

NEW MEXICO STATE UNIVERSITY
COLLEGE OF ENGINEERING

PROMOTION AND TENURE
POLICIES AND PROCEDURES

2018 Version
Draft 6
Pending Approval from NMSU Provost



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College of Engineering

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1. Introduction

This document is intended to provide information and resources to all participants in the promotion and/or tenure process in the College of Engineering. Policies and guidelines governing the promotion and tenure (P&T) process are established at many different levels within the hierarchy of New Mexico State University, from individual department-level criteria to the university-wide criteria described in the NMSU Administrative Rules and Procedures (ARP) 9.20 - 9.36 (<https://arp.nmsu.edu/>). The university policy specifically addresses faculty roles in teaching and advising, scholarship and creative activity, extension, outreach and service. Thus, the university's P&T policy is broad enough to include the diversity found among principal units while allowing for the P&T policies of each principal unit to be specific enough to support these units' paths to excellence. A faculty member seeking promotion or tenure must address the criteria of NMSU, the College of Engineering and the candidate's home department (principal unit). Figure 1 provides an illustration of the hierarchy of requirements.

This document focuses on the specific promotion and tenure policies associated with the College of Engineering. The College of Engineering's P&T guidelines are designed to support the mission, vision and goals as outlined in the strategic plan of the college and are an essential element in the college's aggressive pursuit of these goals. The college strategic plan can be found at enr.nmsu.edu/administrative/

The purpose of this document is to explain the college P&T policies and procedures in a manner that will promote clarity, transparency, fairness and encourage faculty participation.

This document is not intended to be a stand-alone document, but rather as a supplement to the NMSU Administrative Rules and Procedures. Material on NMSU's promotion and tenure policy is in the Administrative Rules and Procedures of NMSU. Rules relating to Promotion and Tenure are found in Chapter 9 of the ARP. Rules reflect recent revisions to the Promotion and Tenure process and are divided into pre- and post-**AUGUST 13, 2018** effective dates.

The philosophy and requirements for P&T within the college are derived from the relevant sections of the [ARP 9.30 - 9.36](#). This document shares the glossary definitions found in [Section 9.22 of the ARP](#). In all cases of conflict, the university policy will supersede the policies of the college or departments.

Primary responsibility for the maintenance of this document shall rest primarily with the College of Engineering Promotion and Tenure Committee whose members are selected each year in accordance with university process. The department heads and directors will provide the second line of approval with final review of this documentation resting with the tenured and tenure-track faculty of the college.

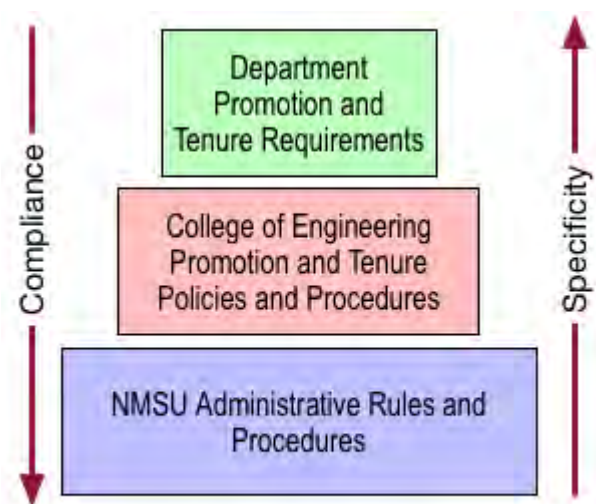


Figure 1: Hierarchy of P&T requirements

2. Guiding Principles of the Promotion and Tenure Process

Promotion and tenure within the College of Engineering is guided by the following:

1. Land-grant mission of NMSU and the [Vision 2020](#) document,
2. Strategic plan of the College of Engineering including its mission, vision and goals, and
3. NMSU Administrative Rules and Procedures [9.20 - 9.36](#).

The strategic plan of the College of Engineering is designed to be subservient to the mission of the NMSU and the Living the Vision Document.

College of Engineering Mission

The College of Engineering will uphold the land-grant mission of New Mexico State University by providing nationally recognized programs in education, research, outreach and public service.

College of Engineering Vision

The College of Engineering is committed to and passionate about ensuring access to a quality engineering education for New Mexico's demographically and culturally diverse citizens. By 2020, the college will rank among the top 75 public engineering programs in the United States as determined by the US News and World Report. Faculty and staff who are engaged in fulfilling our program goals through the aspirations of our core beliefs will collectively contribute to the attainment of this ranking.

College of Engineering Program Goals

- To maintain undergraduate retention and six-year graduation rates within +/- 5 points of the national average (50 percent); delivering a curriculum that graduates industry and graduate school-ready engineers who value their education and the College of Engineering at the time of degree completion,
- To maintain a robust externally funded research program led by graduate faculty at an average expenditure rate of \$100K/faculty/year as well as robust and stable funding of college-level research centers above the faculty base,
- To maintain a strong enrollment of high-achieving graduate students with a priority of graduating 25 Ph.Ds. per year,
- Grow the scholarly publication rate to an average of two publications/faculty/year,
- To lead the state in engineering outreach and public service initiatives that support our pre-college and professional engineering constituents.

The procedures for promotion and tenure within the college are implemented through the following:

1. Annual performance evaluations,
2. Workload agreements (allocation of effort),
3. Mid-probationary reviews,

4. Review of applications for tenure and promotion, and
5. Post-tenure reviews.

In this section, each of these is addressed, as well as faculty participation, transparency of process, conflict of interest, flexibility in tenure track and college faculty. Many of these issues are directly addressed in the [ARP 9.20 - 9.36](#), but are repeated here for easy reference.

2.1 Fairness

The College of Engineering values a metrics-driven and procedurally sound, evaluation process for promotion and tenure requests. According to NMSU policy, decisions must be made without regard to race, national origin, gender, gender identity, age, disability, political beliefs, religion, marital status, sexual orientation, relationships outside of collegial and professional associations, or animus toward candidates, taking care to avoid structural, institutional, or habitual thoughts and patterns that could lead to discrimination ([ARP 9.30 - 9.36](#)).

2.2 Faculty Participation

The selection and retention of faculty members are of utmost importance to the quality of the university, the achievement of university goals and the future of the institution. To ensure a fair process for recognition of excellent faculty, the policy of the university allows faculty members to vote on the promotion or tenure of departmental colleagues; exercising collegial judgment is based on an established set of criteria ([ARP 9.20 - 9.36](#)).

2.3 Transparency of Process

To ensure transparency of all processes and decisions regarding promotion and tenure, all principal units, including the college, will maintain full access to current policy documents via their websites as per [ARP 9.20 - 9.36](#). Also, each faculty member will receive a physical copy of departmental and college documents upon hire. The college will provide to departments the procedures, forms and dates corresponding to:

1. Annual performance evaluation concerning the annual allocation of effort and goals,
2. Annual evaluation of progress toward promotion and tenure, and
3. Application for promotion and tenure.

Each academic department in the College of Engineering shall post on its website its current statement of goals, objective and expectations as they relate to promotion and tenure. These shall be agreed upon by the faculty in each department and approved by the responsible dean or comparable administrator. A physical copy of the College of Engineering and the relevant academic department's promotion and tenure policies will be given to all tenure-track, tenured, college and research faculty who are eligible for consideration for promotion or tenure.

2.4 Conflict of Interest

See the [ARP 3.02 to 3.12](#).

2.5 Performance Evaluation

The annual performance evaluation is a component of the promotion and tenure process and is tightly coupled with the strategic plan of the College of Engineering. This multi-layered evaluation

system relies on consistency at each level of review. The performance of each faculty member, including college faculty, will be reviewed at least once a year. The performance evaluation provides documentation of expectations and a record of faculty performance relative to stated expectations.

2.6 Allocation of Effort

Regardless of rank or position of faculty member, the amount of effort that they devote to the various aspects of their duties necessarily varies, and any fair 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 of committees are taken into account during promotion and tenure evaluation are not discredited.

To account for allocation of effort, the workload agreement provided by the department head is filled out and signed by both the department head and the faculty member during the annual evaluation process. The agreement will be used to guide the faculty member to the expectations of him/her during the coming year and will be used to set the percentages used in the annual performance evaluation. These statements shall be a part of the faculty member's tenure and/or promotion portfolio, and all aspects of the agreed upon efforts shall be factored into the recommendation made at each step of the process.

2.7 Flexibility in Tenure Track

Ordinarily, before being considered for tenure, eligible faculty members serve six consecutive probationary years. The probationary period begins with the first year of the contract. The first contract will be issued at the beginning of the next contract period, which will constitute the first year of the probationary period toward tenure. During the sixth year, a case for tenure and/or promotion is made by the faculty member and considered by the university. 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. There may be exceptions, however, to shorten or lengthen the usual six-year probationary period.

2.7.1 Credit for Prior Service

Faculty members with previous teaching and advising (or its equivalent), service, extension, outreach, scholarly, and/or administrative experience at another institution may have some or all of that experience taken into consideration on appointment at NMSU. With provost's approval, and particularly when tenure has been granted to a candidate at another institution, tenure may be accorded at the time of initial appointment to the university.

Prior probationary service at another institution may count toward the six-year probationary period at NMSU, but usually only up to a maximum of three years. Any expedited schedule must be recommended by the department head and dean and agreed to by both the provost and the faculty member at the time of appointment. The details of such credit for prior service, the resulting length of the probationary period, the timing of any third-year review, and the period for the tenure application process, shall all be stated clearly in the appointment letter.

2.7.2 Extension of the Probationary Period

When requested in writing within one year of the qualifying event by the faculty member, leaves of absence can lead to postponement of the tenure decision date; however, modifications in that date require the recommendation of the department head and dean and the approval of the provost. Faculty responsibilities may be negotiated when the extension is requested. An extension may be granted up to two times, so long as the total pre-tenure probationary period does not exceed eight years. Exceptions to this limit can be made under extraordinary circumstances if approved by the provost. Candidates must be held to the same standards of performance when the probationary period has been extended as those candidates whose probationary period was not extended. The probationary period may be extended, upon written request, under the following circumstances:

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

Military Leave of Absence: Involuntary induction into the armed forces entitles the faculty member to a leave of absence to cover the term of military service. Such leave constitutes valid grounds for requesting an extension of the tenure decision date. Similarly, a faculty member's voluntary participation in a military reserve program may lead to periodic or prolonged absence sufficient to affect the faculty member's performance (e.g., annual active duty training, or active duty training or participation when a reserve unit is called to active duty) that constitutes valid grounds for extension of the tenure decision date.

Medical Leave of Absence: Probationary faculty members with a serious personal illness or providing prolonged, substantive care for a chronically ill family member may request in writing an extension of the tenure decision date, usually for one year.

Family Leave of Absence or Exceptional Family Responsibilities: Upon written request, probationary faculty members who become parents will receive a one-year automatic extension of the tenure decision date. Such an extension does not require that the faculty member take a leave of absence.

Catastrophic Events: Probationary faculty who have experienced a catastrophic event such as a fire or flood or who must aid family members in such situations may request in writing an extension of the tenure decision date.

Jury Duty: Prolonged jury service, when significantly affecting a faculty member's performance, constitutes a valid reason to petition for extension of the tenure decision date.

Extensions for other reasons may be negotiated.

2.7.3 Reduction of the Probationary Period

Faculty members who have worked in a teaching and advising (or its equivalent), service, extension, scholarly and/or administrative role at another institution may have some or all of that work taken into consideration on appointment at NMSU. With the provost's approval, and particularly when tenure has been granted to a candidate at another institution, tenure may be accorded at the time of initial appointment to the university.

Prior probationary service at another institution may count towards the six-year probationary period at NMSU, but usually only up to a maximum of three years. Any expedited schedule must be recommended by the department head and dean and agreed to by the provost and the faculty member at the time of appointment. The details of such credit for prior service, the resulting length of the probationary period, the timing of any third-year review, and the period for the tenure application process, shall all be stated unambiguously in the appointment letter. In such instances, no extension of the probationary period will be granted unless the request fall in one of the categories mentioned in Section 2.6.2 of this document.

Current faculty members may request the length of the probationary period be shortened. Such an appeal requires a written request from the faculty member, positive recommendations of the department promotion and tenure committee as determined in the spring review, as well as the department head and dean. If this tenure application is not successful, the candidate's contract is not renewed according to the provisions in the ARP.

2.7.4 Part-Time Faculty and Tenure

Tenured, full-time faculty members who move to part-time status may retain tenure. Retention of tenure in such a case requires the written request of the faculty member, positive recommendations of the department head and dean, and approval of the provost. While this policy encourages departments to accommodate reasonable requests for part-time appointment, such appointments are not an entitlement and requests may be turned down. Pending availability of funding and the approval of the department head, dean and provost, the faculty member may return later to full-time tenured status.

When a full-time, tenure-track position becomes part time, the time in rank is prorated based on full-time equivalent (FTE). As with full-time faculty, the maximum probationary period for part-time faculty members is the equivalent of six FTE years, with the tenure decision to be made before the end of the six full-time years of service. For example, a tenure-track candidate with a 0.50 FTE appointment must apply for tenure at the end of the eleventh year. Part-time tenure-track faculty must be held to the same standards of performance relative to FTE as full-time faculty. If denied tenure, a faculty member on part-time appointment has only one year of continued part-time employment beyond the denial. Faculty members whose regular appointments are less than 0.50 FTE do not accumulate probationary time toward tenure.

When recurring state funding is available, a tenure-track, part-time faculty member may apply for a full-time tenure track position and, if hired, apply earned tenure-track FTE from prior years toward tenure and promotion in the full-time position.

2.7.5 Joint Appointment (with Dual Primary Responsibilities)

In appropriate circumstances, a faculty member may be appointed in two or more departments or colleges. The faculty member with a joint appointment needs to have a memorandum of understanding from all involved units. The memorandum of understanding stipulates the expected workload and allocation of effort distributed between the two departments, identifies the principal unit where tenure resides or will reside if applicable, defines the responsibilities of the faculty member in each unit; and indicates the term of appointment. The memorandum must explain the process for performance and promotion and tenure reviews, renewal of the joint appointment and

salary increases. Each unit must provide recommendations in annual, probationary, tenure and promotion reviews. In joint appointments with centers or institutes, the tenure home must reside in a principal unit. In joint appointments with two or more academic units, one unit must be designated, by mutual agreement, as the tenure home.

2.7.6 Non-tenured or Associate Professor as Department Head

As part of the candidate's portfolio, the department head is required to provide a letter evaluating the candidate's application and stating whether or not the head supports the application for promotion and/or tenure. When the candidate for promotion and/or tenure is the department head, there are Conflict of Interest (see [ARP 9.20 - 9.36](#)) considerations in having the Departmental Promotion and Tenure Committee evaluate the department head's application. In this case, a peer committee will replace the department promotion and tenure committee for the purpose of reviewing the department head's application. The peer evaluation committee will consist of a minimum of three tenured professors appointed by the dean of engineering. The peer committee will review the department head's dossier and will prepare a written recommendation for the dean of the College of Engineering. The College Promotion and Tenure Committee will next review the applicant's dossier using the same standards, ballot and report as those used for the normal academic ranks, and provide a written recommendation concerning the application.

2.8 Mid-probationary Review

Tenure-track faculty members in the College of Engineering are required to have a formal Mid-Probationary Review at the Departmental and College level. The Mid-Probationary Review is an opportunity for feedback on the tenure-track faculty member/future candidate's performance and is used to identify specific activities to enhance the candidate's progress toward promotion and tenure. The review is formative, intended to assist tenure-track faculty in achieving promotion and tenure and should take into account the allocation of work effort during the three years reviewed and be based upon the departmental and college criteria. The outcome must not be used as a determinant for setting merit pay or for contract continuation decisions. Principal units should refer to [APR 9.34](#) for additional information.

2.9 College and Research Faculty

College faculty may hold ranks as described in [ARP Section 9.33](#) and are eligible for promotion. A college or research faculty position can be converted to a tenure-track position when sufficient recurring funds are available and a national search is conducted. In relation to the promotion of college or research faculty, an understanding of the following guiding principles is necessary ([ARP 9.35](#)):

- a. College or research faculty should be evaluated for promotion based on the allocation of their effort to the areas of teaching and advising, service, scholarship and creative activity, or extension and outreach, and the relative mix of these duties.
- b. Colleges must develop specific promotion procedures for their college and research faculty. The protections for college and research faculty are the same as those given tenure-track faculty and tenured faculty in corresponding sections.
- c. Committees for promotion of college faculty must include college and research faculty representation.
- d. The different role played by college and research faculty should be recognized in the promotion process, and the standard for promotion should be appropriate given the role of college faculty.

3. Criteria for Promotion and Tenure

The goal of the College of Engineering is to promote excellence among its faculty members. Accordingly, excellence is the principal requirement for advancement through the professorial ranks. A sustained record of excellence is recognized by the granting of tenure.

The annual evaluations of faculty and the evaluation of faculty for P&T will include the specific categories of:

1. Teaching and advising;
2. Funded research, scholarly and creative activities; and
3. Service, extension and outreach.

Appendix A provides metrics for each of these three areas. In addition to these guidelines, faculty applying for tenure must build a compelling case of their strength and growth potential in each of the three categories. Each faculty member must demonstrate they have achieved excellence in category 1 or 2, or both.

Tenure and tenure-track faculty in College of Engineering doctoral-granting programs are expected to allocate at least 25 percent of their allocation of effort in the funded research, scholarly and creative activities category. Tenure and tenure-track faculty in the non-doctoral-granting programs are encouraged to participate in scholarly and creative activities, but the allocation of effort in this category can be negotiated at levels less than 25 percent. College faculty in all programs may have a 0 percent allocation of effort in the category of scholarly and creative activities given that they are frequently called upon to devote a large percentage of their time in only one or two categories. The following subsections outline the general expectations of faculty members leading to promotion and tenure within the College of Engineering.

3.1 Teaching and Advising

Teaching is an essential element of the college mission. All faculty members are expected to continually improve their teaching practices to reflect advances made in the engineering fields as well as advances made in evidence-based engineering education. The faculty candidate must demonstrate effectiveness in the classroom as indicated by objective and standardized student evaluations and at least two of the following:

- a. Peer evaluation,
- b. alumni evaluation,
- c. administrative evaluation, and
- d. other (teaching awards, etc.).

Faculty candidates are expected to have a knowledge of the best practices in engineering education and demonstrate that they have applied evidence-based practices in their classrooms. Faculty are expected to contribute to teaching through:

- a. New course development,
- b. number of courses taught,
- c. number of Student Credit Hours taught at both the undergraduate and graduate levels,
- d. number of capstone class Student Credit Hours taught,

- e. distance-education courses taught, and
- f. laboratory courses taught and supervised.

Faculty members are expected to provide guidance to both undergraduate and graduate students. They are evaluated by:

- a. The number of undergraduate research assistants and honors theses they supervise,
- b. the number of master's students working on theses and technical reports they supervise, and
- c. the number of Ph.D. students working on dissertations they are supervising.

3.2 Funded Research, Scholarly and Creative Activities

Faculty candidates are expected to excel in research and scholarly activities as defined by the metrics provided in this document and with respect to the criteria used and standards applied by the best departments in the candidate's field. Thus, a candidate's career accomplishments are compared to those of his/her peers in a similar area of research. In engineering programs offering bachelor's, master's and doctoral degrees, scholarly and creative activities rely heavily on external funding, therefore, it is essential that all faculty in doctoral-granting departments pursue and secure external funding for research.

Candidate should report information on:

1. Proposals submitted (title, agency, amount, role, duration),
2. Proposals funded (title, agency, amount, role, duration), and
3. Expenditures.

Supportive activities include expenditures from grants or contracts as either a principal investigator or co-principal investigator, new grants received and proposals submitted. In addition, awards received as a result of any of the above-mentioned activities are recognized as valuable indicators of success in this category.

The primary results of scholarship and creative activities in engineering are the production of:

- a. Peer-reviewed journal and conference papers,
- b. Patents,
- c. Ph.D. dissertations,
- d. Master's theses or technical reports, and
- e. Conference presentations and papers or book publications.

Suggested guidelines for these outputs are given in Appendix A. The annual performance evaluation may give additional weight to those journal papers and conference proceedings that appear in the ISI and Web of Science indices. In addition, some consideration may be given to the impact of journal papers as measured by journal citations.

3.3 Service, Extension and Outreach

Service, extension and outreach form the third triad of NMSU's mission. As a faculty member progresses from junior status to the senior ranks, it is expected that they will increase their participation in activities related to service, extension and outreach.

3.3.1 Extension and Outreach

The annual performance evaluation takes into account the many activities faculty can perform in extension and outreach. Although junior faculty in the doctoral-granting departments are not expected to participate in these activities, more senior faculty can provide leadership through these activities. It is expected that scholarly and creative activities will result from faculty participation in extension and outreach.

3.3.2 Service

Faculty members are expected to provide service to the university and community at large – especially senior faculty. In general, these efforts cover service provided to the university or external communities requiring the professional expertise of the faculty member. These efforts may include sustained committee work at the departmental, college and university levels as outlined in Appendix A. Membership and significant activity in a major professional organization representing your discipline is valued. Service excellence demands that one strives to become an officer and/or serve on technical committees for professional or governmental organizations.

Other examples of valued professional service include, but are not limited to, establishing cooperative university-industry programs, development of short courses, seminars, or technical conferences, participate in peer review of proposals and publications and editorial work for professional journals.

3.4 Leadership

Faculty members may choose to take on significant leadership roles in the university. These may include university-defined administrative positions such as the position of department head or leadership of a large research-oriented program involving supervision of several personnel. In demonstrating leadership, candidates must show that they are making an impact as evidenced by the candidate's scholarship and creative activity, and by contributions to the advancement of the university.

Leadership may be characterized by:

1. Contribution to the mission of the College of Engineering or university and to the faculty member's profession,
2. Distribution of roles and responsibilities among a group of stakeholders,
3. Empowering and mentoring group members, and
4. Aiding the group's decision-making process.

4. Policies

This section covers the operating procedures to be used by the College Promotion and Tenure Committee in its deliberations. It is expected that this also will form the model for the departmental committees, with adaptation for the needs of the individual departments.

For efficient and consistent operation of the college promotion and tenure process, there must be consistency in policies and procedures at the college and departmental level. The policies and procedures developed in this section are to provide guidance in this process. Departments are encouraged to use similar procedures that are consistent with the [ARP 9.20 - 9.36](#) with modifications, as necessary, for the needs of the department.

This section describes the appointment of members to the Promotion and Tenure Committee at the college and departmental levels. Departments are permitted to make specific changes to cover their specific situations.

4.1 College-level Committee

The College of Engineering Promotion and Tenure Committee shall be composed of faculty members and operate as described in the following paragraphs.

4.1.1 Number of Members

The College P&T Committee shall be composed of six members, with no more than two members representing a single department. The members shall be drawn from departments within the College of Engineering so long as there are a sufficient number of eligible faculty members to serve on the committee. If there is an insufficient number of eligible faculty members to serve on the committee, the dean of the college shall build a committee consistent with the procedures outlined in the NMSU [ARP 9.20 - 9.36](#).

4.1.2 Qualification of Members

Five of the faculty members serving on the College P&T Committee shall hold the rank of professor with tenure in their home departments. The sixth member will hold the rank of college professor and will be allowed to vote in cases where the promotion of a college-track faculty member is being considered. None of these members shall hold an administrative appointment at the department head level or higher.

4.1.3 Term of Service

Members of the College P&T Committee shall be elected by a secret ballot of the tenured and tenure-track faculty of the College of Engineering. The term of service shall be for two years. Members can be re-elected to no more than four consecutive terms without a break as long as there is a sufficient pool of candidates for the election. The term of service begins on July 1 of the year following college-wide elections held during the spring semester. The terms of service shall be staggered so that no more than one-half of the members are replaced each year.

4.1.4 Replacing Members

If a tenured faculty member cannot complete the remainder of an elected term, that faculty member shall be replaced by a member of the pool of eligible tenured professors. The replacement will be chosen by a secret ballot of the college's tenured and tenure-track faculty. If the college faculty member cannot complete the remainder of an elected term, that faculty member shall be replaced by a member of the pool of eligible college professors. The replacement will be chosen by a secret ballot of the college's tenure and tenure-track faculty. A replacement member of the P&T Committee is eligible for election to a full term at the end of the replacement duty.

4.1.5 Committee Chair

At the start of each academic year, the members of the College P&T Committee shall elect a chair of the committee for the academic year from the membership of the committee. The result of the election shall be reported to the dean of the college to facilitate communication with college administration.

The committee chair shall be responsible for:

1. Calling committee meetings,
2. Preparing and counting ballots for each P&T candidate,
3. Preparing the letter to the dean reporting the results of the ballot for each candidate and reporting the comments and recommendations about each candidate,
4. Maintaining coordination with the dean on matters related to the committee.

4.2. Departmental Policies and Committees

4.2.1 Departmental Committee

Based on the model of the College of Engineering Promotion and Tenure Committee, the individual departments within the college shall develop, in consultation with the dean, a similar structure for the departmental P&T committee that is also consistent with the [ARP 9.20 - 9.36](#). Several recommendations for the departmental P&T committee are given in the next paragraphs. While there is diversity in size and mission among the departments in the College of Engineering, these recommendations are expected to be general enough to cover most situations. Each department in the College of Engineering is to draft written policies and procedures to codify the department's specific circumstances. All departmental committees will have a minimum of three members. If a department has fewer than three eligible members, faculty members external to the department will be added to the committee.

4.2.2 Nominal Structure

The Departmental Promotion and Tenure Committee shall be formed and operate according to the set of policies and procedures that the department develops and which adhere to the provisions of the [ARP 9.20 - 9.36](#) and fall within the guidelines established for the College of Engineering.

The committee members must meet the following provisions:

1. The committee members must all hold continuous contracts,
2. There shall be a minimum of three members of the committee,
3. the department head may appear before the committee but may not be present for committee deliberations and voting,
4. for reviewing promotion applications, the committee members must hold a rank equal to or higher than the rank to which the candidate is seeking promotion, and
5. a provision is to be made for any eligible faculty member to be part of the committee.

4.2.3 Non-tenured and/or Associate Professor as Department Head

As part of the candidate's dossier, the department head is required to provide a letter evaluating the candidate's application and stating whether or not the head supports the application for promotion and/or tenure. When the candidate for promotion and/or tenure is the department head, the dean of the college will appointment another department head to serve in the role of department head for the candidate.

4.2.4 External Committee Members

When the minimum number of faculty fitting the requirements specified in section 4.21, is not available within a department, as set by the individual Departmental Guidelines, then the

Departmental Committee shall be augmented by tenured professors from other departments within the College of Engineering. These external members shall be nominated by the department head needing the augmented committee and approved by the dean of the college and the department head of the proposed external member.

4.2.5 Department Policies

Each department shall have a written policy for promotion and for tenure. This policy shall be in accordance with the university and college promotion and tenure policies. It shall include criteria and procedures for promotion and tenure. The department's criteria and procedures shall be determined by the faculty and department head subject to approval by the college dean.

4.3 Roles and Responsibilities during the Promotion and Tenure Candidate

4.3.1 Candidate

1. Maintains a curriculum vitae and a cumulative personal record of the activities and accomplishments affecting the application for P&T.
2. Reviews the personal portfolio in relation to the criteria for promotion and/or tenure and seeks guidance from senior faculty and the department head.
3. Every faculty member within the department below the rank of tenured professor will submit on an annual basis the P&T portfolio to the Department Head for his/her and Departmental P&T committee review.
4. In accordance with college procedures, requests and provides materials required in the mid-probationary periodic review.
5. Applies for tenure by submitting to the department head in the spring of the candidate's fifth year, or other time as previously negotiated, a portfolio containing both the core document and documentation file in the format specified in section 4.7 of this document, Portfolio Preparation.
6. Provides the department head with a written list of potential external reviewers from which letters of evaluation may be requested. The candidate may provide the department head with a list of people they wish not to be reviewers. This item only applies to tenured and tenure-track faculty.

4.3.2 Department Head

1. Establishes and monitors a process for tenure-track faculty to mentor the candidate in developing the best case for promotion and/or tenure.
2. Provides leadership in the collaborative writing and maintenance of department promotion and tenure policy.
3. Reviews the P&T portfolio of every faculty member within the department below the rank of tenured professor on an annual basis. Provides the faculty member with a written evaluation of progress toward the next promotion.
4. Provides initial information, timelines and copies of all written guidelines regarding promotion and tenure expectations and policies to all new and continuing faculty.
5. Ensures completeness and compliance of portfolios.
6. In consultation with P&T Committee, organizes the external review process.
7. Meets with the promotion and tenure committees to discuss procedural matters.

4.3.3 Department Promotion and Tenure Committee

Reviews the P&T portfolio of every faculty member within the department below the rank of tenured professor on an annual basis. Provides the faculty member with a written evaluation of progress toward the next promotion.

4.3.4 College Promotion and Tenure Committee

1. Reviews the portfolios of all candidates for P&T and provides written letters of evaluation to the dean of engineering.
2. Provides mid-term reviews of portfolios for candidates.

4.3.5 Dean

1. Reviews the portfolios of all candidates for P&T and provides a written letter of evaluation to the provost.
2. May meet with the promotion and tenure committees to discuss procedural matters.

4.4 Procedural Issues

4.4.1 Temporary Suspension of Tenure Process

A candidate may temporarily suspend the P&T time process in accordance with the procedure provided in [APR 9.35](#).

4.4.2 Confidentiality of Records

All records associated with the P&T process will be kept confidential. Records will be secured in the offices of either the department heads or dean of the College of Engineering. Deliberations pertaining to P&T matters will occur in the departmental conference rooms or the dean's office conference room.

4.4.3 Review of P&T Policies

The P&T policies of the departments within the College of Engineering and the college's policy will be reviewed every three years. The review process will be led by the chair of the corresponding P&T committee. Input will be solicited from all faculty members in the pertinent unit.

4.4.4 Change of Criteria

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, and 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.

4.4.5 Deliberations Pertaining to P&T

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.

4.4.6 Notification of P&T Deliberations

Each candidate will receive letters from both the college and departmental P&T committees with the recommendations and numerical vote count. The letters will be on the appropriate letterhead and signed by all members of the committee.

4.4.7 Withdrawal from the P&T process

A candidate may withdraw from further consideration in accordance with [ARP 9.25](#).

4.4.8 Sample Portfolios

Candidates may request with sample portfolios from their department head if permission is given by a fellow faculty member to share his or her portfolio.

4.4.9 Augmentation of Portfolios

Once a portfolio leaves the department, it may not be changed by the candidate except to correct errors of fact. Any such corrections will take place at the discretion of the dean, department head and chair of the College P&T Committee.

4.4.10 Review of Portfolio by Candidate

A candidate can review all items included in the portfolio assembled prior to the review by appropriate committees, administrators and any external reviewers.

4.4.11 Appeals

The appeals process is outlined in [APR10.60](#).

4.5 Balloting

The members of the College Promotion and Tenure Committee shall consider each application for promotion or tenure as a separate decision. That is, a candidate under consideration for promotion and tenure will have one ballot for promotion and a separate ballot for tenure. The same dossier can be used by a candidate to support both the promotion and tenure application if being submitted at the same time. The ballots shall be marked in secret by each committee member. In cases where a candidate for P&T is from the same department as a committee member, that committee member shall recuse himself/herself from the voting. Recusal shall also occur when there are cases of conflict of interest as specified in the appropriate section of the ARP or, as deemed relevant, by the committee member. A committee member also may choose to abstain from voting on a candidate.

The ballot for promotion and/or tenure consideration shall be similar to those shown below. These are not signed ballots.

In the matter of the proposed action of promoting <u> Name of Candidate </u> to the position of _____ I vote: _____yes _____no _____recuse _____abstain

This form may be downloaded from <https://enr.nmsu.edu/promotion-and-tenure/>

4.6 Letters of Recommendation

At the conclusion of the balloting, the College Promotion & Tenure Committee shall prepare a letter to the dean of the college summarizing the results of the committee’s deliberations. This letter is to be approved and signed by each member of the committee.

This letter will contain:

1. A summary sheet listing all of the candidates considered and the disposition of their applications.
2. A detailed result for each candidate providing:
 - a. A ballot decision for, against, recuse or abstain from the application;
 - b. The committee evaluation of the candidate’s performance in the areas of teaching, research and service with pertinent examples to support the evaluation. Evaluations should be ranked as fair, good, very good or excellent based upon the consensus of the committee.
 - c. Recommendations to the candidate for ways of strengthening the candidate’s performance for the review at their next performance level.

The following form may be helpful to the committee members in organizing the evaluation of the candidate.

Candidate Name				
Promotion to:	Tenure	Associate Professor	Full Professor	
Ballot:	For	Against	Recuse	Abstain
Evaluation: Teaching				
Evaluation: Research				
Evaluation: Service				
Recommendations:				

This form may be downloaded from <https://enr.nmsu.edu/promotion-and-tenure/>

4.7 Portfolio Preparation

In accordance with department and college guidelines, the candidate is responsible for submitting a promotion and tenure portfolio.

To promote consistency in evaluation at the college level, the following format is the standard for the College Promotion and Tenure Committee. Individual departments are free to adopt additional requirements to address specific needs, *e.g.* professional licensure. However, a printed dossier containing the information in the format specified here is required for the college-level review.

The College of Engineering Dean's Office will provide candidates with binders set up with appropriate tabs and forms to help promote uniformity and adherence to the required format.

The combination of items 4-6 shall not exceed 50 pages.

1. **Routing Form (see Appendix C)**
2. **Cover Sheet (see Appendix C)**
3. **Evaluators' Documentation**
 - a. **Contract Status and Dossier Review Form (see Appendix C)**
 - b. **Dean's Letter**
 - c. **Department Head's Letter**
 - d. **College Review Committee Recommendation**
 - e. **Department Review Committee Recommendation**
4. **Table of Contents (see Appendix C)**
5. **Executive Summary**

A one or two paragraph statement by the candidate requesting consideration for tenure and/or promotion that includes a brief discussion as to why the candidate should be granted tenure and/or promotion.

6. **Curriculum Vitae**

Should cover educational and work history. Although there will be no restriction on length of the CV, superfluous material is not desirable. Suggestion: List important contributions in the resume and include any major support material in an appendix.

- 7. Performance Evaluations
- 8. Unit Mission Statements
- 9. External Review Letters
- 10. Supplemental Documentation

The following sections describe the candidate’s contributions. If applying for tenure, the candidate should document activity since starting at NMSU. If applying for promotion, the candidate should document activity since the last promotion or tenure review.

a. Workload Summary (see Appendix C)

Workload Summary Percentage of Effort			
Candidate Name:			
For tenure consideration? (to include cumulative information for college employment)			
For promotion? (to include information since last promotion)			
Semester/Year	Teaching and Advising	Research, Scholarly and Creative Activities	Service, Extension and Outreach

b. Teaching and Advising**Teaching Summary**

Number of:

- Different Undergraduate Courses Taught (Non Service) (Service) Total Undergraduate Student Credit Hours
- Graduate Courses Taught
- Graduate Students Supervised:
 - Master's (completed) –
 - Coursework Only
 - Project
 - Thesis
 - Master's (under current supervision)
 - Doctoral (completed)
 - Doctoral (under current supervision)
- Orals Committees Participated In
 - Master's
 - Doctoral Comprehensive
 - Doctoral Final
- Number of Short Courses, Off Campus Courses, and/or Distance Education Courses Taught
- Refereed Teaching Publications
- Non-Refereed Teaching Publications
- Teaching Awards
- Teaching Conferences Attended
- Papers Presented on Teaching
- Textbooks Written
- Faculty Adviser to a Student Organization, Yes/No and, if yes, which one(s)
- Member of the Graduate Faculty, Yes/No
- For departments with a graduate program, Total Graduate Student Credit Hours

Note: Under the category Graduate Students Supervised, include only students for whom you are the principal adviser.

Teaching

Briefly describe up to five contributions to teaching that you feel is most significant. This section may include invited seminars on teaching, development of new curricula, innovative procedures in the classroom, service as faculty adviser to a student organization, etc.

List in tabular form:

- Courses taught. Indicate whether service or non-service and whether newly taught.
- Number of students and student credit hours.
- No more than five of what you believe are your most significant teaching publications and explain why they are important.
- Teaching awards.
- Doctoral students who received degrees under your supervision and the titles of their dissertations (Published Yes/No.) *
- Master's students who received degrees under your supervision (thesis only) and the titles of their theses. (Published Yes/No.) *
- Short courses attended or organized, describe the nature of your participation, and briefly detail off-campus and distance-education activities.
- Other related items.

c. Funded Research, Scholarly and Creative Activities

Research and Creative Activity Summary

- Number of Proposals Submitted
- Number of Proposals Funded
- Indicate Total Dollar Amount as PI
- Indicate Total Dollar Amount as Co-PI
- Indicate Total Dollar Amount as Investigator
- Number of Research/Creative Activity Projects as Principal or Co-Principal Investigator
- Number of Research/Creative Activity Awards
- Research/Creative Activity Monographs written
- Number of Peer Reviewed Research/Creative Activity Publications
 - Conference Publications
 - Journal Publications
- Number of Non-Peer Reviewed Research/Creative Activity Publications
 - Conference Papers
 - Journal Papers
- Number of Research/Creative Activity Conferences Attended
- Number of Research/Creative Activity Papers Presented
- Number of Research/Creative Activity Reports Written
- Number of Patents Obtained or related economic development activities
- Number of Invited Papers
- Number of Invited Presentations

Research and Creative Activity

Briefly describe up to five research and creative activity efforts that you believe have had an important contribution to your field and why.

- List funded proposals and indicate nature of your participation (e.g. PI), specify funding agency, dollar amount and duration. Explain research leadership activities such as leading multi-faculty teams, mentoring junior faculty through your research efforts, etc.
- List peer reviewed research and creative activity publications.
- List research and creative activity conferences attended and indicate whether a paper was presented.
- List patents obtained and specify details. List economic development activities, licensing technology activities, or other related economic development activities.
- List research and creative activity awards and awarding agency.
- List off-campus activities that have, or have the potential, to contribute to research or creative activity efforts at the university (e.g. summer work at a national laboratory.)
- List other metrics delineating the significance of the research and creative activity, e.g. citations.

d. Service, Extension and Outreach

Professional Service Summary

- Number of professional societies of which you are a member
- Number of honor societies of which you are a member
- Number of officer positions held in professional societies
- Number of committees which you have served on
 - University
 - College
 - Departmental
 - Professional Society
- Number of officer positions held on committees
- Number of professional service commendations or awards

Professional Service

Briefly describe up to five professional service activities that you feel have contributed to the university, professional organizations, or community (implies local, state, national, or international) since your last promotion. These activities could include the organization of a science fair, consulting, expert witness testimony, development of a professional seminar, etc. Explain why.

- List professional societies of which you are a current member in good standing. Indicate committee service and officer's positions held with time of service.
- List committees on which you served and give dates of service.
- List professional service awards, date and awarding agency.
- List development activities for the university; specify type of contribution and contributing agency.

- Other activities such as participating in sponsoring agency proposal review panels.

11. Appendices

Keep support material to a minimum unless additional information is requested in the review process. Include material only of a highly significant nature, such as major award citations or a summary table of teaching evaluations.

4.8 Time Table for Reviews

The ARP 9.20 - 9.36 describes the milestones for processing the application packets for promotion and/or tenure. The College Promotion and Tenure Committee shall follow the general university schedule. In order to meet the College and University schedules specified in the ARP 9.20 - 9.36, the Department Heads and Departmental P&T Committees will need to complete their review of the applicants from their individual departments by mid-term of the fall semester. The completed packets, with Department Head and Departmental P&T Committee letters of recommendation, will need to be submitted to the Dean of the College in a timely manner after the Department completes its work in order to meet College and University schedules. The Department Head and the Departmental P&T Committee will notify the candidate of their recommendations. At this time, the candidate may choose to withdraw from the process or proceed to the next level. If the candidate proceeds to the next level, he/she may submit a brief supplemental document to the College P&T committee to refute any adverse comments from either the Department Head or Departmental P&T Committee. In practice, this means that:

1. The College P&T committee will review dossiers towards the end of the fall semester, usually in November.
2. If the dossiers are missing substantial components, they will be returned to the Department without the College Committee taking action. If the deficiencies are not corrected in a complete and timely manner before the committee finishes its deliberations for the Fall Semester, the Committee may choose to defer further consideration of the dossier until the review cycle occurring during the subsequent Academic Year.
3. Recommendations to the Dean will be reported as soon as practicable after the Committee has completed its balloting and drafting the recommendation letters, usually by the last week of the fall semester or the first week of the spring semester.
4. The Committee shall review and recommend, as needed through the academic year, dossiers related to hiring external candidates for
 - a. Faculty positions at a rank above the Assistant Professor level and/or with an offer of tenure;
 - b. Administrative positions where tenure and a specified faculty rank are part of the offer package for the position.

The results of this review will be reported to the Dean of the College in the same manner as the normal candidates for Promotion and Tenure.

Each college shall determine a timeline for conducting promotion and tenure reviews compatible with due dates issued by the provost. The dates indicated here are deadlines set by the college; the provost may alter these by further directives, and/or 12-month appointments may require a different time schedule. Revised September 2020 per Provost Office changes.

College of Engineering P&T Timeline		
Due Date	Responsibility	Action
TBD by Department Head	Department Head	Notifies candidate of eligibility for promotion and/or tenure review and provides electronic copies of departmental, college, and university policies, rules and procedures related to promotion and tenure. Confers with candidate regarding goals, promotion and tenure.
TBD by Department Head	Department P&T Committee	Reviews toe portfolio of each candidate and in accordance with the college policies reports to the department head indicating the progress toward promotion and/or tenure as well as the strengths and weaknesses in each of the areas required for promotion and tenure.
TBD by Department Head	Candidate	With support from the department and college, prepares portfolio.
August	Department Head	Sends necessary documents to external reviewers.
August/September	Department Head	Uploads external reviewers' letters into Digital Measures upon receipt.
October 1	Candidate	Uploads completed portfolio into Digital Measures. The portfolio can only be amended hereafter in accordance with department and college guidelines.
October 31	Department P&T Committee	Reviews candidate portfolios, compiles ballot results and writes letter of decision for upload into Digital Measures for department head's review.
November 15	Department Head	Uploads department head's recommendation on promotion and continuous contract for the dean's review.
December 15	College P&T Committee	Reviews candidate portfolios, department head and Department Promotion and Tenure Committee's recommendations. Tallies ballots, writes recommendation and uploads into Digital Measures. Informs the dean or comparable administrator if a department fails to follow department and/or college procedure.
February 1	Dean	Reviews all promotion and tenure materials and writes recommendation for each candidate and uploads into Digital Measures. Dean or comparable administrator transmits all materials to the provost's reviewing team via Digital Measures.
April 15	Dean and Provost	Dean and provost review each candidate's submission. The provost provides decision in writing.

April	Provost	Informs the president of the recommendations of the department head, college dean and the decision of the provost.
May	Provost	Sends final decisions to dean.
May	Provost	Prepares an official list of promotion and tenure decisions for distribution to relevant deans, comparable administrators, the vice-president for administration and finance, and the assistant vice president for human resource services.
May	Dean/Department Head	The dean notifies the department head of the decision and the department head notifies the candidate.
First Day of Fall Semester	Human Resource Services and Budget Office	Promotion and tenure decisions become effective.
*Date set by Provost.		

5.0 Post-Tenure Review

Annual performance evaluation is an essential element of post tenure review. The evaluation shall take into consideration the different percentages assigned to different categories in a tenured faculty member's annual allocation of effort. Furthermore, the department head shall inform a faculty member in writing about any serious performance deficiency found in an annual review, and recommend corrective actions. If a deficiency has continued for two or more years and the faculty member has not carried out the recommended actions, a more comprehensive review of the deficiency by the departmental promotion and tenure committee may be initiated. Either the department head, with the concurrence of a majority of the tenured faculty in the department, or the concerned faculty member may request such a review. If the committee determines there is no serious deficiency, the department head and faculty member shall be so informed, and a statement of the finding placed in the faculty member's personnel file. For any serious deficiency identified in the review, the committee shall work with the faculty member and department head to develop a remedial program that will be no less than two years in duration. The more comprehensive review will not be performed more than once every five years for a faculty member.

NMSU's Administrative Rules and Procedures Section 9.36, Faculty Post-Tenure Review, Part 6: Persistent Teaching Deficiencies, may also apply.

6.0 Letters of Recommendation

By NMSU policy, letters from off-campus peers, sponsors and colleagues are to be used to document the candidate's stature within the professional community. A minimum of three external (outside the university) letters reviewing the candidate's activities must be included to support research faculty portfolio. Each candidate will compile and Conflict of Affiliation (COA) document using the NSF procedure. See Appendix B for form. The external review letters will be solicited by the department head to form a list of six possible reviewers. This list will be comprised of three names submitted by the candidate and three names submitted by the department head. The final list of reviewers must include at least one from the candidate's list. No person appearing on the candidate's COA document may serve as a reviewer. After the peer reviewers have given their consent to conducting the review, the department head will send each of the reviewers a copy of relevant research materials (papers, books, etc.) which the candidate feels best support the application, a copy of the candidate's CV, and any other relevant material the department head and candidate believe supports the application. The reviewers are to comment on the quality and impact

of the work and the value to the profession. The department head will include a summary of the reviewer's qualifications with the letters of support in the candidate's portfolio.

Additional letters of support of teaching and service, both external and internal, may also be included. Candidates should exercise good judgment in determining the number of letters to be incorporated into the support documentation section. Additionally, faculty members must demonstrate how they have met the objectives outlined in the College of Engineering Departmental Faculty Evaluation Forms.

A summary of the relevant research achievements and qualifications of the external reviewers should be included noting such information as journal publications, citations, editorial positions, awards, etc.

Appendix A: Table of Guidelines to be considered for Tenure and Promotion

NOTE: These guidelines constitute necessary but not sufficient conditions for tenure and/or promotion. In addition to these guidelines, faculty applying for tenure and/or promotion must build a compelling case of their strength and growth potential in each of the categories. Each faculty member must demonstrate they have achieved excellence in categories of Teaching and/or Research and Creative Activities.

	Guidelines to be considered for Tenure/Promotion in All Departments	
	Assistant to Associate and Consideration for Tenure	Associate to Full Professor
Outcomes	<ul style="list-style-type: none"> • High research productivity • Quality teaching 	<ul style="list-style-type: none"> • Sustained growth in research productivity • Quality teaching • Service to department and profession • Leadership within department and college
Teaching	<ul style="list-style-type: none"> • Sustained record of effective undergraduate and graduate teaching evidenced by: student evaluations, peer evaluations, administrative reviews, COE metrics, direct measurements, etc. 	<ul style="list-style-type: none"> • Sustained record of effective undergraduate and graduate teaching evidenced by: student evaluations, peer evaluations, administrative reviews, COE metrics, direct measurements, etc. • Evidence of creative activity in teaching (ABET service, curriculum development, advanced teaching methods).
Research and Creative Activity	<ul style="list-style-type: none"> • A publication rate of 1.5 peer-reviewed papers/year over the probationary period that are published or formally accepted or U.S. patents issued. Journals must appear in the ISI or Web of Science database and reference NMSU as the author's institution. Two papers may be referred conference papers that appear in the above databases. Faculty members with shortened tenure clocks may use one paper per year of credit from their previous position. • Two M.S. degrees completed with 	<ul style="list-style-type: none"> • A publication rate of 1.5 peer-reviewed papers/year over the previous four years that are published or formally accepted or U.S. patents issued since last promotion. Journals must appear in the ISI or Web of Science database and reference NMSU as the author's institution. Two may be referred conference papers that appear in the above databases. At least two of the papers must be authored jointly with graduate students. Faculty members with shortened tenure clocks may use one

	<p>thesis</p> <ul style="list-style-type: none"> • One Ph.D. candidate passed qualifier • Six external proposals/grants submitted as PI, including four to federal agencies, and at least one CAREER proposal • Enough external funding to support eight graduate student-years 	<p>paper per year of credit from their previous position, since their last promotion</p> <ul style="list-style-type: none"> • Total of 30 ISI citations of scholarly publications (career cumulative). • Graduated at least two Ph.D. students (career cumulative). • Enough external funding to support 10 graduate student-years since last promotion
<p>Service, Extension, Outreach</p>	<ul style="list-style-type: none"> • Service to profession (Proposal/paper review etc.) • Departmental committees 	<ul style="list-style-type: none"> • Service to profession (editorial, office-bearer etc.) • Significant service to the college and NMSU as evidenced by letters of endorsement and leadership positions • Leadership in departmental committees
<p>Note: Evaluation for promotion and tenure for ETSE faculty members will be based on a teaching/service ratio of 75/25 percent, unless the faculty member is interested in conducting research. In such cases, the teaching/service/research split would be negotiated with the department head and departmental Promotion and Tenure Committee.</p>		

Appendix B: NSF COA Form

The NSF COA form, along with instructions, can be found and downloaded from <https://enr.nmsu.edu/promotion-and-tenure/>

There are five separate categories of information which correspond to the five tables in the COA template:

COA template Table 1:

List the individual's last name, first name, middle initial, and organizational affiliation in the past 12 months.

COA template Table 2:

List names as last name, first name, middle initial, for whom a personal, family, or business relationship would otherwise preclude their service as a reviewer.

COA template Table 3:

List names as last name, first name, middle initial, and provide organizational affiliations, if known, for the following:

- The individual's Ph.D. advisors; and
- All of the individual's Ph.D. thesis advisees.

COA template Table 4:

List names as last name, first name, middle initial, and provide organizational affiliations, if known, for the following:

- Co-authors on any book, article, report, abstract or paper with collaboration in the last 48 months (publication date may be later); and
- Collaborators on projects, such as funded grants, graduate research or others in the last 48 months.

COA template Table 5:

List editorial board, editor-in chief and co-editors with whom the individual interacts. An editor-in-chief must list the entire editorial board.

- Editorial Board: List name(s) of editor-in-chief and journal in the past 24 months; and
- Other co-Editors of journal or collections with whom the individual has directly interacted in the last 24 months.

This information is used to manage reviewer selection. See Exhibit II-2 for additional information on potential reviewer conflicts.

1. Note that graduate advisors are no longer required to be reported.

2. Editorial Board does not include Editorial Advisory Board, International Advisory Board, Scientific Editorial Board, or any other subcategory of Editorial Board. It is limited to those individuals who perform editing duties or manage the editing process (i.e., editor in chief).

List names as Last Name, First Name, Middle Initial. Additionally, provide email, organization, and department (optional) to disambiguate common names.

Fixed column widths keep this sheet one page wide; if you cut and paste text, set font size at 10pt or smaller, and abbreviate, where necessary, to make the data fit. To insert n blank rows, select n row numbers to move down, right click, and choose Insert from the menu.

You may fill-down (ctrl-D) to mark a sequence of collaborators, or copy affiliations. Excel has arrows that enable sorting.

For “Last Active Date” and “Last Active” columns dates are optional, but will help NSF staff easily determine which information remains relevant for reviewer selection.

“Last Active Date” and “Last Active” columns may be left blank for ongoing or current affiliations.

Appendix C: Forms

All forms for binders and other binder materials may be found and downloaded from <https://engr.nmsu.edu/promotion-and-tenure/>

Binders with tabbed index pages and forms may be requested from the Dean's Office.

College of Engineering
Promotion and Tenure Portfolio Cover Sheet

To be filled out by Department

Date: _____

Name: _____

Department: _____

Present rank: _____

Tenured?

Yes, since (date): _____

No _____

Material for:

Tenure _____

Promotion to the rank of: _____

To be filled out by Dean's Office

Prior service allowed toward tenure: _____

TOTAL prior service: _____

At NMSU since (date): _____

Years as Instructor: _____ Since (date): _____

Years as Assistant Professor: _____ Since (date): _____

Years as Associate Professor: _____ Since (date): _____

**College of Engineering
Promotion and Tenure Portfolio Routing Form**

Formal Review for: Tenure Application
 Promotion to Associate Professor
 Promotion to Full Professor

Candidate Name: _____

Department P&T Committee _____

Date Received _____ Chair Initials _____

Date Evaluated _____ Chair Signature _____

Department Head _____

Date Received _____ Head Signature _____

College P&T Committee _____

Date Received _____ Chair Initials _____

Date Evaluated _____ Chair Signature _____

College of Engineering Dean _____

Date Received _____ Dean Initials _____

Date Reviewed _____ Dean Signature _____

Provost _____

Date Received _____ Provost Initials _____

Date Returned to Dean _____ Dean Initials _____

Date Returned to Candidate _____ Candidate Signature _____

Rebuttal by Candidate: Yes No Candidate Signature _____



**Contract Status and Dossier Review Form
New Mexico State University**

Date _____ Banner ID _____ Name _____
 Department _____ Current rank _____
 Current rank held since _____ Number of years at NMSU _____
 Years of NMSU tenure track service _____ Years of prior service credit _____

Please complete Sections 1 and 2 if faculty member is being considered for Tenure and Promotion.

Section 1: Tenure or Contract Non-Renewal

Recommendation					Tenure	Non-renewal	Date
	Department Committee	Tally	Yes:	No:	Abstain:		
Department or Division Head	Signature:						
College Committee	Tally	Yes:	No:	Abstain:			
Dean or College President	Signature:						
Decision: Executive Vice President & Provost	Signature:						

Faculty signature acknowledgment of nonrenewal		Date	
Last working date (completed by department head)			

Section 2: Promotion for Tenure Track Faculty

Seeking promotion to Assistant Professor _____ Associate Professor _____ Professor _____

Recommendation					Approve	Not Approve	Date
	Department Committee	Tally	Yes:	No:	Abstain:		
Department or Division Head	Signature:						
College Committee	Tally	Yes:	No:	Abstain:			
Dean or College President	Signature:						
Decision: Executive Vice President & Provost	Signature:						

Effective date: 9-month employee, August _____ 12-month employee, July 1, _____

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5. Executive Summary
6. Curriculum Vitae
7. Performance Evaluations
8. Unit Mission Statements
9. External Review Letters
10. Supplemental Documentation
 - a. Tenure Workload Summary
 - b. Teaching and Advising
 - c. Funded Research, Scholarly and Creative Activities
 - d. Service, Extension and Outreach
11. Appendices

