

New Mexico State University
College of Engineering
Klipsch School of Electrical and Computer Engineering
Procedure and Criteria for Faculty Evaluation, Promotion, and
Tenure

Version history:

December 2019

Updates - March 2023

(Formatting changes, Link to College P&T schedule added, Tables expanded)

Updates - September 2024

(Clarification of departmental processes, updated link to college policy, clarification on the proposal activity metric,
clarification of source of P&T philosophy)

1 Introduction

This document explains the Promotion and Tenure policies and procedures for the Klipsch School of Electrical and Computer Engineering. The document is not intended to be a stand-alone document but rather as a supplement to the NMSU Administrative Rules and Procedures (ARP) found in Chapter 9 of the ARP (<https://arp.nmsu.edu>) and the College of Engineering Promotion and Tenure Policy (https://engr.nmsu.edu/_files/NMSU-CoEngr-PT-2022%20v.7.pdf). This document is intended to provide guidance on department-specific policies, procedures, and expectations. For any policies or procedures not explicitly described herein, it can be assumed that the department follows relevant college and/or university policies. In all cases of conflict, the university and college policies will supersede the department's policies. It is the responsibility of faculty members to review the procedures and policies of the department, college, and the university carefully.

2 Overview

The Klipsch School of Electrical and Computer Engineering is dedicated to serving the needs of the people of New Mexico through the land grant mission of New Mexico State University. In particular:

Education is recognized as the primary vehicle of success for persons of all backgrounds. The Klipsch School is dedicated to providing quality educational opportunities at the baccalaureate and graduate levels in electrical and computer engineering to prepare students for successful private industry, government, and academia careers. Students graduating with a bachelor's degree will have the technical, communication, and critical thinking skills and a dedication to lifelong learning necessary for a successful, fulfilling, and life-long career in electrical and computer engineering. Students graduating with an advanced degree will obtain the technical skills necessary for a successful career in research and development that is critical to maintaining the nation's technological lead.

Research is necessary for a strong educational program and contributing to the nation's world technological leadership. The Klipsch School will provide an environment that fosters world-class research involving faculty and students as a component of a comprehensive educational experience. Faculty and students will strive to stay abreast of and provide leadership in the technical areas of expertise within the Klipsch School through their research endeavors and dissemination of results and new knowledge by publishing results and attending regional, national, and international conferences. Research programs within the Klipsch School will enhance graduate classes, continually rejuvenate undergraduate teaching, provide enrichment of faculty, and provide well-trained personnel for the nation's national laboratories, universities, and industrial laboratories.

Outreach and Public Service is a major component of the land grant mission of New Mexico State University. Public Service can play a major role in the economic development of the local community, enrichment of K-12 education, and exposure of faculty to the demands, problems, and needs of the community. In addition, professional societies rely on public service from professionals in academia for many of their functions. Faculty are encouraged to seek opportunities to provide service to the local community, state and national government entities, and professional societies for the betterment of society and their own enrichment.

3 Strategic Goals for the Department

Goal 1: Enhance student success in ECE and facilitate social mobility

Goal 2: Elevated funded research and the associated scholarship

Goal 3: Amplify engineering extension and outreach

Goal 4: Build a robust ECE Department

4 P&T Philosophy

The ECE department relies on statements from the promotion and tenure guidelines from New Mexico Tech (<https://www.nmt.edu/academicaffairs/docs/policies/NMT-Appointment-Promotion-Tenure-Policy.pdf>). Particularly, the ECE department philosophy aligns with the following statements (all quotations taken from the New Mexico Tech policy):

- “Superior intellectual attainment, as evidenced in teaching and research or other creative achievements, is an indispensable qualification for appointment or promotion to tenure positions. Insistence upon this standard for holders of the professorship is necessary to maintain the Institute’s dedication to the discovery and transmission of knowledge.”
- “There should be evidence that the candidate is continuously engaged in creative activities of high quality and significance.” “Good professional standing is taken for granted, but indications of leadership are sought for promotion and tenure.”
- “The rank of Associate Professor requires evidence of significant past accomplishments and future promise. Such accomplishments must be distinctive and not merely average or adequate.”
- The rank of Professor requires evidence of sustained *distinctive accomplishments and exemplary leadership* while at the rank of Associate Professor ($\gtrsim 4$ years). The rank of Professor will not be granted simply for satisfactory performance while at the rank of Associate Professor.

5 Review and Update of Procedure and Criteria

This document will be reviewed by the faculty of the ECE Department every three years or the minimum revision period required by the University. If the policy should change during a faculty member’s pre-tenure period, the faculty member will be given the choice of selecting the one when he/she is hired or the most recent Departmental Promotion and Tenure Procedure and Criteria. A faculty member should inform the Department Promotion and Tenure Committee and the Department Head of which version of the promotion and tenure policy he/she decides to use.

6 Due Process

The Department Head will provide each new faculty member a copy of this Procedure and Criteria document upon hiring and provide the links to the College and University policy. In addition, faculty members eligible for promotion and/or tenure will be given a copy whenever the document is renewed. The document will also be posted on the departmental website.

7 Faculty Review Process

7.1 Annual Review

The annual review of faculty members will be done by the department head using evidence provided by the faculty in their Digital Measures profile, Personal Strategic Plan, Departmental ABET assessment system, and data provided by the Associate Dean of Research. The traditional areas of teaching, funded research, scholarship, and service are mapped to performance metrics that support the four goals of the ECE Department. This method allows a faculty member's contribution to be directly linked with the departmental, college, and NMSU LEAD 2025 strategic plan goals. The faculty contributions to each goal will be evaluated on a 0-4 scale and converted to an overall score on a 0-100 scale.

7.2 Annual Promotion and Tenure Reviews

Every spring, each faculty member at the rank of assistant professor or associate professor will submit a Promotion and Tenure Portfolio to the ECE Departmental Promotion and Tenure Committee for review. This review will be critical for assistant professors in determining contract extensions. For candidates not seeking tenure or promotion in the given year, the Committee will provide a Letter of Counseling describing the faculty member's progress toward tenure or promotion. For candidates seeking tenure and/or promotion in the given year, the Committee will vote on tenure or promotion and provide a letter of evaluation along with the numeric outcome of the vote. Candidates may choose not to submit a portfolio for annual review if they were granted tenure and/or promotion in the immediately preceding calendar year, but are welcome to submit one if they wish.

7.3 Mid-Probationary Review of Tenure-Track Faculty

Tenure-track faculty members must undergo a mid-probationary review under section 9.35, Part 3, of the Administrative Rules and Procedures of NMSU three years before evaluating their tenure document.

7.4 Post-Tenure Review

Per Section 9.36 of NMSU Administrative Rules and Procedures, the Department Head may initiate a Post-Tenure Review for Associate and Full Professors if, in his/her judgment, a professor shows a serious performance deficiency. The review will follow the procedures for annual review by the Department Head and Promotion and Tenure Committee.

7.5 Departmental Promotion and Tenure Committee

1. The Promotion and Tenure Committee will consist of five tenured professors from the Department and one associate professor (does not vote in cases for promotion to professor). Only professors with a five-year performance record strong enough to support their current rank may serve on the Promotion and Tenure Committee.
2. Committee members will serve three-year staged terms.
3. If the Department has fewer than three eligible members, the Dean, with the approval of any eligible members, will appoint additional members from outside the Department to bring the total to three.

4. The chair of the P&T committee will be elected by the Committee at the first meeting each year, generally in early September. The Department Head will decide on voting ties.
5. Votes will be taken by secret written ballot (or appropriate confidential electronic method) and counted by the Chair of the Committee. All vote counts will be cited in the Committee report to the candidate.

7.6 Selecting the External Reviewers

The Department Head will solicit at least three external letters of evaluation for faculty members seeking promotion or tenure. The reviews will be selected from three names suggested by the candidate and three suggested by the Department Head. The reviews will cover only the research portion of the candidate's portfolio. Names appearing on the candidate's NSF - Collaborative and Other Affiliations form are not eligible to serve as reviewers. All letters from external reviewers will be placed by the Department Head into the candidate's tenure and/or promotion portfolio. The Promotion and Tenure Committee and/or the Department Head may wish to specifically address the content of certain letters, or parts of certain letters, in their review of the candidate. Unsolicited letters of assessment will not be considered by the Committee and thus should not be included in the portfolio.

7.7 Compilation of the Portfolio

All candidates undergoing annual promotion and tenure reviews (with or without notification from the Department Head) are responsible for compiling a portfolio consisting of the following items (see College Policy 4.7 Portfolio Preparation):

- An executive summary (item 5 in the college description)
- A curriculum vitae (item 6 in the college description)
- Performance evaluations (item 7 in the college description)
- Supplemental documentation (item 10 in the college description)
- Appendices (as needed, item 11 in the college description)

These materials should be combined into a single portfolio document which will be emailed to the Department)Promotion and Tenure Committee chair. The Committee chair will then disseminate the portfolio to the Departmental Committee through official NMSU email and/or via approved NMSU storage such as OneDrive or SharePoint. The compiled portfolio is the single document that the Departmental Committee will use for assessment; as such, the candidate should carefully review all related policies and procedures regarding portfolio preparation for the department, college, and university to ensure that all relevant information required for assessment is included and clearly described. It is the candidate's responsibility to ensure that the portfolio is complete, accurate, organized, and submitted to the Department Committee on a timely basis (see also Section 9 P&T Timeline). The Department Committee is under no obligation to review or consider materials that the candidate wishes to add, delete, or modify after the submission deadline. At the discretion of the Department Committee, additional information may be requested from the candidate in writing, although it is the candidate's responsibility to ensure that all relevant information necessary for a thorough review is clearly included in the portfolio at the time of submission.

For candidates who choose to formally request consideration of tenure and/or promotion (after being notified of eligibility by the Department Head), subsequent submission will be administered through the Watermark system (or whatever current system is in use by NMSU) and subject to the full portfolio preparation requirements outlined in the College Policy 4.7 Portfolio Preparation. The Departmental Committee will review the full portfolio and revise their letter of recommendation as needed based on information contained in the full portfolio.

8 Evaluation of Faculty Performance

All candidates are expected to perform at a high level in the areas of Teaching, Scholarship, Funded Research, and Service as they are related to the Department, College, and University goals. In addition, a candidate is expected to define excellence in one or more of the areas of Teaching, Scholarship, and Funded Research and provide compelling evidence that the candidate has achieved this level of performance.

For promotion to professor, a candidate must document a strong record of **leadership** across all four Departmental Goals. Per university policy (ARP 9.33 Faculty Promotion and Tenure: The Professorial Ranks), an associate professor may present a portfolio for promotion to full professor in any given year (subject to the departmental and college timeline). However, in recognition that promotion to full professor requires the candidate to demonstrate *sustained* distinctive accomplishments and exemplary leadership, it is expected that candidates will likely need at least 4 years to demonstrate readiness for promotion from associate to full professor. It should be noted, however, per university policy (ARP 9.33 Faculty Promotion and Tenure: The Professorial Ranks), that promotion to professor is not awarded merely because of years of service.

The Departmental Committee will assess candidates according to the metrics described in Table 1.

9 P&T Timeline

Departmental deadlines are specified as

- February 1: Department Head notifies faculty members who are eligible for promotion and/or tenure review that year (for formal tenure and/or promotion reviews only).
- March 1: **All** assistant and associate professors (regardless of eligibility to formally apply for tenure and/or promotion that year) submit portfolio to Department Promotion and Tenure Committee for annual review.
- May 1: Department P&T Committee forwards letter of counseling or letter of recommendation to Department Head.
- May 30: Department Head informs candidate of Departmental Committee's recommendation.
- August 1: Candidate forwards final portfolio and list of suggested external reviewers to Department Head (for formal tenure and/or promotion reviews only).

All subsequent deadlines follow that specified in the college policy. As an additional guide, flowcharts of review processes are illustrated in Figure 1.

Table 1: Departmental P&T Metrics

Goal	Evaluation Metrics
Student Success	Assessment of Teaching (three methods, feedback-action) Utilization of Learning Management System Recruitment efforts (Grad and UG) Student Engagement (Ph.D., MS, and UG) ABET- Assessment Related proposal activity (Expenditures and level of activity)
Research	A broad portfolio of funded research, including awards from nationally competitive sources Expenditures (Goal - \$200k/year) Proposal Activities (Expenditure amounts and categories are commensurate proposal activities and goals) Funded Post-Docs Scholarly Work (Peer comparison by rank and area) Nationally recognized research program for promotion to associate professor. Internationally recognized research program for promotion to professor.
Outreach	Outreach Activities Professional Activities (Editorial activities) Participation in Distance Education Other
Strong University	ECE Service (Committee work - consideration for the rank of Professor requires leadership of major departmental activities) ECE participation (Attend meetings, contribute to the Department, major contributions to ABET assessment) College - University Service (Committees and assignments) Other

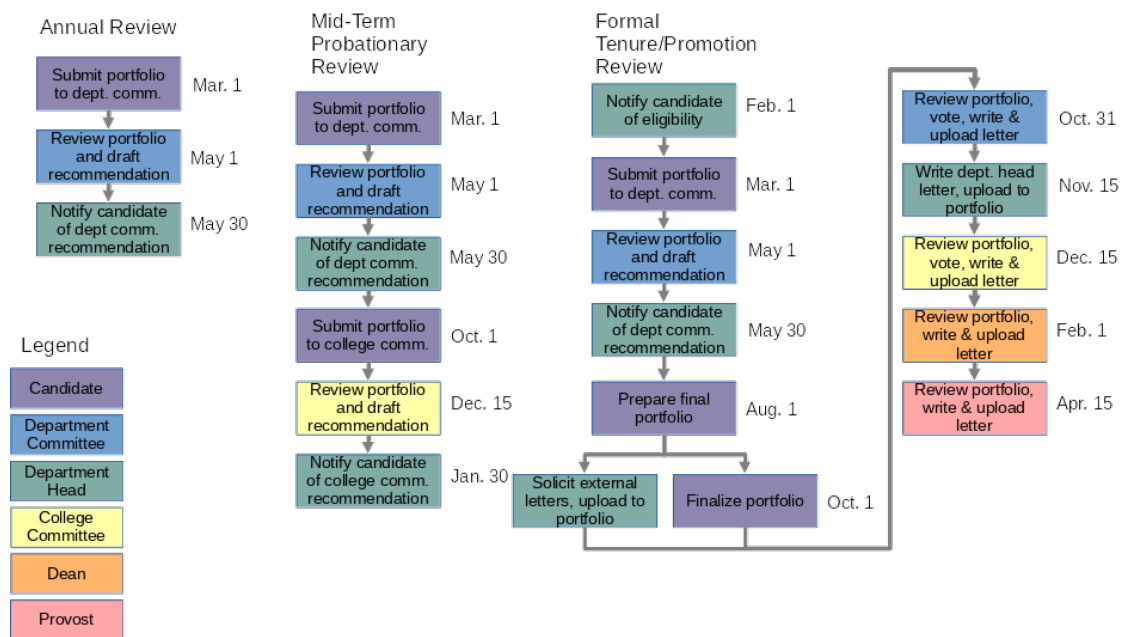


Figure 1: Flowcharts of review processes.