

# **NEW MEXICO STATE UNIVERSITY**

## **COLLEGE OF ENGINEERING**

### **PROMOTION & TENURE POLICIES AND PROCEDURES**

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Three Year Update  
Version 7.0



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# 1. Introduction

New Mexico State University's Promotion and Tenure (P&T) Policy (*NMSU Policy Manual Section 5.90*) addresses the question of promotion and tenure across the principal units that comprise NMSU. The University's P&T Policy relies on the four types of scholarship defined by Ernest L. Boyer (1990) in *Scholarship Reconsidered*. The University's policy specifically addresses faculty roles in Teaching & Advising, Scholarly & Creative Activity, Extension, Outreach & Service and Leadership. NMSU's 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 the units' path to excellence.

This document focuses on the specific faculty evaluation (both P&T and annual) 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 purpose of this document is to explain the P&T and Annual Performance Evaluation policies and procedures for New Mexico State University's College of Engineering in a manner that will promote clarity, transparency, fairness and promote faculty participation. It is not intended to be a stand-alone document, but rather as a supplement to the *NMSU Policy Manual* for faculty in the College of Engineering. In a similar manner, the P&T manuals from each of the departments within the College of Engineering supplement this document. The philosophy and requirements for P&T within the College are derived from the relevant sections of the *NMSU Policy Manual Section 5.90*. This document shares the glossary definitions found in *Section 5.90.2 of the NMSU Policy Manual*. In all cases of conflict, the University policy will supersede the policies of the college or departments. Figure 1 illustrates the relationship among the various P&T documents.

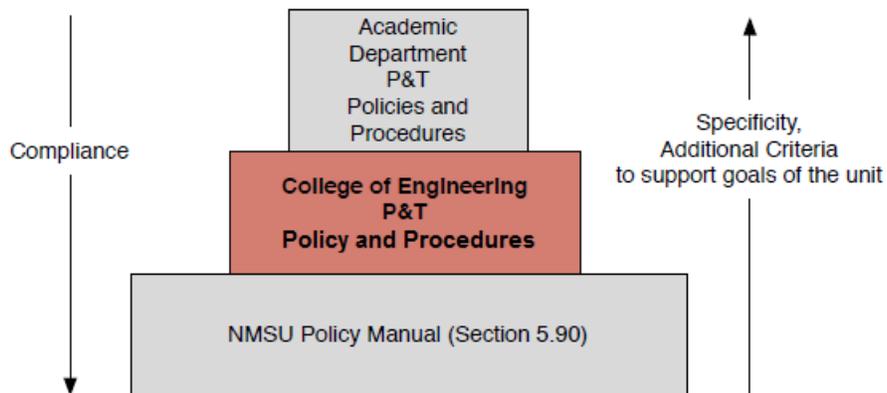


Figure 1

The Allocation of Effort Agreement and the Faculty Annual Performance report are integrated into the P&T process to assure that each faculty member is assessed in a consistent manner using open and agreed upon metrics. Both of the documents are required of each faculty member each year,

regardless of rank, and become part of the P&T portfolio, including the documents used for post tenure review.

The responsibility for the maintenance of this document shall rest primarily with the College of Engineering's P&T Committee. This document will be reviewed and updated at least every three years by a committee consisting of the dean and the members of the College's P&T Committee. The department heads and directors will provide the second level of approval with final review of this documentation resting with the tenure and tenure-track faculty of the college. If substantial changes are made to the College's P&T document during a faculty member's pre-tenure or pre-promotion period, the faculty member may select one of the policies for evaluation purposes.

## **2. Guiding Principles**

### **2.1. Faculty Participation**

The selection and retention of faculty members is the utmost importance to the quality of the university, the achievement of university goals, and the future of the institution. To ensure a fair process, it shall be the policy of the University and the College of Engineering to allow faculty members, of higher rank than the candidate, to vote on the promotion or tenure of department colleagues, exercising collegial judgment based on an established set of criteria (*NMSU Policy Manual 5.90.3.1*).

### **2.2. Transparency of Process**

To promote the transparency of the process, each principal unit (the College of Engineering and the College of Engineering's academic departments) shall post on its website its written policy document aligned with the Guiding Principles, Criteria, and Policies outlined in the *NMSU Policy Manual (5.90)*. The College of Engineering's website and the College of Engineering's academic departments' websites will contain links to the University's promotion and tenure documents. The College of Engineering's website will contain links to the University's P&T documents, as well as to each of the College of Engineering's academic department's websites. In addition, each College of Engineering's academic department shall post on its website its current statement of goals, objectives, and expectations as they relate to P&T. These goals, objectives and expectations shall be agreed upon by the faculty in each department and approved by the dean. A written copy of the College of Engineering's P&T policy and the relevant academic department's P&T policy will be given to all tenure-track, tenured, college and research faculty who are eligible for consideration for P&T.

### **2.3. Conflict of Interest**

The conflict of interest policy for the College of Engineering follows that of the University described in the *NMSU Policy Manual Sections 3.19 – 3.22*.

### **2.4. The Professorial Ranks (NMSU Policy Manual 5.90.3.5)**

The professional ranks in the College of Engineering parallel those described in the *NMSU Policy Manual Section 5.90.3.5*.

### **2.5. Flexibility in Tenure Track (NMSU Policy Manual 5.90.3.6)**

The College of Engineering's policy on flexibility in tenure track follows the policy described in the *NMSU Policy Manual Section 5.90.3.6*.

**2.6. Mid-Probationary Review (NMSU Policy Manual 5.90.3.7)**

Tenure-track faculty members may request a formal mid-probationary review by the College of Engineering's P&T Committee as well as from the P&T Committee for the candidate's home department. See *NMSU Policy Manual 5.90.3.7* for details.

**2.7. College and Research Faculty (NMSU Policy Manual 5.90.3.8.3)**

The College of Engineering will evaluate college faculty in accordance with the guidelines presented in *Section 5.90.3.8.3 of the NMSU Policy Manual*.

**2.8. Extension of the Probationary Period (NMSU Policy Manual 5.90.3.6.2)** Candidates may temporarily suspend the promotion and tenure time process in accordance with *Section 5.90.3.6.2 of the NMSU Policy Manual*.

**2.9. Confidentiality**

All materials pertaining to a candidate's P&T process will remain confidential. The chain of responsibility, with respect to confidentiality, for a candidate's material begins with the chair of the departmental P&T Committee who is responsible for the materials while those materials are under review at the department level. Once the portfolios are forwarded to the college level, confidentiality will be ensured by the dean and the chair of the College P&T Committee.

## **3. Evaluation of Faculty**

**3.1. Allocation of Effort Agreement**

The amount of effort that faculty members, regardless of rank or position, devote to the various aspects of their duties necessarily varies, and any fair P&T process will recognize these variations. A successful process considers whether the faculty member is effectively serving the missions of the University, College and Department as defined by agreed upon expectations and goals. Variations in a faculty member's efforts from year to year must be taken into account during any evaluation (both Annual Performance Evaluations and evaluation for P&T). Guidelines for the Allocation of Effort agreement and a sample agreement form is provided in Appendix A.

Each year, an Allocation of Effort Agreement is made between the department head and each faculty member. This document outlines the goals and expectations for the upcoming year in the areas of Teaching & Advising, Externally Funded Research, Scholarly & Creative Activities, Service - Extension - Outreach. The Allocation of Effort Agreement document also provides guidelines for the distribution of effort for faculty of each rank. In the event that an agreement cannot be reached, the dean will facilitate the final assignment of an allocation of effort. Appeals will be handled with the process outlined in *Section 5.90.5.1.2 of the Policy Manual*. In all cases, the total percentage must be 100%. For the purpose of P&T evaluations, the metrics in Appendix C are scaled to account for Allocation of Effort above the baseline values. College faculty in all programs may have a 0% allocation of effort in the categories of Scholarly & Creative Activities or Externally Funded Research because college faculty are frequently called upon to devote a large percentage of their time to Teaching & Advising.

Research faculty in all programs may have a 0% allocation of effort in the category of Teaching & Advising because research faculty are frequently called upon to devote a large percentage of

### **3.2. Annual Performance Evaluation**

The Annual Performance Evaluation is a component of the P&T process and is tightly coupled with the strategic plan of the College of Engineering while allowing for the flexibility suggested by the Boyer model of scholarship. This multi-layered evaluation system relies on consistency at each level of review. The performance of each faculty member, including college faculty and research faculty, will be reviewed each year. The Annual Performance Evaluation provides documentation of the faculty member's progress toward fulfilling the expectations and goals agreed upon for the previous year. The Standard Faculty Evaluation Form, used by the academic departments in the College of Engineering for performance evaluation, is presented in the Appendix.

All faculty in the College of Engineering will undergo an Annual Performance Evaluation each January. The evaluation will be based on:

- 1) Progress made towards the goals set forth in the Allocation of Effort Agreement, including a written statement submitted by the faculty member detailing and citing accomplishments (see Section 4.1).
- 2) Information included in the Annual Faculty Evaluation Form provided by the College of Engineering.
- 3) Feedback from the Departmental P&T committee concerning the progress that the candidate has made towards the next rank. Each tenure track faculty member must submit her/his P&T packet to the Department committee on an annual basis.

The Annual Faculty Performance report is completed by each faculty member and submitted to the department head no later than the start of the spring semester. Departments may set an earlier due date for this document. Each faculty will meet with the department head early in the spring semester to discuss her/his evaluation and her/his progress towards promotion or tenure. The department head will provide the faculty member with a written copy of her/his review. This review will include specific commendations, concerns and recommendations for each of the performance areas and a separate statement pertaining to the faculty member's progress towards P&T or post tenure review. Faculty have the opportunity to provide a written response to the evaluations. The responses must be submitted no later than 1 March. The department head is responsible for providing the dean with a written statement verifying the evaluation process for each faculty member and providing the dean with a copy of the Annual Performance Evaluation for each faculty member.

## **4. Criteria for Promotion and Tenure**

The criteria for P&T support the vision of the University and the strategic plan of the College of Engineering. The College of Engineering's criteria allow for variations in faculty

allocation of effort and provide a clear picture of the expectations and goals the College has for faculty seeking P&T. Faculty will be evaluated in the general areas of 1) Teaching & Advising, 2) Funded Research, 3) Scholarly & Creative Activities, 4) Service, 5) Extension & Outreach, and 6) Leadership.

Funded Research (an aspect of the scholarship of discovery) is an important ingredient in the training, development and instruction of future engineers. Research also is closely connected to the teaching mission of the College of Engineering. Therefore, Funded Research is separated from Scholarly & Creative Activities in the evaluation of faculty within the College of Engineering. In *Scholarship Reconsidered, Priorities of the Professorate*, Boyer examines the trend in higher education that force faculty to concentrate on research at the expense of teaching.

In contrast, the NMSU College of Engineering expects faculty to excel in the areas of Teaching, Research and Scholarly & Creative Activities.

In support of the Boyer model as well as the strategic plan of the College of Engineering, it is expected that Teaching & Advising, Funded Research, Service, Extension & Outreach activities all contribute to Scholarly & Creative Activities. For example, a peer-reviewed publication appearing in a highly competitive journal will carry equal weight whether it is produced from innovative methods introduced in the classroom or as the result of more traditional laboratory or field research. The same holds true for Service and Extension & Outreach activities.

In order to provide consistency from year to year in the P&T evaluation process and to support the College of Engineering's strategic plan, suggested metrics for Teaching & Advising, Funded Research, Scholarly & Creative Activities, Service, Extension & Outreach and Leadership are provided in Appendix B. These metrics provide the faculty with a clear view of the College's expectations. The following subsections provide further details about the expectations of faculty members working towards P&T within the College of Engineering. Faculty are expected to strive for excellence (exceeding metrics) in all categories of evaluation to achieve P&T.

### **4.1 Teaching & Advising**

The College of Engineering requires faculty members to be committed to continually improving their teaching effectiveness and to be updating of the content of their classes in the pursuit of excellence in teaching. For the evaluation of teaching, candidates should provide compelling evidence that they have actively pursued excellence in teaching. All engineering faculty are expected to use state-of-the-art teaching methods. In addition, faculty should participate in advising duties as outlined below and in their department's P&T documentation.

Each faculty member should provide evidence that she/he is continuously striving to improve her/his teaching effectiveness. The following items should be included in the portfolio:

1. Summary of student evaluations with a list of actions taken by the faculty member for improvement;
2. Outside evaluations (administrative or peer) with a list of actions taken by the faculty member for improvement;
3. Evidence of techniques used to improve student learning;
4. Other (Teaching awards, etc.).
5. Faculty are expected to contribute to the curriculum of the department.

These contributions are measured by:

- a. New course development;
  - b. Number of courses taught;
  - c. Number of capstone class SCH taught;
  - d. Distance education courses taught;
  - e. Laboratories taught and supervised.
6. Faculty are expected to provide mentoring and guidance to both undergraduate and graduate students. This is measured by:
    - a. The number of undergraduate URA's (Undergraduate Research Assistant) and honors theses;
    - b. The number of MS students working on theses and technical reports;
    - c. The number of PhD students working on dissertations;

#### **4.2 Funded Research**

Funded research is vital to the success of the College of Engineering. Research activities are defined to be those that can support the general advancement of knowledge in any of the areas aligned with the department, college and University goals and objectives. Often this support is in the form of research grants, contract, or internal support. Proposals to fund new curricula or laboratories, support graduate students pursuing scholarly and creative activities or that develop innovative new ways of providing outreach to the public are considered equally valuable.

Each faculty member should provide evidence that she/he is building a vibrant and sustainable research program. The following items should be included in the portfolio:

1. Funding period of the proposal/grant;
2. Title;
3. Faculty member's role (PI, Co-I, etc.);
4. Total dollar amount;
5. Amount attributed to the faculty member;
6. Name of funding agency;
7. Funding status (funded, pending or not accepted).
8. Level of support for student research assistants

Awards received as a result of any of the above mentioned activities are recognized as valuable indicators of success in this category.

### **4.3 Scholarly & Creative Activities**

Scholarly & Creative Activities are the most important indicators that a faculty member is active in a given field(s). The primary result of Scholarly & Creative Activities in engineering are publications. It is essential that faculty members regularly generate technical reports and/or attend scholarly conferences and publish in proceedings to complement the research/creative activity. Suggested guidelines for these outputs are given in Appendix C.

Each faculty member should provide evidence that she/he actively participating in Scholarly & Creative Activities. The following items should be included in the portfolio:

1. Peer-reviewed journal and conference papers, including a record of citations (Faculty are encouraged to highlight publications that have students as authors.);
2. Patents;
3. PhD dissertations;
4. MS thesis or technical reports;
5. Conference presentations, papers and attendance;
6. Book publications;
7. Other materials that the candidate's department P&T policy specifies as contributing to the goals and objectives of the department.

### **4.4 Service, Extension & Outreach**

Service, Extension & Outreach form the third component 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 and Extension & Outreach. Faculty are required to provide evidence of their activities in the areas of Service and Extension & Outreach

#### **4.4.1 Extension & Outreach**

Several principal units, centers and institutes have extensive Extension & Outreach directed towards a wide variety of external constituencies. Examples in the College of Engineering include the Manufacturing, Technology and Engineering Center (MTEC), the Pre-Freshman Engineering Program (PREP), the BEST robotics program and the Institute for Energy and the Environment (IEE). Several externally funded programs are focused on K-12 STEM programs in the public schools. Engineering faculty are encouraged to provide support and expertise through these centers, institutes and programs. These activities are an important part of the University's role in assisting the citizens of the state of New Mexico to aspire to higher education, specifically engineering.. Faculty participation in these activities should be included in the Allocation of Effort Agreement and subsequently in the P&T evaluation.

The Annual Performance Evaluation takes into account the many activities faculty can perform in Extension & Outreach. Although junior faculty in the PhD-granting departments are not expected to participate in these activities, mid-career and senior faculty can provide leadership through these activities. Scholarly and creative activities may result from faculty participation in extension and outreach.

#### **4.4.2 Service**

Faculty members, particularly senior faculty, are expected to provide service to the University and community at large. 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 department, college, and university levels as outlined in Appendix C. Membership and significant activity in a professional organization representing a faculty member's discipline is valued. Service excellence includes becoming an officer and/or serving on technical committees for professional/governmental organizations. Other examples of valued professional service include, but are not limited to, establishing cooperative university/industry programs, development of short courses, seminars, and/or technical conferences, participation in proposal review panels and editorial work for professional journals.

#### **4.5. Leadership**

Faculty members, particularly senior faculty, are expected to provide leadership to the University and community at large.

##### **4.5.1. Leadership in Teaching and Advising**

A candidate demonstrates leadership in teaching and advising through activities such as:

1. Mentoring junior faculty, graduate and undergraduate students;
2. Voluntarily teaching service classes;
3. Sharing teaching techniques with colleagues;
4. Taking on additional, special, and/or overload teaching assignments to assist in meeting department core educational needs.

##### **4.5.2 Leadership in Research, Scholarship and Creative Activities**

A candidate demonstrates leadership in research, scholarship and creative activities through activities such as:

1. Mentoring junior faculty and students who are not a faculty member's assigned advisees;
2. Effective leadership in multi-investigator teams, including a research cluster;
3. Effective participation in a multi-investigator proposal team;
4. Developing shared research laboratory capabilities.

##### **4.5.3 Leadership in Service, Extension and Outreach**

A candidate demonstrates leadership in service, extension and outreach through activities such as:

1. Quality and dependability of committee work;
2. Chairing department committee
3. Taking on administrative activities;
4. Volunteering to develop department service activities;
5. Taking an active role in recruiting and retention activities;
6. Demonstrating effectiveness as a coordinator.

#### **4.5.4 Leadership in Departmental Operations**

A candidate demonstrates leadership in departmental operations activities such as:

1. Demonstrating a positive return on investment for start-up packages, seed funding, or matching funding;
2. Developing efficient working relationships with department support staff;
3. Demonstrating responsiveness to department requests for information;
4. Exhibiting visibility, availability, and engagement with department peers and students;
5. Developing resources to assist in supporting department teaching and advising, research, creative and scholarly activity, service, extension and outreach activities.

## **5. Policies**

Departments are required to use similar procedures that are consistent with *Section 5.90 of the NMSU Policy Manual* with adaptation for the needs of the individual departments.

### **5.1 Implementation of the Promotion and Tenure Process**

This section describes the appointment of members to the Promotion and Tenure Committees at the College and Department levels. Departments are permitted to make specific changes to cover their specific situations. The following section apply to a *Standard Committee*. This is defined as the committee reviewing the P&T portfolios of tenure-track or tenured candidates. Section 5.1.1.2 describes how the *Standard Committee* will be augmented for candidates in the College or Research tracks.

#### **5.1.1. College-Level Policies Committee**

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

##### **5.1.1.1. Number of Members**

The College P&T Committee shall be composed of six or seven (See Section 5.1.1.2 for criteria on the seventh member) members, with no more than two members representing a single department. The members shall be drawn from departments within the College of Engineering as 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 construct a committee consistent with the procedures outlined in the *NMSU Policy Manual*.

##### **5.1.1.2. Qualification of Members**

Six of the faculty members serving on the P&T Committee shall hold the rank of professor with tenure in their home departments. The optional seventh member will hold the rank of College Professor or Research Professor, and will be allowed to vote in cases where the promotion of a college or research faculty member is being considered for promotion. The seventh member will only be "activated" when college or research faculty member will be reviewed. None of the members of the College P&T Committee shall hold an administrative appointment at the department head level or higher. Committee members will not vote on candidate from their home departments. However, they are encouraged to participate in the deliberations.

### **5.1.1.3. 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. This election will take place each April. The term of service shall be for three years. Faculty can be re-elected to no more than three consecutive terms as long as there is a sufficient pool of candidates for the election. The term of service begins on July 1 following the college-wide election. The terms of service shall be staggered so that no more than one third of the members are replaced each year.

A committee member representing the college and research faculty will be elected to a three year term in April. This member shall be elected by secret ballot for the college and research faculty in the College of Engineering.

### **5.1.1.4. 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 college and 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. The replacement term shall not count against the count of consecutive terms described in Section 51.1.3 of this document. An analogous system will be used for the replacement of the committee member representing the college and research faculty.

### **5.1.1.5. Committee Chair**

At the beginning 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 communications with the 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 for each of the P&T areas for each candidate. Both the majority and dissenting opinions should be included;
4. Maintaining communication with the Dean of Engineering on matters related to the Committee.

### **5.1.1.6. Normal Operations**

1. The dean is permitted to meet with the P&T Committee;
2. All deliberation and voting for P&T will be conducted in a closed session consisting exclusively of the committee members;
3. All committee voting must be done "live." In absentia or proxy ballots are NOT allowed. However, electronic conferencing is permitted;
4. The Dean's Office will provide each candidate with feedback from the P&T process. This includes, but is not limited to, numerical vote counts and the letters of recommendation from the committees (department and college), the department head and the dean;

5. The College will solicit sample portfolios from successful candidates. These will be made available to current candidates;
6. Evaluators may request additional information from the candidate. These requests must be made in writing and will be transmitted through the Dean's Office;
7. Candidates are responsible for reviewing all the material in their portfolios prior to the start of the review process;
8. Unsolicited materials, including recommendation letters, may be considered in the review process;

## **5.1.2. Department Level Policies and Committees (See University Policy)**

### **5.1.2.1. Department Committee**

Based on the model of the College of Engineering's P&T Committee, the individual departments within the college should develop a similar structure for the department P&T committee that is also consistent with the *NMSU Policy Manual*. Recommendations for the department 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 create written policies and procedures to codify their individual circumstances. Department policies and committees must follow the guidelines of the University and College.

### **5.1.2.2. Nominal Structure**

The department P&T 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 Section 5.90 of the *NMSU Policy Manual* and fall within the guidelines established for the College of Engineering. The committee members must meet the following requirements:

1. The committee members must hold continuous contracts within the department except for the representative of the college and research faculty;
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. In order to review a promotion application, a committee member must hold a rank equal to or higher than the rank to which the candidate is seeking promotion;
5. A provision is to be made for any eligible faculty member to be a member of the committee;
6. Committee members will be selected by secret ballot cast by all tenured and tenure track faculty members within the department;
7. Term limits and the method by which the committee chair is selected will be addressed by the individual departments;
8. If there are an insufficient number of eligible faculty members to serve on the committee, the department head shall build a committee consistent with the procedures outlined in the *NMSU Policy Manual*.

### **5.1.2.3. Committee Chair**

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 for each of the P&T areas for each candidate.

Both the majority and dissenting opinions should be included;

4. Maintaining communication with the department head on matters related to the Committee;
5. Providing a written evaluation of a faculty member's portfolio on an annual basis (in accordance with the department's policy).

#### **5.1.2.4. Non-tenured and/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 department head supports the application for promotion and/or tenure. When the department head is non-tenured and/or an associate professor, the dean will appoint a department head, with the rank of professor, to undertake all the activities normally associated with the departmental head in the P&T process. This includes writing the letter of evaluation and the soliciting the external letters of review.

#### **5.1.2.5. External Committee Members**

When the minimum number of faculty is not available within a department, the department 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 of the department needing the augmented committee and approved by the dean of the college and the department head of the proposed external member.

#### **5.1.2.6. Department Policies**

Each department shall have a written policy for promotion and for tenure. This policy shall be developed in accordance with the University and College promotion and tenure policies. It shall include criteria and procedures for P&T. The department's criteria and procedures shall be determined by the faculty and department head subject to approval by the College Dean.

### **5.1. Roles and Responsibilities during the Promotion and/or Tenure**

The following responsibilities are taken from *Section 5.90.5.3 of the NMSU Policy Manual*.

#### **5.1.1. Candidate**

1. Maintains a curriculum vitae and a cumulative personal record of the activities and accomplishments affecting the application for promotion and/or tenure;
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. In accordance with college procedures, Tenure-track faculty may request the mid-probationary review and provide materials for that review;
4. Provides the department head with a written list of potential outside references from which letters of evaluation may be requested;
5. Requests extensions of the probationary period in accordance with *Section 5.90.3.6.2*;
6. In accordance with *Section 5.90.5.6*, requests that the review process be terminated at any time prior to review by the executive vice-president and provost.
7. A spring review by the department promotion and tenure committee is required for all tenure-track faculty.

#### **5.1.2. Department Head**

1. Establishes and monitors a process for tenured and senior faculty to mentor the candidate in developing the best case for promotion and/or tenure;
2. Provides leadership to the department faculty in the collaborative writing and maintenance of department promotion and tenure policy;
3. Provides initial information, timelines, and copies of all written guidelines regarding promotion and tenure expectations and policies to all new and continuing faculty members on a regular basis. Informs tenure-track faculty of the rights to due process, appeal and informal processes for conflict resolution in promotion and tenure;
4. In the annual performance reviews of tenure-track faculty, includes written details relating to assigned duties (i.e., the teaching and advising [or its equivalent], scholarship and creative activity, service, extension and outreach and apportionment). The reviews also include separate statements addressing progress toward tenure and toward promotion including steps that should be taken to strengthen the faculty member's case;
5. Provides leadership in establishing agreed upon department guidelines for an annual review of tenure-track faculty by the department's promotion and tenure committee. This review is separate from, and independent of, the department head's annual review of each faculty member;
6. Assists tenure-track faculty who have completed five academic semesters or its part-time equivalent in preparing for an optional mid-probationary review;
7. In mitigating circumstances, explores with the candidate the need for a time extension (See *Section 5.90.3.6.2*). With the approval of the candidate, seeks permission from the dean to extend the probationary period;
8. Provides assistance and guidance to faculty who are applying for promotion and/or tenure. Reviews the portfolio of applicants and, where needed, makes recommendations for improvement;
9. Ensures that the department promotion and tenure committee submits annual recommendations for tenure and for promotion for all candidates;

10. Writes an independent evaluation/recommendation concerning each candidate's case for promotion and/or tenure in relation to the criteria for promotion and tenure. This recommendation may be in support of or against supporting either promotion or tenure, or both. The recommendation should address the strengths and weaknesses of the portfolio, as well as the level and nature of accomplishments of the candidate;
11. Provides candidates written copies of the recommendation of the department promotion and tenure committee and of the recommendation of the department head. This notification must occur annually and prior to sending the promotion and/or tenure application on to the dean and college promotion and tenure committee;
12. Solicits the external letters of review for the candidate using the procedures outlined in the *NMSU Policy Manual and Appendix D*.
13. Places the department head's recommendation in the candidate's portfolio.

#### **5.1.3. Department Promotion and Tenure Committee**

1. Examines the portfolio of each candidate on an annual basis;
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 department guidelines and forwards results of the review to the 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 department criteria. The committee will form a written evaluation of the candidate's performance in the areas of Teaching & Advising, Externally Funded Research, Scholarly & Creative Activities, Service, Extension & Outreach and Leadership with pertinent examples to support the evaluation and a description of the progress the candidate has made toward fulfilling **department specific criteria**.
6. Records in each candidate's portfolio the committee's vote totals. (See *NMSU Policy Manual Section 5.90.5.4.16*);
7. Places the committee's recommendation in the candidate's portfolio. This
8. Participates in the optional mid-probationary review process, providing formative feedback to candidates.

#### **5.1.4. College Promotion and Tenure Committee**

1. Examines the portfolio of each candidate, including the department head's letter;
2. Evaluates the candidate according to college 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. Makes recommendations to the dean pertaining to faculty members who are seeking promotion and/or tenure;
5. Records in each candidate's portfolio the committee's vote totals. (See *NMSU Policy Manual Section 5.90.5.4.16*);
6. Places the committee's recommendation in the candidate's portfolio;

7. Participates in the optional mid-probationary review process, providing formative feedback to candidates.

#### **5.1.5. Dean**

1. Ensures that a college-specific promotion and tenure policy is written and periodically revised and that the policy complies with University policy;
2. Ensures that each department has:
  - a. Current promotion and tenure guidelines that comply with college and university policies and that include the date of the version;
  - b. A mentoring process for tenure-track faculty;
  - c. A system of annual faculty performance evaluations;
3. Establishes a policy for the constitution of a college and research faculty promotion committee, developed with consultation of the college and research faculty;
4. Recommends extensions of the probationary period;
5. Provides oversight for the optional mid-probationary review program;
6. Independently recommends actions pertaining to promotion and tenure. To do this, considers:
  - a. The candidate's portfolio;
  - b. The recommendations of the department promotion and tenure committee;
  - c. The recommendations of the department heads;
  - d. The recommendations of the college promotion and tenure committee.
7. Notifies candidates, in writing, of the recommendations of the College Promotion and Tenure committee and of the dean. This notification must occur prior to sending the promotion and tenure applications and associated recommendations to the executive vice-president and provost;
8. Places the dean's recommendation in the candidate's portfolio;
9. Meets with the executive vice-president and provost regarding P&T cases.

#### **5.2. Balloting**

The members of the College P&T 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 portfolio can be used by a candidate to support both the promotion and tenure application if the applications for promotion and tenure are submitted at the same time. The ballots shall be marked in secret by each Committee member. In cases where a candidate for promotion and/or tenure is from the same department as a Committee member, then that Committee member shall recuse himself/herself from the ballot. Recusal shall also occur when there are cases of conflict of interest as specified in the appropriate section of the *NMSU Policy Manual* or, as deemed relevant, by the Committee member. A Committee member also may choose to abstain from voting on a candidate. Sample ballot forms are provided in Appendix D.

#### **5.3. Letter of Recommendation from the College Promotion & Tenure Committee**

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 the candidates considered and the disposition of their application;
2. A detailed result for each candidate including
3. A ballot decision for, against, recusing or abstaining from the application;

4. An evaluation by the Committee of the candidate's performance in the areas of Teaching & Advising, External Funded Research, Scholarly & Creative Activities, Service, Extension & Outreach and Leadership with pertinent examples to support the evaluation. Evaluations should be listed as "fair," "good," "very good" or "excellent" based upon the consensus of the committee;
5. Recommendations to the candidate for ways to strengthen the candidate's performance for the review at their next performance level.

#### **5.4. Portfolio Preparation**

The candidate is to prepare a portfolio based on the format described below. The portfolio will be assembled in a 1.5 inch, three ring binder with a cover sheet indicating the candidate's current rank, department and college. The College will supply tabs to identify and separate the sections indicated below.

1. College of Engineering Routing Form
2. Table of Contents
3. Dean's Letter (tab)
4. College P&T Committee's Letter (tab)
5. Departmental P&T Committee's Letter (tab)
6. Department Head's Letter (tab)
7. Executive Summary (tab)
8. Curriculum Vitae (tab)
9. Teaching Performance (tab)
  - a. Teaching summary (one page)
  - b. Documentation of teaching performance
10. Research / Scholarly and Creative Activities Performance (tab)
  - a. Research summary (one page)
  - b. Documentation of research / scholarly and creative activities performance (Section 4.1)
11. Professional Service (tab)
  - a. Professional service summary (one page)
  - b. Documentation of professional service (Sections 4.2 and 4.3)
12. Annual Performance Evaluations (tab) : including the allocation of effort forms, the goals and objectives forms, written statements submitted by the faculty as a part of the annual performance evaluation, the supervisor's written comments, and any response made by the candidate to the supervisor's written comments
13. Appendix (tab): External review letter and other supporting documentation

#### **5.5. Withdrawal**

This section follows from the *NMSU Policy Manual*:

1. A candidate may withdraw from consideration at any time prior to the final signature of the executive vice-president and provost. A candidate shall prepare a letter requesting withdrawal from further consideration. The letter shall be transmitted to the dean or comparable administrator. All documents shall be returned to the candidate and nothing relating to the application for promotion and/or tenure shall be placed in the candidate's personnel file;
2. If the candidate is in the fifth year of service, withdrawal from consideration for tenure must be accompanied by a letter of resignation submitted to the dean or comparable administrator

no later than the end of the fifth-year contract period. The resignation shall be effective no later than the end of the sixth-year contract period.

### **5.6. Outcomes**

This section follows from the *NMSU Policy Manual*:

1. For full-time tenure-track candidates:
  - a. If tenure is recommended, the executive vice-president and provost will send a Contract of Employment (Continuous Appointment) Form through the dean or comparable administrator and the department head to the candidate;
  - b. If tenure is not recommended, the department head will give a signed Contract Status Form to the candidate for signature acknowledging notification of non-renewal.
2. For part-time tenure-track candidates, in addition to the provisions for full-time tenure-track candidates:
  - a. If tenure is recommended, it is for the FTE as stated in the initial contract or as negotiated;
  - b. If tenure is not recommended, a faculty member has only one year of continued part-time employment beyond the denial.
3. For all candidates:
  - a. If promotion is recommended, the effective date is at the beginning of the ensuing contract year;
  - b. If promotion is recommended, it shall be the policy of the university that all promotions shall include a salary increase, irrespective of other salary increases;
  - c. In the case of a negative promotion decision, the Executive Vice-President and Provost will inform the candidate in writing;
  - d. The executive vice-president and provost is responsible for informing the President of the recommendations of the department head, college dean, or comparable administrator and the decision of the executive vice-president and provost;
  - e. The executive vice-president and provost will prepare an official list of promotion and tenure decisions for distribution to relevant deans, comparable administrators, the Vice-President for business and finance, and the assistant director of human resource services;
  - f. Tenure-track faculty members whose probationary contract is not renewed and who have another year before the termination of that contract do not submit a promotion and tenure portfolio during their final year. If the non-renewal is being appealed on the basis of failure to follow procedure or discrimination, then the appellant may complete a packet and have it held in suspension until the grievance is resolved. If the individual is successful in the appeal, the portfolio will be considered by the parties involved in the promotion and tenure process.

### **5.7. Appeals**

Appeals will comply with *Section 4.05.40 and 4.05.50 of the NMSU Policy Manual*.

## 5.8. Timeline for Promotion and Tenure

### NMSU College of Engineering - Promotion and Tenure

1-Aug	Department Head sends external reviewers an electronic copy of the candidate's portfolio and a copy of the College of Engineering P&T guidelines.
1-Oct	Department Head receives external reviews and incorporates the reviews into the portfolio. Department Head forwards the portfolio to the department P&T Committee.
21-Oct	Department P&T committee votes. Department P&T chair documents vote and incorporates the results into the portfolio.
1-Nov	Portfolio delivered to the Dean's office.
15-Nov	Department Head reviews and documents the review into the portfolio. Department Head informs the candidate of the department and Department Head recommendations.
20-Dec	College P&T review complete.
15-Jan	College P&T review sent to the Dean. Dean's office incorporates the review into portfolios.
15-Feb	Dean's review added to the portfolio and portfolios forwarded to the provost's office. Dean notifies candidates of recommendations by the Department Committee, Department Head, College Committee, and the Dean.
1-Mar	Annual P&T process initiated by: Portfolio of Assistant & Associate professors seeking promotion and/or tenure (candidates) submitted to Department P&T committee for review.
15-Mar	Department P&T Committee review submitted to the Department Head.
1-Apr	Department Head confers with faculty on Department P&T Committee review. Department Head submits the review to the Dean.
15-May	Department Head & candidate identify & agree on external reviewers for a formal P&T review during the subsequent academic year.

## **6. Post Tenure Review**

Tenured faculty will be reviewed yearly via the annual performance review process (mandatory for all faculty). If a tenured faculty member receives two successive unsatisfactory annual reviews with identified and uncorrected serious deficiencies, then the procedures outlined in *Section 5.87 of the NMSU Policy Manual* will be implemented.

## Appendix A: Allocation of Effort Form for the College of Engineering

### New Mexico State University College of Engineering Expected Allocation of Effort

This table is intended as the starting point for the annual negotiation between individual faculty members and their department head with respect to allocation of effort for the coming academic year. The values listed represent the typical effort expected of a productive faculty member. The department head and faculty member are expected to reach an agreement as to how the flexibility component is apportioned. Individual circumstances may allow the department head to adjust the values below.

Program	Category	Baseline Level of Effort		
		Assistant	Associate	Full
Engineering	Teaching and Advising	25%	25%	25%
	Scholarship and Creative Activities:			
	Scholarship/Creative Act.	20%	15%	15%
	Funded Research	20%	15%	15%
	Service, Outreach and Extension	5%*	10%	10%
	Flexibility	30.0%	35.0%	35.0%
<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>

	Category	Assistant	Associate	Full
		ET & Surveying	Teaching and Advising	75%
	Scholarship/Creative Activities	5%		
	Service	5%	25%	25%
	Outreach and Extension	5%		
	Funded Research	0%		
	Flexibility	10%	25%	25%
<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>
*Fixed contribution - not subject to adjustment for untenured assistant professors				

## Allocation of Effort

Faculty Member: \_\_\_\_\_

Rank: \_\_\_\_\_

The purpose of this document is to provide a method for faculty to document their goals, performance plans, and planned allocation of effort on an annual basis. Department heads and individual faculty will work collaboratively to insure that annual performance plans are on target for successful attain tenure and promotion. In addition, the department head will use this opportunity to align individual faculty goals with department goals and ultimately, the goals of the College of Engineering. To comply with NMSU policy, all faculty members must complete this document annually. Please list your goals, activities, and effort under each heading.

Allocation of Effort:

### Teaching and Advising: Teaching and Advising

\_\_\_\_%

# undergraduate classes: \_\_\_\_\_ total credit hours \_\_\_\_\_

# labs taught (not supervised, taught): \_\_\_\_\_ total credit hours \_\_\_\_\_

# graduate classes: \_\_\_\_\_ total credit hours \_\_\_\_\_

### Externally Funded Research:

\_\_\_\_%

List your planned proposals and research work.

### Scholarship and Creative Activity: Scholarship

\_\_\_\_%

Peer-reviewed publication titles planned for publication (tentative citations): \_\_\_\_\_

### Service, Outreach, Extension, and Leadership:

\_\_\_\_%

Significant service activities:

Activity \_\_\_\_\_ Dates \_\_\_\_\_ Role \_\_\_\_\_ Type (department, college, professional society, etc.)

Significant leadership activities (associate and full professors only):

Activity \_\_\_\_\_ Dates \_\_\_\_\_ Role \_\_\_\_\_ Type (department, college, professional society, etc.)

### Comments:

Signatures

Faculty member: \_\_\_\_\_ Date \_\_\_\_\_

Department head: \_\_\_\_\_ Date \_\_\_\_\_

Dean: \_\_\_\_\_ Date \_\_\_\_\_

**Appendix B: P&T Metrics**

	Suggested guidelines to be considered for Tenure/Promotion in CHME, CE, ECE, IE, and MAE	
	Assistant to Associate and consideration for tenure	Associate to Full Professor
<b>Required Outcomes</b>	<ul style="list-style-type: none"> <li>• Robust research program including scholarly activities and funded research.</li> <li>• High quality teaching</li> </ul>	<ul style="list-style-type: none"> <li>• Sustained growth in research productivity (leader of a nationally recognized program)</li> <li>• High quality teaching</li> <li>• Service to department and profession</li> <li>• Leadership within department and college</li> </ul>
<b>Teaching</b>	<ul style="list-style-type: none"> <li>• Sustained record of effective undergraduate <b>and</b> graduate teaching evidenced by:                             <ul style="list-style-type: none"> <li>• student evaluations</li> <li>• external evaluations</li> <li>• evidence of student learning</li> <li>• participation in professional development activities in teaching.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Sustained record of effective undergraduate <b>and</b> graduate teaching evidenced by:                             <ul style="list-style-type: none"> <li>• student evaluations</li> <li>• external evaluations</li> <li>• evidence of student learning</li> <li>• participation in professional development activities in teaching.</li> </ul> </li> <li>• Evidence of creative activities in teaching (ABET service, curriculum development, advanced teaching methods).</li> </ul>
<b>Research/ Creative Activity<sub>2</sub></b>	<ul style="list-style-type: none"> <li>• 5 peer-reviewed papers published or formally accepted or US patents issued. Journals must appear in the ISI or Web of Science database and reference NMSU as the author's institution. 2 of the 5 papers may be peer-reviewed 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, since their last promotion.</li> <li>• 2 MS degrees completed with Thesis <sub>1</sub></li> <li>• 1 PhD candidate passed qualifier</li> <li>• 6 external proposals/grants submitted as PI, including 4 to federal agencies, and at least one CAREER proposal.</li> <li>• Enough external funding to support 8 graduate student-years.</li> <li>• Other materials that the candidate's department P&amp;T policy specifies as contributing to the goals and objectives of the department.</li> </ul>	<ul style="list-style-type: none"> <li>• 5 years of service as an associate professor</li> <li>• 1.5/yr. rate for peer-reviewed papers published or formally accepted or US patents issued since last promotion. Journals must appear in the ISI or Web of Science database and reference NMSU as the author's institution. 40% of the papers may be peer-reviewed conference papers that appear in the above databases. At least 40% of the papers must be authored jointly with graduate students.</li> <li>• Total of 30 citations of scholarly publications in ISI or department approved Journals (cumulative).</li> <li>• Graduated at least 2 PhD students (cumulative).</li> <li>• Enough external funding to support 10 graduate student-years since last promotion.</li> <li>• Established proposals/grants record, as PI, worthy of national recognition.</li> <li>• Other materials that the candidate's department P&amp;T policy specifies as contributing to the goals and objectives of the department.</li> </ul>
<b>Service</b>	<ul style="list-style-type: none"> <li>• Service to profession (Proposal/paper review etc.)</li> <li>• Departmental committees</li> </ul>	<ul style="list-style-type: none"> <li>• Service to profession (Editorial, office-bearer etc)</li> <li>• Significant service to the College and NMSU as evidenced by letters of endorsement and leadership positions</li> <li>• Leadership in Departmental committees and activities</li> </ul>

**1. PhD students may be counted in place of MS students.**  
**2. Numeric values assume an equal allocation of effort for Teaching and Research/Creative Activities. These values will be scaled for other allocations or for "credit toward tenure" as agreed upon in the candidates offer letter.**

**Suggested evaluation form for Promotion and/or Tenure for Ph.D. granting programs.**

Suggested guidelines to be considered for Tenure/Promotion in CHME, CE, ECE, IE, MAE Departments		Assessment of <i>Name</i> for <i>Tenure/Associate/Full</i> <input type="checkbox"/>
	Assistant to Associate Professor and consideration for tenure	Associate to Full Professor
<b>Required outcomes</b>	<ul style="list-style-type: none"> <li>• Robust research program including scholarly activities and funded research.</li> <li>• High quality teaching</li> </ul>	<ul style="list-style-type: none"> <li>• Sustained growth in research productivity (leader of a nationally recognized program).</li> <li>• High quality teaching.</li> <li>• Service to Dept. and profession.</li> <li>• Leadership within Dept. and College</li> </ul>
<b>Teaching</b>	<ul style="list-style-type: none"> <li>• Sustained record of effective undergraduate and graduate teaching evidenced by:                             <ul style="list-style-type: none"> <li>- student evaluations;</li> <li>- external evaluations;</li> <li>- evidence of student learning;</li> <li>- participation in professional development activities in teaching</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Sustained record of effective teaching evidenced by:                             <ul style="list-style-type: none"> <li>- student evaluations; external evaluations;</li> <li>- evidence of student learning;</li> <li>- participation in professional development activities in teaching</li> </ul> </li> <li>• Evidence of creative &amp; leadership activities in teaching</li> </ul>
<b>Research &amp; Creative activity</b>	<ul style="list-style-type: none"> <li>• 5 ISI papers or patents, while at NMSU.</li> <li>• 2 MS degrees completed with Thesis.</li> <li>• 1 PhD candidate passed qualifier.</li> <li>• 6 proposals submitted as PI, 4 to Federal Agencies and at least 1 CAREER proposal.</li> <li>• Funding to support 8 grad student-years.</li> </ul>	<ul style="list-style-type: none"> <li>• 5 years as Associate Prof.</li> <li>• 1.5 ISI publications/patents per yr., since last promotion.</li> <li>• 40% of publications w/graduate students.</li> <li>• Total of 30 ISI or department approved non-ISI publication citations.</li> <li>• Graduated 2 PhD students (cumulative).</li> <li>• External funding to support 10 graduate student-years since last promotion.</li> <li>• Established proposals &amp; grants record as PI worthy of National recognition.</li> </ul>
<b>Service</b>	<ul style="list-style-type: none"> <li>• Service to profession.</li> <li>• Departmental committees</li> </ul>	<ul style="list-style-type: none"> <li>• Significant service to profession.</li> <li>• Leadership in Dept. committees and service</li> <li>• Significant service to the College, and NMSU as evidenced by letters of endorsement and leadership positions</li> <li>• Leadership in Departmental committees and service</li> </ul>

Suggested Guidelines to be considered for Tenure/Promotion in ET & Surveying Engineering Department	
Assistant to Associate and consideration for tenure	
Required Outcomes	<p>Candidate MUST:</p> <ul style="list-style-type: none"> <li>• Demonstrate proficiency in teaching within the core courses and labs of the relevant program curricula.</li> <li>• Show a record of appropriate teaching loads commensurate with ETSE allocation of effort requirements.</li> </ul>
Teaching (baseline 75% effort)	<p>For a minimum 75% teaching effort:</p> <ul style="list-style-type: none"> <li>• An average of 9 credits of lecture courses with accompanying labs are to be taught per semester.</li> <li>• Proficiency in teaching is to be exhibited within the core courses and labs of the major.</li> <li>• A sustained record of effective teaching is to be demonstrated via favorable department head's annual evaluations, departmental P&amp;T committee Spring Reviews, peer teaching reviews, and student course evaluations.</li> <li>• A sustained record of peer teaching reviews is to be exhibited for the three years (2 per year) prior to promotion/tenure. One (1) of the six (6) should be from a reviewer external to the department and two (2) must be for a lab course or equivalent.</li> </ul> <p>Additional teaching activities as negotiated (see below under Flexible category of effort).</p>
Service (baseline 5% effort)	<p>For a minimum of 5% allocation of effort:</p> <ul style="list-style-type: none"> <li>• Show active and sustained participation in departmental outcomes-assessment activities.</li> <li>• Show active and sustained participation in professional society activities.</li> <li>• Show active and sustained participation in at least one departmental, or college, or university committee.</li> <li>• Show active and sustained effort in student retention activities.</li> <li>• Show active and sustained effort in student advising.</li> </ul> <p>Additional service activities as negotiated (see below under Flexible category of effort).</p>
Outreach and Extension (baseline 5% effort)	<p>For a minimum of 5% allocation of effort:</p> <ul style="list-style-type: none"> <li>• Show active and sustained participation in COE outreach, extension or student recruitment efforts.</li> </ul> <p>Additional outreach and extension activities as negotiated (see below under Flexible category of effort).</p>
Creative Scholarly Activities (baseline 5% effort)	<p>For a minimum of 5% allocation of effort:</p> <ul style="list-style-type: none"> <li>• Display evidence of curricula development to include development of one (1) new course or redevelopment of at least one (1) existing course, and development of at least five (5) laboratory exercises.</li> <li>• Serve as lead author for a minimum of one peer reviewed journal (or conference proceedings) publication and two additional scholarly works.</li> <li>• Submit at least three grant proposals with at least one being an external proposal.</li> <li>• Document evidence of resources obtained for departmental benefit (maybe substituted for grant effort with approval).</li> </ul> <p>Additional scholarly activities as negotiated (see below under Flexible category of effort).</p>
Flexible (10% effort)	<p>As negotiated an increase in:</p> <ul style="list-style-type: none"> <li>• Teaching activities or</li> <li>• Service activities or</li> <li>• Creative Scholarly Activities or</li> <li>• Outreach and Extension activities or</li> <li>• Any combination of the above.</li> </ul>
Research (Optional)	<p>For a 25% research allocation of effort:</p> <ul style="list-style-type: none"> <li>• The equivalent of three peer reviewed (regional, national, or international) technical or educational publications, or conference proceedings publications (since appointment). A published textbook (or chapters) may be counted as a peer reviewed publication.</li> <li>• Sufficient external funding to cover research-related release time encumbered.</li> <li>• Sufficient external funding for three (3) years of support of one (1) full time undergraduate or graduate student.</li> </ul> <p>Additional research activities as negotiated.</p>

Promotion in ET & Surveying Engineering Department	
	Associate to Full Professor
<b>Required Outcomes</b>	Positive evidence of sustained excellence in teaching Demonstration of substantial command of field through teaching, service, scholarly activity, outreach & extension, and research (optional) Sustained record of appropriate teaching loads commensurate with E TSE "allocation of effort"
<b>Teaching</b> (baseline 50% effort)	Effective teaching demonstrated by teaching award or letters of support/recommendation, and favorable student and peer reviews. Evidence of continued professional development. * Other teaching activities approved by the department head
<b>Service</b>	Significant and sustained effort in seeking funding support and documented success in obtaining support that directly benefits the department (e.g. overhead dollars, equipment, scholarships, instruction materials, research, etc.). Leadership in activities in departmental outcomes-assessment activities (ABET). Leadership in activities in departmental recruitment and retention activities. Leadership in activities at the college and university level. * Other service activities approved by the department head
<b>Outreach and Extension</b>	Show active and sustained leadership participation in COE outreach, extension or student retention efforts. Demonstrate industry involvement in area of expertise (e.g. summer work) Leadership in regional or national professional activities. * Other outreach and extension activities approved by the department head
<b>Creative Scholarly Activities</b>	Equivalent of five (5) peer reviewed technical or educational publications, and/or conference proceedings. Evidence of leadership in curriculum development. * Other scholarly activities approved by the department head
<b>Total (25% effort)</b>	
<b>Flexible</b> (25% effort)	
<b>Research (Optional)</b>	For an equivalent of 25% research allocation of effort Equivalent of five (5) peer reviewed journal papers or technical reports, published or formally accepted; or US patents issued since last promotion (in lieu of the published requirements in the Creative Scholarly Activities category). Sufficient external funding to support five (5) student-years. Sufficient external funding to cover requested research-release time. Equivalent total of nine (9) citations of scholarly publications (cumulative). * Other research activities approved by the department head
	All guidelines are assumed to be "since last promotion"

**Appendix C: Sample P&T Ballots**

In the matter of the proposed action of granting <b>tenure</b> , I vote				candidate's name	
Yes		No		Recused	

In the matter of the proposed action of promoting to the position of <b>Full / Associate Professor</b> , I vote				candidate's name	
Yes		No		Recused	

## **Appendix D: External Letters**

### **External Evaluations for Promotion and Tenure – College of Engineering**

The NMSU Policy Manual requires external evaluations of each candidate's creative and scholarly work as part of the Promotion and Tenure process. The College of Engineering will use the following criteria in obtaining the external evaluations.

#### External Evaluators

1. Evaluators must not be associated with the NMSU system
2. Evaluators must not be former or current collaborators of the candidate
3. Evaluators must have a background appropriate to review the candidate's contributions

#### Selection of Evaluators

1. The chair and candidate meet and negotiate a final list of three evaluators.

#### Process

1. The chair contacts each of the evaluators and provides them with the candidate's P&T portfolio and the College P&T requirements
2. The chair instructs each evaluator to review the candidate's creative and scholarly contributions to the field
3. The chair instructs each evaluator to review the candidate's creative and scholarly work with respect to the College P&T guidelines

#### Dissemination of the Evaluation

1. The chair collects the evaluation letters from each evaluator
2. The chair inserts the evaluation letters into the candidate's portfolios

## **Appendix E: PhD Publications**

The NMSU College of Engineering requires Ph.D. students to meet the following guidelines. Only students that fulfill these guideline will be counted in the performance metrics.

**Preferred Publication:** At least one archival paper in one of the ISI Journals listed in the Web of Science, published or accepted for publication before the final defense.

**Alternative A:** At least two archival papers in approved non-ISI Journals, one published or accepted for publication, and another submitted before the final defense.

**Alternative B:** At least two oral presentations or posters at National/International Conferences, one of which has been submitted to an ISI or approved non-ISI journal before the final defense.

1. Department Heads establish “approved non-ISI Journals” and notify faculty
2. Advisors to notify candidates of this guideline upon their completion of the qualifier exam.
3. Candidate should be listed as the lead author/presenter in the publication(s)
4. Publication can be research, critical review, technical note, communication, or brief (not correspondence)