

New Mexico State University
Department of Geography

Functions and Criteria Statement

Policies and Procedures for Faculty Annual Evaluation, Promotion, and Tenure

Revised 29 October 2019 in line with changes to the
NMSU Administrative Roles and Procedures (<https://arp.nmsu.edu>)

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1. Departmental Mission, Vision, and Goals Statements

1.1 Departmental Mission Statement

The mission of the NMSU Department of Geography is to advance sustainable solutions to contemporary problems through innovative and effective teaching, research, service, and outreach in geographic information science and technology and coupled human-environment systems.

1.2 Departmental Vision Statement

The NMSU Department of Geography will be the premier applied geography department in the U.S. Southwest, as evidenced by the successful placement of our graduates in excellent jobs and graduate programs, as well as our high research and funding productivity relative to geography departments at our peer institutions.

1.3 Departmental Values Statement

The Department of Geography orients its teaching and advising, scholarship and creative activity, service, and outreach and extension around the following valued concepts and activities. These are our collective values. Each faculty member is involved in many of them, but no one faculty member is expected to be involved in all of them. We value, in no particular order:

- application of geography to real-world problems;
- diversity of approaches in geography;
- increasing understanding of human-environment dynamics and geographic information science and technology;
- all forms of scholarship and creative activity, including scholarship of discovery, scholarship of teaching, scholarship of engagement, and scholarship of integration;
- local, landscape, regional, national, and international research;
- support of scholarly and creative activities through grant and contract work;
- collaboration;
- communication of research results to other scientists and the general public;
- high-quality teaching and advising that helps students realize their intellectual and applied potential;
- field- and lab-based learning;
- undergraduate and graduate student learning through student research;
- service within the department, college, university, state, and country that supports our mission and moves us toward our vision;
- service to the geographic community that supports our mission and moves us toward our vision; and
- outreach and extension activities that promote awareness and understanding of human-environment dynamics through geographic thinking among the general public.

2. Statement of Confidentiality

All records produced in accordance with annual review, promotion, and tenure procedures are confidential, to be seen only by people involved in the annual review, promotion, and tenure procedures, unless otherwise agreed by all parties. Copies will be kept in secure locations.

3. Review and Update of Functions and Criteria Document

This Functions and Criteria Statement is reviewed and updated by the entire faculty of the Department of Geography at least every three years. The final updated version is forwarded to the College Dean for review and approval. Once approved, the final version is distributed to all faculty members and posted on the Department's website. If the Functions and Criteria Statement changes during a faculty member's pre-tenure and/or pre-promotion period, the faculty member must choose one of the Statement versions for evaluation purposes before the next Goals, Objectives, and Allocation of Effort (Section 5.2) meeting. The faculty member must do so by submitting a written memo stating the choice to both the Chair of the Department Promotion and Tenure Committee and the Department Head.

4. Appeals Process

Faculty members who feel that they have been subjected to discrimination may protest such actions following the procedures in Section 3.25.5 of the NMSU Administrative Rules and Procedures (ARP). Faculty salary increase and performance evaluation decisions may be appealed following procedures in Section 9.35.9 of the ARP. Violations of policies or procedures during promotion or tenure decisions may be appealed following the procedures in Section 9.35.9 of the ARP.

5. Faculty Review Process and Guidelines

5.1 Annual Review Process

The performance of all faculty members is reviewed annually in the fall semester by the Department Head (Section 5.3). In all reviews, the signed Goals, Objectives, and Allocation of Effort Statement (Section 5.2) is used to gauge a faculty member's performance.

5.2 Goals, Objectives, and Allocation of Effort

Once each calendar year, typically early in the fall semester, each faculty member submits a Goals, Objectives, and Allocation of Effort Statement to the Department Head. The Statement includes a faculty member's description of three items: first, a faculty member's goals and objectives in the areas of teaching and advising, scholarship and creative activity, service, and outreach and extension for the upcoming calendar year; second, activities planned to meet each of these goals and objectives; and third, levels of effort to be devoted to each of the four areas, expressed as a percentage of overall effort. The Statement is signed by the faculty member and the Department Head after agreement is reached regarding the faculty member's goals, objectives, activities, and effort allocations. The signed document is used to help evaluate the faculty member's annual performance in the four areas and overall (Section 5.3); assess a faculty member's progress toward promotion and/or tenure (Section 5.5); and guide the promotion and/or tenure review of tenure-track professors (Section 5.6), the post-tenure review of tenured professors (Section 5.7), and the review of college faculty and instructors (Sections 5.8 and 5.9, respectively).

5.3 Annual Performance Review

Each faculty member is evaluated by the Department Head annually based on the faculty member's Annual Performance Report. This appraisal is guided by the Goals, Objectives, and Allocation of Effort Statement (Section 5.2) that the faculty member and Department Head agreed upon in the previous reporting year. The Annual Performance Report is prepared using Digital Measures by the date set by the Department Head, typically early in the fall semester. The Annual Performance Report includes descriptions with detailed supporting evidence of the faculty member's activities in teaching and advising, scholarship and creative activity, service, and outreach and extension. The Department Head's Appraisal of each faculty member's annual performance is composed by comparing the performance to the faculty's stated Allocation of Effort in the four areas (teaching and advising, scholarship and creative activity, service, and extension and outreach –per ARP 9.3.1, part 3) and submitted via Dropbox to the College Dean by the date set by the College Dean. After meeting with the College Dean early in the spring semester to discuss the faculty members' evaluations and the state of the Department, the Department Head gives digital and hardcopy versions of the Department Head's Appraisal to the faculty member, and meets individually with each faculty member to discuss the annual evaluation. Faculty members are required to sign the document, which only acknowledges the document was received and discussed. If the faculty member disagrees with the evaluation, the faculty member may submit a written response to the Department Head's appraisal to the Department Head within ten working days of the meeting and ask that this be included in their personnel file and shared with the Dean.

5.4 Mid-Probationary Review

Tenure-track faculty members may request a formal mid-probationary review in accord with Section 9.35.3 of the ARP. Such review is an optional opportunity to obtain feedback on the tenure-track faculty member's performance and is used to identify specific activities to enhance the candidate's progress toward promotion and/or tenure. All such requests by the faculty member shall be honored by the Department Head and the Chair of the Department Tenure and Promotion Committee. The review is formative, intended to assist tenure-track faculty in achieving promotion and/or tenure. It takes into account the allocation of effort during the three years reviewed and is based upon the criteria stated in this document. The outcome must not be used as a determinant for setting merit pay or for contract continuation decisions.

5.5 Progress Toward Promotion and/or Tenure Review

In each year prior to the formal submission of a candidate's Promotion and/or Tenure Portfolio (Section 6.4), the candidate's overall progress toward promotion and/or tenure is assessed by both the Department Promotion and Tenure Committee and the Department Head. Post tenured faculty may request a progress review in any year (Section 5.7). The candidate submits, by a date set by the Chair of the Department Promotion and Tenure Committee (usually early in the spring semester) a Portfolio for review (Section 6.4) to the Chair of the Department Promotion and Tenure Committee. The Department Promotion and Tenure Committee reviews this Portfolio and shares its findings with the Department Head through a formal report. The Department Head writes up his/her recommendation on progress toward promotion and/or tenure based on the candidate's Portfolio, and then shares both her/his recommendation and the report of the Department Promotion and Tenure Committee with the candidate. This usually happens late in the spring semester. Progress reviews are included in the faculty member's personnel file as well as in the Promotion and/or Tenure Portfolio (Section 6.4).

5.6 Promotion and/or Tenure Review

In the year of a candidate's consideration for promotion and/or tenure, the review for promotion and/or tenure is initiated in the spring semester and continues through the following spring semester. Note: Fifth-year Assistant Professors that do not submit a portfolio in the fifth year are assumed to be resigning their position at the end of the fifth year, and their employment will be terminated. Details regarding this review process, including policies and procedures, are described in detail in Section 6 below.

5.7 Post-Tenure Review of Tenured Professors

A post-tenure review may occur in accordance with Section 9.36 of the ARP to identify faculty members with either exceptionally fine performance or serious deficiencies in one or more areas. The review follows the procedures for annual review by the

Department Head (Section 5.3) and review of progress toward promotion and/or tenure by the Department Promotion and Tenure Committee (Section 5.5). If a serious deficiency is found, a specific remediation program shall be developed in consultation with the faculty member, consistent with the procedure outlined in Section 9.36 of the ARP.

5.8 Review of College Faculty

In all regards, the review of College Faculty parallels that of tenure-track professors at all ranks, but the focus of goals, objectives, and activities is solely on teaching.

5.9 Review of Instructors

As is the case with College Faculty, the review of Instructors parallels that of tenure-track professors, but the focus of goals, objectives, and activities is solely on teaching.

6. Policies and Procedures for Promotion and/or Tenure

The policies and procedures in this document are superseded by those in the most recent College and University documents (i.e., Section 9.35 of the ARP). The Department Head shall share a copy of the current approved Functions and Criteria Statement with all newly hired faculty members in their first semester of employment. Faculty members should review College and University policies and procedures carefully. The faculty member, the Department Head, and the Department Promotion and Tenure Committee work together to address differences in interpretation of the policies and procedures in this document, with the Department Head making the final determination.

Evaluations of faculty members for tenure and for promotion are officially separate matters. Candidates may go up for tenure only, for promotion only, or for both tenure and promotion. Promotion and tenure require separate votes by both the Geography Department Promotion and Tenure Committee and the Department Head. However, the review materials and criteria, as well as the review timeline for promotion and tenure cases are the same and, as a result, they are discussed together below. In most cases, candidates going up for promotion and tenure are either granted promotion and tenure, or not granted promotion and tenure. In some cases, the outcome of the evaluation could result in a faculty member receiving a mixed assessment where they are recommended for tenure, but not for promotion.

Faculty members are encouraged to talk with the Department Head about any issues involving promotion and/or tenure; the Department Head will keep the Department Promotion and Tenure Committee involved in discussions.

6.1 Promotion and Tenure Committee Policies

The Department of Geography Promotion and Tenure Committee adheres to these policies:

1. The Department Promotion and Tenure Committee consists of at least three tenured faculty members, including an outside member. Tenured Assistant Professors only vote on a candidate's case for tenure, and not promotion. Tenured Associate Professors only vote on tenure cases as well as an Assistant Professor's case for promotion to Associate Professor. Tenured Full Professors vote on all cases for promotion and tenure. The Department Head, in consultation with the Geography faculty, assembles a Department Promotion and Tenure Committee and designates a Chair, typically the most senior faculty member. The College Dean, in consultation with the Department Head, names an outside Committee member.
2. In the event that an insufficient number of Geography faculty are eligible or available, additional outside members are added to reach the minimum of three Committee members, this occurring in consultation with the College Dean.
3. Terms of outside members are three years, with unlimited terms of inside members allowed due to the inclusion of all tenured faculty serving on the committee resulting from the small size of the Department.
4. The College Dean, the Department Head, or comparable NMSU administrators may meet with the members of the Department Promotion and Tenure Committee to discuss procedural matters.
5. Members of the Department Promotion and Tenure Committee are expected to attend meetings of the Committee unless such attendance is precluded for valid reasons (for example, sabbatical leave) and to read the files of faculty members being reviewed. Faculty members who do not participate in the meetings of the Department Promotion and Tenure Committee, as determined by a majority of its members, are not be permitted to review the files of faculty members, to sign letters from the Committee, to vote, or to file minority reports.
6. All procedures and actions of the Department Promotion and Tenure Committee will be confidential. Confidentiality is maintained by having all of a candidate's evaluation materials controlled by the Committee Chair, having all Committee members sign a Confidentiality Agreement, which states they will not share any information outside the Committee, and having all deliberations and votes conducted in person and in closed session among Committee members only. Current university conflict of interest policies, rules, and procedures will be reviewed by the Department Promotion and Tenure Committee annually with any changes being discussed with candidates and committee members, and included on the Confidentiality Agreement.
7. Promotion and/or Tenure Portfolios are housed in the office of the Chair of the Department Promotion and Tenure Committee until the Committee's review process is completed. Members of the committee may access the Portfolio by contacting the Chair and reviewing the folders either in the Geography Department Main Office or in their own office.

8. Secret ballots are used for both recommendations and votes, and separate votes shall be collected for promotion and tenure. The Committee Chair shares the general message of the recommendations and the tally of votes with the Committee. Committee meetings may be in person or conducted via skype or other agreed upon method. All vote counts are recorded by the Chair and documented in the final report of the Committee.
9. All Committee members collaborate in creating this final report, which summarizes the Committee's recommendations and numerical vote count. The report captures all views that arise during the discussions, including agreements among committee members and also dissenting opinions containing specific commendations, concerns, and recommendations regarding teaching and advising, scholarship and creative activity, service, and outreach and extension, and must reflect the majority view. Each member must sign this document, which is then presented to the Department Head, along with the rest of the Portfolio.
10. The Department Head inserts his/her evaluation into the candidate's final dossier and returns it to the Chair of the Department Promotion and Tenure Committee who then forwards the entire package to the Dean's Office. From there, the package goes to the College Faculty Affairs Committee (i.e., the College Promotion and Tenure Committee), the College Dean, and eventually the Executive Vice President and Provost.

6.2 Policies and Procedures Governing the Recommendation for Tenure and/or Promotion

1. The recommendation that tenure be awarded to a faculty member is based on a positive indication of success in teaching and advising, scholarship and creative activity, service, outreach and extension, as well an indication that the faculty member will *continue* to be a productive member of the department after tenure.
2. The recommendation that promotion to Associate Professor be awarded to a faculty member is based on evidence of high-quality teaching and advising, scholarship and creative activity, service, and outreach and extension as well as demonstrated competence, continuous progress, and maturity over a large part of the academic field.
3. The recommendation that promotion to Full Professor be awarded to a faculty member is based on a demonstrated command and a mature view of the disciplinary field as evidenced by teaching and advising (or its equivalent) or similar experience, scholarship and creative activity, service, and outreach and extension. Moreover, to be promoted to Full Professor, a faculty member should have established disciplinary, intellectual, and institutional leadership as characterized by: contributing to the advancement of the department, college, university, and/or geographic profession through activities beyond those that are normally performed as one's responsibilities in the areas of teaching and advising, scholarship and creative activity, service, and outreach and extension. Promotion to Full Professor should not be considered to be forthcoming merely because of years of service.

4. Normally, before being considered for tenure, eligible faculty members serve five consecutive probationary years. However, the probationary period may be extended or reduced as per Sections 9.35.B of the ARP. The probationary period may be extended for these reasons: leave of absence without pay; military leave of absence; medical leave of absence; family leave of absence or exceptional family responsibilities; catastrophic events; jury duty; and other, as negotiated. The probationary period may be reduced for these reasons: tenure upon initial NMSU appointment; expedited tenure schedule; and committee-, department head-, and dean-supported appeal for early tenure review. The application for tenure may occur only one time.
5. If credit for prior service has been awarded or the probationary period has been reduced, the performance window is not shortened from five years. Instead, the faculty member's performance over the five years preceding the year in which he/she applies for tenure is considered. For example, if a faculty member is awarded two years of credit for prior service, her/his performance for the five-year period starting two years before he/she was hired at NMSU is considered in the tenure review process.
6. A faculty member may present a promotion portfolio in any given year. However, Assistant Professors are typically evaluated for promotion and tenure simultaneously during their sixth probationary year, with promotion and/or tenure (if awarded) becoming effective at the beginning of the seventh year. Similarly, the shortest period at the Associate Professor level at NMSU is normally five years.
7. The process for promotion and/or tenure review (Section 6.3) is initiated at the start of the spring semester before the review year. By January 15 of an Assistant Professor's year before the review year for promotion and/or tenure, the Department Head notifies the faculty member that she/he is eligible for review for promotion and/or tenure. Similarly, by January 15, Associate Professors interested in being considered, during the following academic year, for promotion and/or tenure to Full Professor inform the Department Head in writing of their intent. The Department Head informs the Chair of the Department Promotion and Tenure Committee of upcoming promotion and/or tenure cases by January 15.
8. By not later than February 15, Assistant Professors provide the Chair of the Department Promotion and Tenure Committee with that portion of the Promotion and/or Tenure Portfolio that is used for a candidate's annual review of progress toward promotion and/or tenure (Section 6.4). Associate Professors going up for full professor will submit the materials to be sent to external reviewers, as detailed in Section 6.4.2.4.
9. The Department Promotion and Tenure Committee reviews the Portfolio and recommends whether or not the faculty member should apply for promotion and/or tenure. The recommendation includes a description of the faculty member's strengths and weaknesses as recorded in the Portfolio. The Chair of the Department Promotion and Tenure Committee transmits the Committee's written recommendation to the Department Head by March 15. The Department Head

writes up his/her own recommendation on progress toward promotion and/or tenure based on the Committee's report and the candidate's Portfolio and submits it to the Chair of the Department Promotion and Tenure Committee, who then informs the candidate in writing by April 1 of both recommendations.

10. Once the candidate has received notification of these recommendations, the candidate indicates his/her desire to be considered for promotion and/or tenure through a written memo to the Department Head and Chair of the Department Promotion and Tenure Committee by April 15.
11. If a candidate chooses to be considered for promotion and/or tenure, s/he submits to the Chair of the Department Promotion and Tenure Committee by May 15 the portion of the Promotion and/or Tenure Portfolio that is required for the external review process (Section 6.4).
12. Potential authors of external letters of reference are selected and contacted using the procedure described below (Section 6.5) by June 1. The Chair of the Department Promotion and Tenure Committee adds letters received by August 1 to the Portfolio and is responsible for the care, custody, and control of the Portfolio until it gets passed on to the Department Head.
13. During the summer months before the internal promotion and/or tenure review, the faculty member finalizes the Portfolio following the instructions below (Section 6.4) and submits it to the Chair of the Department Promotion and Tenure Committee by August 1.
14. The Chair of the Department Promotion and Tenure Committee guides the Committee's review of the Portfolio as described above (Section 6.1). The review is completed and the Portfolio transmitted to the Department Head by September 1.
15. The Department Head reviews the Portfolio, including the report of the Department Promotion and Tenure Committee. The Department Head writes her/his written recommendation, adds it to the Portfolio, and then transmits the Portfolio back to the Chair of the Department Promotion and Tenure Committee by October 1.
16. The Chair of the Department Promotion and Tenure Committee reviews the Portfolio for completeness once more and submits it to the College Dean's Office by October 15. The Committee Chair also informs the candidate in writing of the recommendations of the Department Promotion and Tenure Committee and the Department Head by this date.
17. People evaluating the Portfolio may request additional information from the candidate in writing through the Chair of the Department Promotion and Tenure Committee, if they believe supporting materials are necessary to verify the content of the Portfolio. The candidate chooses whether or not to provide the information. The candidate transmits any requested information to the Chair of the Department Promotion and Tenure Committee, who places it in the Portfolio, with a memorandum listing the additional information. The information becomes a permanent part of the Portfolio. All committee members must view any added content prior to voting and making their recommendation.
18. The candidate may change, add, or delete information from the Portfolio until the

Portfolio is transmitted to the College. Once the Portfolio has been transmitted to the College, only reasonable additions may be made. Notices of funding or publication made during the review process are examples of reasonable additions to the Portfolio. The candidate should make every effort to submit a complete Portfolio. The candidate notifies the Department Head and the Chair of the Department Promotion and Tenure Committee in writing if additions are made.

19. Other than the candidate, no one may change, add, or delete any information in the Portfolio. The candidate may review the Portfolio, except the external letters, at any time in the process before it is transmitted to the College by requesting permission in writing to the Chair of the Department Promotion and Tenure Committee. Once the file has been transferred to the Dean's Office for review by the Faculty Affairs Committee and the Dean, the candidate may review the external letters.
20. The College Dean transmits the Portfolio to the College Faculty Affairs Committee. This Committee reviews the Portfolio with the Department Head's recommendation and the Department Promotion and Tenure Committee's recommendation, and submits a written recommendation on the candidate to the College Dean, the Department Head, and the candidate. The College Committee also informs the College Dean if the Department has failed to follow departmental, college, or university procedures. The College Faculty Affairs Committee ensures that its decision is completely consistent with the expectations for promotion and/or tenure stated in this document. The College Promotion and Tenure Review usually happens in November.
21. The College Dean reviews the Portfolio, usually in January or February, makes a recommendation, and informs the candidate in writing of the recommendations of the College Faculty Affairs Committee and the College Dean. The College Dean transmits the Portfolio with all recommendations and numerical ballot results to the Executive Vice President and Provost.
22. The College Dean meets with the Executive Vice President/Provost to review each candidate. The Executive Vice President and Provost indicates his/her decision in writing, and informs the President of the recommendation of the Department Head, College Dean, and herself/himself. This usually happens in March or April.
23. Final notifications of promotion and tenure decisions are sent through the Executive Vice President and Provost, College Dean, and Department Head to the faculty member in April or May. Promotion and tenure decisions become effective on July 1.
24. A candidate may withdraw from consideration at any time prior to the final signature of the Executive Vice President and Provost in accordance with Section 9.35.7 of ARP. 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 College Dean no later than the end of the fifth-year contract period. If the faculty member neither submits a portfolio for review (along with a written memo requesting consideration for tenure and promotion) nor a letter of resignation, the employment of the faculty member will be terminated, in accordance with Section 9.35.7.B of the ARP.

6.3 Departmental Promotion and Tenure Process Timeline

The dates indicated below are suggested guidelines to ensure the timely, accurate, and complete execution of the promotion and/or tenure process.

- By January 15 Department Head informs Assistant Professors of eligibility to go up for promotion and/or tenure; Associate Professors inform the Department Head of their intent to go up for promotion and/or tenure; Department Head informs Chair of the Department Promotion and Tenure Committee of upcoming promotion and/or tenure cases.

- By February 15 Candidate submits materials required for annual review of progress toward promotion and/or tenure to the Chair of the Department Promotion and Tenure Committee.

- By March 15 Department Promotion and Tenure Committee makes recommendation regarding candidate's promotion and/or tenure case.

- By April 1 Department Head makes recommendation regarding candidate's promotion and/or tenure case; Chair of Promotion and Tenure Committee informs candidate in writing of the Committee's and Department Head's recommendations. Per Section 9.35.A.7 of the ARP, the faculty member has 5 working days to add to the portfolio for the purpose of correcting factual error in either recommendation.

- By April 15 Candidate indicates desire to be considered for promotion and/or tenure to the Department Head and Chair of the Department Promotion and Tenure Committee; candidate submits list of external reviewers to Chair of Department Promotion and Tenure Committee.

- By May 1 Department Promotion and Tenure Committee suggests list of external reviewers.

- By May 15 Chair of Department Promotion and Tenure Committee identifies external reviewers; candidate submits materials for external review to Chair of Department Promotion and Tenure Committee.

- By June 1 Chair of Department Promotion and Tenure Committee sends materials to external reviewers.

- By August 1 Candidate submits complete portfolio to Chair of Department Promotion and Tenure Committee; external letters are submitted

- By September 1 Department Promotion and Tenure Committee makes recommendation regarding candidate's promotion and/or tenure.

- By October 1 Department Head makes recommendation regarding candidate's promotion and/or tenure.
- By October 15 Chair of the Department Promotion and Tenure Committee submits Portfolio to the Dean's Office and informs the candidate in writing of the numerical vote count, the recommendations of the Department Promotion and Tenure Committee and the Department Head.

6.4 Preparation of the Promotion and/or Tenure Portfolio

The candidate is responsible for producing and submitting a Promotion and/or Tenure Portfolio, developed in accordance with Section 9.35.6 of the ARP and Section 3.1 of the College of Arts & Sciences Promotion and Tenure Policies and Procedures. The faculty member should build the Portfolio year by year, adding documentation of accomplishments in teaching, scholarship, service, and outreach, as well as all evaluative documents. Sample portfolios are available upon the candidate's request from tenured and promoted faculty members in the Department as well as from the NMSU Teaching Academy. The Portfolio should be composed of two components: a core document and a documentation file.

6.4.1 Contents of Core Document

The core document should be organized in a 1" loose-leaf binder, with a spine label identifying the candidate. An original and one copy are required. The core document should include the following information in the loose-leaf binders with an index tab for each section, with the exception of item #1 below:

1. the Contract Status/Promotion Form;
2. the Promotion and/or Tenure Cover Sheet indicating candidate's name, current rank, department and college;
3. the Department Head's recommendation (this must be added by the Department Head as the file moves in the process, as the faculty member will not have this when they submit their portfolio);
4. the Department Promotion and Tenure Committee's recommendation, including the numerical vote counts and member signatures (this must be added by the Chair of the Department Promotion and Tenure Committee as the file moves in the process, as the faculty member will not have this when they submit their portfolio);
5. a table of contents;
6. the Candidate's executive summary, which summarizes accomplishments in teaching, scholarship, service, and outreach, plus in leadership for candidates for Full Professor;
7. the Candidate's comprehensive curriculum vitae, preferably organized in two parts: a discussion of all items relevant to activities performed a) before the period for which the candidate is being evaluated and b) during the period for which the

- candidate is being evaluated;
8. the Faculty Annual Performance Reports; Goals, Objectives, Allocation of Effort Statements; and associated written statements for all years in the period under review;
 9. the Department Head's Appraisals of candidate's annual performance for all years in the period under review (numerical rankings and ratings should not be included);
 10. the Department Promotion and Tenure Committee's Reports for all years in the period under review (numerical rankings and ratings should not be included);
 11. the Department Head's Recommendations on progress toward promotion and tenure for all years in the period under review;
 12. the Departmental Functions and Criteria statement;
 13. the external letters (at least three); and
 14. a document from the Department Head and/or the Chair of the Department Promotion and Tenure Committee describing the background and qualifications of the external referees.

6.4.2 Additional Materials (Documentation File)

The documentation file should include comprehensive evidence of teaching and advising, scholarship and creative activity, service, and outreach and extension accomplishments, consistent with the Goals, Objectives, and Allocation of Effort Statement (Section 5.2) during the period under review. Evidence to demonstrate and support the quality and quantity of scholarship, for example, should include copies of published manuscripts; copies of emails from an editor confirming in press but yet to be published manuscripts; and grant details (start date, grant number, funding amount, etc.). The documentation file is to be retained in the Office of the Chair of the Department Promotion and Tenure Committee.

Some or all of the Portfolio materials will be used during different levels of review.

1. For the annual review of progress toward promotion and tenure (Section 5.5), the faculty member submits items #6-12 of the core document and the documentation file to the Chair of the Department Promotion and Tenure Committee.
2. For the department promotion and tenure review (Sections 5.6, 6.2, and 6.3), the faculty member submits to the Chair of the Department Promotion and Tenure Committee the original and a copy of the complete core document and the documentation file, except for items 14 and 15 above, which are provided by the Department Head and/or Chair of the Department Promotion and Tenure Committee.
3. For the college and university promotion and tenure review (Sections 5.6, 6.2, and 6.3), the Chair of the Department Promotion and Tenure Committee submits the original and the copy of the complete core document to the Dean's Office.
4. For the external review that is part of the promotion and tenure review (Sections 5.6 and 6.2-6.5), the faculty member submits to the Chair of the Department Promotion and Tenure Committee a comprehensive curriculum vitae, a link to the Department

of Geography's Functions and Criteria Statement, a link to the College of Arts and Sciences' Policies and Procedures for Promotion and/or Tenure, a link to the New Mexico State University's Policies and Procedures for Promotion and/or Tenure, the scholarship portion of the documentation file, and an executive summary of the candidate's scholarship portion of the Portfolio. The Chair of the Department Promotion and Tenure Committee submits these materials to the external reviewers, along with instructions for the external review (Section 6.5).

The Department Head is responsible for establishing and monitoring a process for mentoring faculty members in the development of successful cases for promotion and/or tenure, in conformance with university regulations (Section 9.35.5.B of the ARP). The Department Head provides guidance and assistance to faculty members who are applying for promotion and/or tenure. The Department Head may be assisted by other senior faculty members in this process, including most notably the Chair of the Department Promotion and Tenure Committee. The Chair of the Department Promotion and Tenure Committee reviews the Portfolios for completeness and quality.

6.5 Selection of External Reviewers

NMSU requires letters from a minimum of 3 external reviewers for promotion and/or tenure. Names of external reviewers are selected as follows:

1. The candidate suggests in writing by May 1 a list of five external reviewers, in priority order, to the Chair of the Department Promotion and Tenure Committee. The list must describe the relationship of the candidate to each of the reviewers and a brief explanation of why these people would be good reviewers.
2. The suggested reviewers should be professionals at or above the academic rank or equivalent experience level being sought by the candidate. They should have the expertise and proven record to provide a competent evaluation of the intellectual merit and scholarly value of a candidate's research record. Former graduate advisors, post-doctoral advisors, and collaborators are not permitted to serve as external reviewers. A collaborator is a co-PI on a grant, a co-author on a publication, or a collaborator on a current project that may not yet have resulted in grants or publications.
3. The candidate may also provide a list of up to three people who should NOT be asked to provide letters with an explanation for each. Letters from the people on this list will not be solicited or included in the Portfolio.
4. Using similar guidelines, the Department Promotion and Tenure Committee suggests by May 1 five additional external reviewers, in priority order, none of whom are on the list of people who should not be asked to provide letters.
5. At least twelve weeks before the Portfolio is to be reviewed by the Department Promotion and Tenure Committee, usually by May 1, the Chair of the Department Promotion and Tenure Committee contacts the first three people on each of the lists, asking if they are available and willing to review the candidate's Portfolio. If a person on either list replies in the negative or does not respond within one week, the

Chair of the Department Promotion and Tenure Committee contacts the next person on the appropriate list. The purpose of this approach is to ensure that at least three letters are received in time for the department review in August.

6. If three letters are received by August 1 in time for the Departmental review, any letters that come in after this date will be discarded. Only in the event that three letters are not received by the August 1 date are letters that come in after this date be included in the file. Unsolicited letters are not considered or included in the Portfolio.
7. The external review materials described in Section 6.4 are provided to external reviewers.

Letters requesting external reviews:

1. ask the reviewer to provide a brief statement regarding her/his qualifications for serving as a reviewer;
2. ask the reviewer to indicate his/her relationship with the candidate;
3. request that the reviewer speak to the quality of the research that the candidate has conducted and for which the candidate has provided evidence (Section 6.4);
4. request that the reviewer **not** comment on the overall merits of the candidate's file, including teaching and advising, service, and outreach and extension;
5. notify the reviewer that the letter is considered non-confidential and available to the candidate for examination upon request once the evaluation process is complete;
6. notify the reviewer that third parties may review the letter in the event of an EEOC or other investigation into a promotion and tenure decision; and
7. note that signed hard copy letters are preferred, but that signed electronic letters are acceptable.

All letters received from external reviewers are placed in the promotion and/or tenure core document by the Chair of the Department Promotion and Tenure Committee. The Department Promotion and Tenure Committee and/or the Department Head capture the overall tone of all received letters equally in their reviews of the candidate's Portfolio, including both positive and negative comments.

7. Faculty Functions

All faculty members in the Department of Geography should be involved in the areas of teaching and advising, scholarship and creative activity, service, and outreach and extension, and where applicable, leadership. As noted in the revised language in Section 9.31.3.B of the ARP, leadership is not to be evaluated and discussed separately from these four areas. We offer our interpretation of leadership in the footnote below, and then discuss leadership, as it is relevant in the discussion of the four areas noted

above.¹ Faculty members may place varying emphases on these areas during different periods in their careers. The associated varying responsibilities shape faculty members' annual Goals, Objectives, and Allocation of Effort (Section 5.2) and ultimately their career achievements. The Department values the unique contribution each faculty member makes. However, each faculty member is expected to demonstrate a professional level of collegiality to other faculty and staff and a commitment to the overall welfare of the department. This collegiality must also extend to the students, both undergraduate and graduate, who depend on faculty members for advising and mentoring.

7.1 Teaching and Advising

High-quality teaching at the lower division, upper division, and graduate levels is valued by the Department. Faculty members should be able to teach in the classroom, laboratory, and field, and should integrate findings from their research programs as appropriate into their classes. Teaching material and methods should be kept up-to-date, and course content should be appropriate in relation to the course description. Advising undergraduate and graduate students about class schedules, career possibilities, and potential internship and research opportunities is part of the faculty member's teaching load. The supervision of graduate and undergraduate student research is expected from all Geography faculty members and considered a teaching and advising effort and, if it results in presentations and publications, a scholarship and creative activity effort.

The NMSU guidelines for the teaching load of a faculty member budgeted exclusively from state general funds will normally be the equivalent of 24 credits per academic year. However, faculty who are actively engaged in scholarship and creative activity and members of the NMSU Graduate Faculty may receive a three-course (9 credits) reduction. In practice this means a typical teaching load of five classes per year for Geography faculty actively engaged in scholarship and creative activity. The College Dean may approve individual course reductions under special circumstances such as

¹ Leadership is expected of Full Professors and those intending to be promoted to Full Professor. Disciplinary, intellectual, and institutional leadership are characterized by contributing to the advancement of the department, college, university, and/or geographic profession through activities beyond those that are normally performed as one's responsibilities in the areas of teaching and advising, scholarship and creative activity, service, and outreach and extension. Examples of leadership include sustained publication of research that positively impacts the research performed by others; development of innovative teaching methods that inspire excitement about teaching in others; service as an editor or on the editorial board of scholarly journals; service as a president or board member in national or international geographic societies; service as an ambassador for the discipline or for higher education to a wide audience; and advancement of the department, college, and/or university through new initiatives (e.g., launching of new programs or promotion of curricular enhancements) or other valuable contributions (e.g., serving as member or chair of the Faculty Senate, University Research Council, or Graduate Council).

course releases and buy-outs. The College Dean may also permit an increase in course load under special circumstances such as when a faculty elects to devote a higher level of effort towards teaching. In both cases, the faculty member's alternate work load should be clearly reflected in the Goals, Objectives, and Allocation of Effort Statement and considered in the her/his performance review (Section 5).

To be granted tenure and advance in rank, a faculty member must be a competent teacher and advisor.

Faculty members shall hold classes as scheduled. When the instructor cannot meet a class, arrangements shall be made for someone to teach the class. When an instructor is unable to meet a class, the Department Head and Administrative Assistant must be informed. Classes shall begin and end as scheduled.

Faculty members shall schedule office hours equal to at least one-half their teaching load (credit hours) per week. Office hours should be at times convenient for both students and faculty. When circumstances prevent observance of office hours, a note should be placed on the office door and the Department Administrative Assistant should be informed. Faculty shall also be available to meet students by appointment other than during office hours.

Faculty members shall prepare course syllabi that meet all syllabus expectations sent prior to each semester by the College of Arts and Sciences Dean's Office. Copies of all syllabi must be provided to the Department Administrative Assistant for permanent files and to the Department Webmaster for posting to the departmental website.

Leadership in teaching is demonstrated through one or more the following activities:

- Giving presentations on teaching innovation and techniques at the NMSU Teaching Academy or other external outlets (conferences, workshop, and invited presentations),
- Serving as an officer or board member of professional organizations that work to advance teaching innovations and outcomes, or
- Being the lead or sole author on peer-reviewed publications of articles or book chapters discussing teaching innovations and outcomes.

7.2 Scholarship and Creative Activity

Scholarship and creative activity involve discovering and creating, teaching and disseminating, and applying knowledge and skills to worldly concerns. The Geography Department recognizes equally four areas of scholarship and creative activity: discovery, integration, engagement, and teaching. Although these areas of scholarship are interwoven, scholarship activities in each area can be recognized as follows.

- Scholarship of discovery: involves processes, outcomes, and the passionate commitment of the professoriate and others in the university to disciplined inquiry and exploration in the development of knowledge and skills.

- Scholarship of teaching: involves dynamic, reciprocal, and critically reflective processes among teachers and learners at the university and in the community in which their activity and interaction enriches and transforms knowledge and skills, taught and learned.
- Scholarship of engagement: refers to the many and varied ways to responsibly offer and employ knowledge and skills to matters of consequence to the university and the community.
- Scholarship of integration: process by which knowledge and skills are assessed, interpreted, and applied in new and creative ways to produce new, richer, and more comprehensive, insights, understanding, and outcomes.

Tenured and tenure-track faculty members are expected to develop a line of scholarship and creative activity and be recognized as members of the NMSU Graduate Faculty. Faculty are also encouraged to seek joint faculty appointments in other NMSU departments with which faculty collaborate on research activities, in a manner consistent with Section 9.35.4 of the ARP.

To be considered as scholarship and creative activity in a faculty member's annual appraisal or review for tenure and/or promotion, an activity or product must be public, open to peer review, and available for use by others. Scholarship and creative activity can take the following four major forms:

- Publications: Faculty members are expected to disseminate their scholarship and creative activity in the form of books, monographs, peer-reviewed articles, conference proceedings, book reviews, technical reports, and other written formats that are public, open to peer review, and available for use by others. Faculty members are expected to submit at least one paper per year for publication in a national or international peer-reviewed journal.
- Grants and contracts: Faculty members are expected to be continually engaged in grants and/or contracts. Faculty members should seek external funding for their scholarship and creative activity programs and take advantage of internal funding opportunities. Faculty members will submit or resubmit at least one external grant or contract proposal annually, except for years in which they are funded by an external grant.
- Presentations at meetings: Faculty members are expected to present their scholarship and creative activity at an average of one international, national, regional, or state professional/academic meeting per year.
- Student involvement: Students shall be involved in the faculty member's research and/or vice versa.

Leadership in scholarship and creative activity is demonstrated through one or more the following activities:

- Advancing research activities in which department faculty work with other researchers on collaborative projects,
- Sustained publication of research that positively impacts the research performed by other researchers, and

- Serving as an officer or board member in professional organizations that seek to advance and disseminate research,

7.3 Service

Service refers to a faculty member's application of his/her professional knowledge and skills to the organization and development of the Department, College, University, as well as local, state, national, or international agencies, organizations, and institutions in the faculty member's area of expertise, including most notably geography (i.e., service within the academy and profession). Each faculty member is expected to provide service commensurate with Departmental, College, and University needs and the faculty member's interests and rank. More senior faculty are expected to carry a heavier service load than less senior faculty, and this will be considered in annual performance evaluations and promotion and tenure reviews. Normally, the service activities of a faculty member will be considered subordinate to both teaching and scholarship and creative activity.

Leadership in the area of service is demonstrated through one or more of the following activities:

- Service as an editor or on the editorial board of scholarly journals,
- Service as a president or board member in regional, national, or international geographic societies,
- Service as an ambassador for the discipline or for higher education to a wide audience, and
- Leading activities that provide service to the campus and regional communities through application of a given faculty members expertise.

7.4 Outreach and Extension

Outreach and extension refer to collaborative efforts that disseminate information to the public; help the state by promoting economic development through the dissemination of new technologies and best practices; and/or serve as a basis for sustainable, community-oriented, informal education that addresses local needs (i.e., service outside the academy and profession). Each faculty member is expected to provide outreach and extension activities commensurate with Departmental, College, and University needs and the faculty member's interests and rank. Normally, the outreach and extension activities of a faculty member will be considered subordinate to both teaching and creative and scholarly activity.

Leadership in the area of extension and outreach is demonstrated through developing and leading activities and programs that seek to share results of faculty research and teaching with the broader community, support regional economic development, and advance community-based, informal education.

8. Criteria for Evaluation of Faculty Performance

The Department of Geography values accomplishments in all areas of teaching and advising, scholarship and creative activity, service, and outreach and extension. The Department recognizes that the productivity of faculty members in these four areas will vary with their interests and ranks. The following guidelines are used to evaluate faculty members during annual evaluation as well as during promotion and/or tenure decisions. They could also serve as the basis for self-evaluation by all faculty members in the department.

8.1 Teaching and Advising

Faculty must provide evidence of their teaching and advising effectiveness as part of their performance reviews (Section 5). Such evidence must demonstrate command of the subject matter, continuous growth, and the development in the subject field, the ability to organize material and convey it effectively to students, assessment of student learning, revision and updates of curricula, and the integration of scholarship and service with teaching. The following forms of evidence of teaching and advising effectiveness are recognized:

- Evidence from the instructor: This is a form of self-evaluation and should include a response to the results of student evaluations, innovations in teaching, and efforts for increasing the probability that students will achieve the intended learning outcomes. The self-evaluation should also name the faculty member's graduate advisees who completed their Master of Applied Geography degrees during the period under review; list the faculty member's remaining graduate advisees; discuss faculty strategies for advising graduate and undergraduate students; and describe faculty efforts encouraging completion of graduate degrees.
- Evidence from other professionals: This includes peer evaluation from a Geography faculty member, external faculty member, or teaching professional. The faculty member or teaching professional will attend at least one class meeting or review a substantive collection of course materials and submit a short report summarizing the strengths and weaknesses of the observed teaching or class materials to the Department Head and the faculty member. Reciprocal visits and reviews of class materials are encouraged so that faculty members share ideas about teaching.
- Evidence from students: This includes data and comments from mandatory student evaluations at the end of every semester for every course. The departmental student evaluation form will be used for the evaluations. Optional mid-term student evaluations are encouraged for all faculty members, especially tenure-track Assistant Professors. The results of these formative evaluations may be submitted for the annual review and/or promotion and tenure review, if desired by the faculty member, but they do not replace the mandatory student evaluations carried out at the end of the semester.
- Evidence of student learning. This includes the deployment of pre- and post-assessment results that demonstrate the extent of student learning

Untenured tenure-track faculty members must submit at least three, and tenured faculty members at least two, forms of evidence of teaching effectiveness as part of their performance reviews. All faculty members must provide evidence from the instructor and evidence from students as outlined above.

Leadership in teaching and advising is evaluated by examining faculty performance in the areas noted above in Section 7.1, both as regards faculty APRs and tenure and promotion portfolios.

8.2 Scholarship and Creative Activity

Scholarship and creative activity is evaluated in the areas of publications, grants, presentations at meetings, and student involvement.

1. Publications: The following types of publications are considered scholarship and creative activity and ranked in order of significance, with “a” representing the highest significance and “g” the lowest. Within the types, international contributions normally rank highest in importance, followed by national, regional, state, and local contributions. Collaborative multi-authored scholarly publications are highly valued in addition to single-authored publications; in the case of multi-authored publications, the faculty member shall provide information on her/his contributions to the publications.
 - a. Book or monograph by an international, national, university, regional, or state recognized publisher; no distinction in importance shall be made between books detailing scholarship and creative activity and first edition textbooks; second edition textbooks or greater have a lower value than first edition textbooks.
 - b. Article in an international, national, regional, state, or local peer-reviewed journal.
 - c. Chapter in an international, national, regional, state, or local refereed book or collection.
 - d. Paper in peer-reviewed conference proceedings that contain full manuscripts, not just abstracts.
 - e. Report for an international, national, regional, state, or institutional organization. Consulting contract completion reports, products, data sets, maps, and other materials will be evaluated under this category.
 - f. Book review in an international, national, regional, state, or local refereed journal or book.
 - g. Multi-media materials in support of a textbook or other publication
2. Grants and contracts: Faculty members are expected to submit one external grant or contract proposal annually, except in years in which they have external funding. A new proposal should be submitted within 12 months of the end of a grant or contract, or from the end of a no-cost extension. Evaluation of grants and contracts will be based on the amount of application activity, the nature and duration of the grants or contracts received, source and amount of funding, and student support provided under the grants or contracts. Grant and contract applications to agencies

or other funders that deploy a peer-review process will be rated more highly than those submitted to agencies or funders that do not. Grants or contracts received from external sources will be considered more significant than ones drawn from internal funds. Proposals submitted and not funded still reflect scholarship and creative activity and will be acknowledged in the review of performance, although given less weight than proposals funded. There is no penalty for a proposal that is rejected; the expectation is to keep applying.

3. Presentations at meetings: Faculty members are expected to present their scholarship at an average of one international, national, regional, or state professional/academic meeting per year.
4. Student involvement: Faculty members are expected to engage graduate and undergraduate students in their research. Evidence of student involvement includes the following: a faculty member is advising student research projects; a faculty member's students are writing abstracts and giving presentations at professional/academic meetings; students are co-authors on a faculty member's publications; and a faculty member is supervising other student research activities.

Leadership in research and scholarly activities is evaluated by examining faculty performance in the areas noted above in Section 7.2, both as regards faculty APRs and tenure and promotion portfolios.

8.3 Service

Service contributions are evaluated based on how they are applied, how they draw upon the professional expertise of the faculty member, and their effectiveness. Service is evaluated at the department, university, and professional levels:

1. Department service includes:
 - serving as the director of a departmental laboratory;
 - serving as graduate coordinator;
 - serving as undergraduate coordinator;
 - serving as assessment coordinator;
 - maintaining departmental equipment, instrumentation, vehicles, etc.
 - maintaining departmental website, social media, etc. ;
 - advising student organizations;
 - organizing the departmental colloquium series;
 - chairing the awards committee;
 - editing the departmental newsletter;
 - conducting recruitment activities;
 - overseeing library acquisitions;
 - serving as a member on miscellaneous departmental committees;
 - participating in commencement ceremonies; and
 - performing other departmental duties.
2. University service includes:
 - chairing or serving as a regular member on university committees;

- chairing or serving as a regular member on college committees;
 - developing a program, seminar, workshop, fundraising, or other college- or university-level program; and
 - performing other service.
3. Professional service includes:
- serving as chair or president in international, national, regional, or state professional organizations;
 - serving as an officer or board member in international, national, regional, or state professional organizations;
 - serving as an editor, associate editor, or editorial board member of an international, national, regional, or state journal;
 - serving as a consultant in the area of the faculty member's expertise;
 - chairing a session at an international, national, regional, or state meeting;
 - reviewing proposals, articles, and other manuscripts for professional journals and funding sources;
 - participating as an external reviewer of promotion and tenure files;
 - serving as a discussant or panel member at an international, national, regional, or state meeting;
 - being a member in professional organizations; and
 - performing other professional service.

Leadership in service activities is evaluated by examining faculty performance in the areas noted above in Section 7.3, both as regards faculty APRs and tenure and promotion portfolios.

8.4 Outreach and Extension

Outreach and extension contributions are evaluated based on how they are applied, how they draw upon the professional expertise of the faculty member, how collaborative they are, and their effectiveness. The following activities are considered in the evaluation of outreach and extension:

- conducting education activities in the public schools;
- conducting education activities in museums and other learning organizations;
- giving lectures, speeches, or seminars to the public;
- leading field trips for the public;
- chairing or serving on the board of non-profit organizations with relevance to the discipline of geography;
- providing technical assistance and training for non-profit or public agencies and organizations; and
- conducting other types of outreach and extension activities.

Leadership in outreach and extension is evaluated by examining faculty performance in the areas noted above in Section 7.4, both as regards faculty APRs and tenure and promotion portfolios.








New Mexico State University
Department of Geography

Functions and Criteria Statement

Policies and Procedures for Faculty Annual Evaluation, Promotion, and Tenure

Revised 29 October 2019 in line with changes to the
NMSU Administrative Roles and Procedures (<https://arp.nmsu.edu>)

Approved:

Department Head		Date	<u>10/29/19</u>
Faculty		Date	<u>10/29/2019</u>
Faculty		Date	<u>10/30/2019</u>
Faculty		Date	<u>10/30/2019</u>
Faculty		Date	<u>10/30/19</u>
Faculty		Date	<u>10/30/19</u>
Dean		Date	<u>10/30/19</u>