specific position responsibilities and areas of appointment in research, extension, teaching and/or administration. Professional activities, including service, extension and outreach, and leadership also should be evaluated. In NTTF promotion considerations, the total contribution of the faculty member to the mission of the principal unit, college and/or university should be considered. (ACES Appendix 1)

III. POLICIES AND PROCEDURES

A. Candidate Specific

1. Guidelines for Preparing the Portfolio

The candidate is responsible for submitting a promotion and/or tenure portfolio composed of a core document and documentation file in accordance with the College Criteria for

Promotion and Tenure Guidelines (9.35). APA citation style must be utilized. Sample portfolios are available at the NMSU Teaching Academy.

2. Annual, Mid-probationary and Post-Tenure Review

Tenure track faculty members are responsible for submitting a portfolio for annual review in accordance with NMSU ARP 9.35, Part 6. This document is submitted and reviewed by the SHRTM Promotion and Tenure Committee.

Faculty who choose to participate in a Mid-Probationary review process must submit their Portfolio to their department head in accordance with the timeline in ARP 9.35 Part 10. The Portfolio shall be prepared in accordance with ARP 9.35 Part 6, “Portfolio Preparation by Candidate” and be reviewed by the SHRTM promotion and tenure committee, the SHRTM director, and the ACES college promotion and tenure committee. The college committee will provide to the department head and faculty member a written formative evaluation of progress. The review is conducted in accordance with the Principle Unit’s promotion and tenure policy. (See ARP 9.35 Part 3, “Mid-Probationary Review”)

Post Tenure Review

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

Regardless of whether tenured faculty submit a portfolio to the SHRTM Promotion and Tenure Committee, tenured faculty will be required to annually participate in and receive an extensive examination of their teaching, their research and scholarly output, and their service as part of the annual review process conducted in accordance with ARP 9.31 – Annual Performance Evaluation – Regular Faculty.

Faculty are also responsible for submitting a portfolio, when requested to do so by the principal unit administrator, in accordance with NMSU policy for post-tenure review.

3. Application for Tenure and/or Promotion

Candidates submit their portfolio in their sixth contract year according to administrative guidance. See ARP 9.35 Part 10 for the approximate timeline to submit the Promotion and Tenure portfolio.

Following the Promotion and Tenure guidelines the candidate will provide the SHRTM Director with a list of potential external reviewers from which letters of evaluation may be requested. This list must include faculty members from other post- secondary hospitality and tourism programs, serving at or above the rank being applied for by the candidate to serve as outside reviewers. The list should include faculty whose stature in the candidate’s professional areas and research areas is such that the reviewer can write an informed, objective evaluation. The final list of potential external reviewers may include, but is not limited to, the names on the list provided by the candidate. In addition, the candidate will provide the SHRTM Director with a list of potential references from peers, students, former students and industry associates. Letters of reference will be solicited by the SHRTM Director. The final list of references can include, but is not limited to the names on the list provided by the candidate. For tenured and tenure track faculty the candidate may also provide the department head with a list of people they do not wish to be reviewers

4. Extension of the Probationary Period.

A tenure-track faculty member may request an extension of the probationary period in accordance with NMSU ARP 9.35. Part 2.B “Extension of the Probationary Period.”

5. Withdrawal of Application

A candidate may withdraw their application for promotion and/or tenure from further consideration in accordance with NMSU ARP 9.25 Part 6 “Withdrawal.”

6. Candidate Changes to Portfolio

The candidate may make additions, deletions or other changes of materials in their portfolio through the HRTM Director, even after the document has been submitted for committee review as long as it occurs at least 48 hours prior to the committee’s deliberations. The HRTM Director shall promptly notify the committee chair regarding any changes. These changes shall be documented in writing by the HRTM Director, noting the date, time and nature of the changes.

7. Candidate Review of Items Included in the Portfolio

The candidate is allowed to review all items in the portfolio assembled prior to the review by appropriate committees, administrators and/or external reviewers. The review must occur within the presence of a HRTM Director or their designated representative. The review must be documented in writing, noting date, time and the name of the witness.

8. Appeals

The candidate is entitled to pursue an appeal following the guidelines detailed in the NMSU Policy Manual, ARP 9.35 Part 9: Right to Seek Redress for Violation of Evaluation, Promotion, or Tenure Rules, ARP 3.25 Discrimination, Harassment and Sexual Misconduct on Campus and ARP 10.60 Faculty Grievance Review and Resolution.

9. Mentoring

While the Director of the SHRTM will appoint a faculty mentor, candidates are also encouraged to seek additional mentoring from appropriate colleagues within the college and university or even externally. Candidates are additionally encouraged to seek professional development from the Teaching Academy, OCIP, and IIQ

B. SHRTM Director Specific

1. Storage/Security and Review of Documentation

The SHRTM Director shall provide the committee chair with notification that the candidate’s portfolio is complete and available for review. The committee chair will notify committee members. The portfolio is to be held in a secure location. Hard copies of the portfolio, if requested, are to be held in the SHRTM director’s office. Electronic copies may also be held using secure electronic methods.

2. Confidentiality

Strict confidentiality of materials, deliberations, and decisions of the committee will be observed other than communication which is required in order to comply with procedural guidelines.

3. Review and Update of the Promotion and Tenure Policies and Procedures

Department rules and procedure for evaluation, promotion and tenure are required to be reviewed by a departmental committee including but not limited to those occasions when the NMSU Rules on Faculty Evaluation, Promotion and Tenure are amended, to maintain consistency. The SHRTM Director will appoint a review committee including faculty from the department and the department head.

If the NMSU Rules on Faculty Evaluation, Promotion, and Tenure (ARP 9.30 – 9.36) should change during a faculty member’s pre-tenure or pre-promotion period, the faculty member may elect whether to be evaluated by the former Rule or the revised Rule. This election shall be documented in writing to clearly specify which standards, criteria, etc. will be applied in accordance with the faculty member’s election” (NMSU ARP 9.30).

4. Mentoring

The Director of SSHRTM in consultation with the candidate will appoint at least one faculty mentor. Candidates should be encouraged to seek additional mentoring from appropriate colleagues within the college and university or externally. Candidates are also encouraged to seek professional development from the Teaching Academy, OCIP, and IIQ.

5. Annual, Mid-probationary and Post-Tenure Review

The SHRTM Director will assure that the committee will conduct an annual review of tenure-track faculty and that it will also participate in post-tenure reviews as per NMSU Policy. Annual review supersedes the need for mid-probationary review.

6. Appointment of SHRTM Promotion and Tenure Committee Chair

The SHRTM Promotion & Tenure Committee Chair will be appointed annually by the SHRTM Director.

7. Conflict of Interest

The Director of the SHRTM shall ensure that the P&T committee reviews the university’s Conflict of Interest policies, and rules and procedures annually or at least for each year for which the committee conducts candidate reviews and or recommendations.

8. External Reviewers/References

In the year of application for promotion and/or tenure, letters of reference and letters from external reviewers will be solicited by the SHRTM Director. The final list of references and reviewers can include, but is not limited to, the names provided by the candidate.

9. External Review Process

Solicitation of External Letters

Evaluation of a faculty member’s accomplishments can best be made through informed judgments of peers and colleague in the profession. A reviewer should be a highly regarded expert in one or more aspects of the candidates work and must be able to offer an objective assessment of the candidate’s work. When a reviewer holds a tenured position, it should be at or above the rank sought by the candidate (NMSU ARP 9.34.3.AA).

Conflicts of interest, either real or perceived, must be avoided when selecting External Reviewers. It is recommended that a candidate has a diverse set of reviewers to get the most complete picture of the candidate’s performance. The peer review process will be

managed by the SHRTM Director in consultation with the candidate.

The SHRTM Director will obtain letters from a minimum of three (3) external reviewers. Letters of reference will be solicited by the SHRTM Director. The SHRTM director shall send a request along with a copy of the candidate's CV document and copies of three refereed publications of the candidate's choice. A copy of the SHRTM policies and criteria for tenure and/or promotion must also be provided to the reviewers, as well as the URLs to access the ACES and NMSU Promotion and Tenure documents. The SHRTM director will instruct reviewers to include a brief statement regarding the individual's qualifications for serving as a reviewer. Reviewers will be asked to indicate the relationship between the candidate and reviewer. The request will also include notification that the candidate will have an opportunity to read the letter of assessment as well as notification that third parties in the event of an EEOC or other investigation into a tenure or promotion decision may review letters.

The SHRTM Director will inform the candidate of all solicited reviewers and references. The SHRTM Director will be responsible for placing the letters in the candidate's portfolio.

Unsolicited Letters

The principal unit administrator will place unsolicited letters in the candidate's portfolio, and shall clearly identify them as unsolicited letters.

C. SHRTM Promotion and Tenure Committee Specific

The SHRTM Promotion and Tenure Committee shall perform the duties enumerated in NMSU ARP Section 9.35.5.C.

1. Composition of Committee

The committee shall be composed of a minimum of three members. All SHRTM faculty members above the rank of Assistant Professor may choose to serve on the committee. The committee shall include at least one Non Tenure Track Faculty (NTTF) member (NMSU ARP 9.34. Part 1.C). All tenure and Tenure-Track Faculty are eligible to vote for committee members. NTTF are eligible to vote for college faculty membership.

If there is an insufficient number of tenured or appropriately ranked SHRTM faculty to form the three person committee, then the SHRTM Director, in consultation with the candidate(s) and existing committee members, will select the remaining member(s) from within ACES.

Term limits do not apply.

The committee will meet as required and before the first meeting of the academic year, the SHRTM Director shall appoint a chair.

2. Conflict of Interest

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

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 at hand will request recusal for that case by submitting a written memo to

the chair of the committee with a copy to the SHRTM Director.

A majority of the 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 committee will submit a memo indicating the recusal to the SHRTM Director.

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

3. Dean and HRTM Director Consult with SHRTM Promotion & Tenure Committee

The Dean and/or SHRTM Director may meet with the committee to discuss procedural matters

4. Storage/Security and Review of Documentation

The SHRTM Director shall provide the committee chair with notification that the candidate's portfolio is complete and available for review. The committee chair will notify committee members. The portfolio is to be held in a secure location. Hard copies of the portfolio, if requested, are to be held in the SHRTM director's office. Electronic copies may also be held using secure electronic methods.

5. Committee Request for Additional Information

All committee requests for additional information must be made in writing to the candidate. The candidate must be allowed a minimum of seven days from the date of request to provide the information. The information should be delivered to the committee through the SHRTM Director.

6. Committee Deliberations, Voting and Notification of Candidate

According to administrative guidelines and calendars, The SHRTM Promotion and Tenure Committee meets to review all candidate portfolios.

The committee:

1. Examines and reads the Portfolio of each candidate.
2. Evaluates the candidate according to department promotion and/or tenure standards.
3. Considers the candidate's department assignment and role apportionment as specified in the candidate's position description and Allocation of Effort Forms.
4. Performs an annual review of Tenure-Track Faculty following departmental guidelines and forwards results to department head and dean or equivalent administrator. This review is separate from, and independent of, the department head's annual review of each faculty member.
5. Makes recommendations to the department head pertaining to faculty members who are seeking promotion and/or tenure based on the candidate's Portfolio and departmental criteria.
6. Records in each candidate's Portfolio the committee's vote totals.
7. Places the committee's recommendation in the candidate's Portfolio.
8. Participates in the optional Mid-Probationary Review process, providing formative feedback to candidates

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 permission of the committee chair. Committee members must take part in the deliberations in order to vote.

Committee members shall make their recommendations regarding each candidate via secret written ballot. Committee members may vote in person, or by an appropriate confidential electronic method with the permission of the committee chair. Absentia and proxy ballots are not permitted. All vote counts will be recorded.

Only tenured faculty members are eligible to vote for tenure and promotion. College-track faculty who serve on the college committee are eligible to vote on promotion of college-track faculty. In instances of promotion, committee members must hold a rank at least equal to the rank for which the candidate is applying.

The committee chair, in consultation with committee members, shall prepare and submit a letter summarizing its recommendation and the numerical vote count on each candidate to the SHRTM Director and the college dean. This letter will:

- a. reflect the majority opinion
- b. contain specific commendations, concerns and recommendations addressing the SHRTM criteria in each of the areas required for promotion and/or tenure.
- c. allow for dissenting opinions containing specific commendations, concerns and recommendations addressing the criteria in each of the areas required for promotion and/or tenure.

Signature lines will be provided for all members of the committee to indicate that procedures were followed and that they were provided with an opportunity to review the report. Committee members with dissenting opinions may submit a minority report in conjunction with the majority report.

The SHRTM Director shall be responsible for ensuring that the report is placed in the candidate's portfolio and for informing each candidate in writing of the committee's recommendation, as well as the numerical vote count. A copy of the SHRTM Director's letter and the dean's letter will also be provided to the candidate.