

**NEW MEXICO STATE UNIVERSITY COLLEGE OF ARTS & SCIENCES**

**DEPARTMENT OF ANTHROPOLOGY**

**STATEMENT OF FUNCTIONS AND CRITERIA**

**September 30, 2019**

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## PREFACE

In accordance with Section 9.34 of the NMSU Administrative Rules and Procedures (ARP) manual, the Department of Anthropology Functions and Criteria Statement presents the standards for annual performance evaluation and promotion and tenure within the Department. Promotion and tenure decisions are the means by which NMSU rewards and retains its most valued scholars, recognizes and supports excellence in the areas of teaching and advising, scholarly and creative activities, extension, outreach, and service, and fulfills its mission to advance knowledge and serve the people of New Mexico.

University policies concerning promotion and tenure are available at <https://provost.nmsu.edu/promotion-and-tenure/>.

In accordance with Arts & Sciences policy, the process of evaluating and recommending promotion and tenure within the Department of Anthropology builds on principles and procedures that ensure (quoting from the College of Arts and Sciences Policies and Procedures for Promotion and/or Tenure):

1. Fairness, transparency, and participation.
2. Decisions are made without regard to race, national origin, gender, gender identity, age, disability, political beliefs, religion, marital status, sexual orientation, special friendships, or animus towards the candidates.
3. Avoidance of conflicts of interest, structural, institutional, or habitual thoughts or patterns and any other discriminatory practices.
4. All applicants for tenure and/or promotion are evaluated on their performance of the duties assigned to them, following agreed-upon allocation of effort.
5. Recognition of the potential for continued excellence and sustained contributions to the profession, the college, and New Mexico State University.

The policies established by the College of Arts & Sciences are meant to comply with the overall university policies, as stated in Section 9.31 – 9.36 of NMSU's ARP. These policies are designed to provide clear and readily available information and guidance to all participants, asserting unambiguous standards for annual performance evaluation, promotion, and tenure. They are also meant to ensure broad consultation by groups and individuals with successfully broader views of the mission of the university. In compliance with NMSU's regulations, faculty members who believe that the procedures in this policy have not been met can file a grievance with the dean or may follow those processes outlined in the NMSU Policy Manual.

To achieve fairness, transparency, and broad-based participation, all participants in the promotion and/or tenure process will base their decisions and recommendations on the documentation required by the departmental and college promotion and tenure policy documents. (end of quotation from the College of Arts and Sciences Policies and Procedures for Promotion and/or Tenure)

University policies supersede college and department policies. College policies supersede



department policies. If there is a conflict, university and college policies take precedence over department policies. In the Department of Anthropology, all faculty members have a responsibility to know pertinent university, college, and department policies.

Every three years, the Department will review for potential update its statement of functions and criteria.

If the Department changes its statement of functions and criteria during a faculty member's pre-tenure or pre-promotion period, a faculty member may choose the original statement or the new statement that will apply to him/her for evaluative purposes. They will communicate their decision in a letter to the chair of the Promotion and Tenure Committee.

## **I. THE ANTHROPOLOGY DEPARTMENT'S MISSION, BROAD PROGRAM GOALS, ORGANIZATION, AND POLICY-MAKING**

### **The Department's Mission**

The Department of Anthropology's mission derives from and is consistent with New Mexico State University's land-grant mission. The Department's mission is to produce and communicate knowledge that contributes to an understanding of the human condition. The Department of Anthropology places special emphasis on education, research/creative activity, service, and outreach that conserves and maintains the state's multicultural heritage, internationalizes the capabilities of our institution and our students, and assists the citizens of our state to be global citizens of the 21<sup>st</sup> century. To fulfill this mission, the Department of Anthropology includes faculty members representing different sub-disciplines; including cultural anthropology, biological anthropology, archaeology, and linguistics.

From the Department's mission, we derive three broad program goals related to teaching, research/creative activity, service, and outreach.

- Our program goal for teaching is to provide quality education in anthropological knowledge, theory, method, and practice to undergraduate and graduate students.
- Our program goal for research/creative activity is to: (a) add to disciplinary knowledge about human culture, society, biology, prehistory, history, and language through basic and applied research and (b) disseminate such knowledge in appropriate ways.
- Our program goal for service and outreach is to engage in activities that support professional, university, and community well-being, recognizing our special obligation to the diverse citizenry of New Mexico.

Generally, the Department places greatest and approximately equal emphasis on teaching and research/creative activity. Service and outreach are less significant to the Department than teaching and research/creative activity. Given this ranking of priorities, every tenured and tenure track faculty member is expected to contribute to all three of the Department's broad program goals. The specific priorities and contributions of individual faculty members may, however, vary. Members of the Department see themselves as a complementary group of educators and scholars with different strengths, backgrounds, and interests. By combining diverse faculty

talents and activities, the Department is best able to fulfill its institutional mission.

### **The Department's Meetings and Policy Making**

In the Department of Anthropology, tenured and tenure track faculty members and regular and temporary college faculty form a governing body, convening under direction of the Department Head. Regular Faculty members (excluding temporary faculty members) make all major policy decisions. Ordinarily, there will be monthly faculty meetings during the academic year, but there is no obligation for faculty members to meet just to satisfy this requirement. Copies of faculty meeting agenda will be distributed in advance. Student organizations associated with the Department are encouraged to elect members and send representatives to faculty meetings to present items of interest or concern. One area where this is not true concerns matters related to personnel, where attendance and participation are restricted to either the Department Promotion and Tenure Committee or the Department's Regular Faculty. Issues involving student privacy, litigation, and matters arising subject to state and/or federal laws may also result in restrictions being placed on attendance, participation, and the dissemination of information.

### **The Department's Promotion and Tenure Committee**

**Membership:** All tenured members of the Department of Anthropology and at least one external member appointed by the Dean of Arts & Sciences will function as the Promotion and Tenure Committee. All meetings require a quorum of 50 percent of eligible members. In no case will the membership of the committee be less than three members. If the department committee does not have enough members from the Anthropology Faculty the Department Head will request the Dean of the College of Arts and Sciences to appoint members drawn from other departments. Consistent with university policy, all deliberations and voting are confidential and conducted in closed session. University policy prohibits the Department Head from holding membership; his/her role is to assist the committee in discharging its responsibilities, including discussing procedural matters. In cases of promotion, including the promotion of college faculty, committee members must hold academic ranks equal to or higher than the rank to which the candidate is seeking promotion. The Department Head will select the Chair of the Promotion and Tenure Committee and the latter will be a member of the Department of Anthropology whenever possible. The term for Promotion and Tenure Chair is one year.

**Responsibilities:** The primary responsibilities of the Promotion and Tenure Committee include:

- Making recommendations concerning promotion and tenure
- Evaluating tenure track faculty and regular college faculty below the rank of associate professor
- Making recommendations concerning the renewal of temporary contracts
- Conducting mid-probationary reviews for un-tenured faculty members if requested.
- Evaluating the readiness of applicants for promotion and/or early tenure
- Records and Procedures should be kept confidential by all members
- Develop a procedure for reviewing university's Conflict of Interest policies, rules, and procedures.

**Meetings:** The Department Head or Committee Chair will call meetings of the Promotion and Tenure Committee. Minimally, the Promotion and Tenure Committee will convene twice each year. On or about September



20, the Committee will meet to:

- Review un-tenured faculty members' annual goals and percentages of responsibility with the purpose of providing guidance and feedback to those faculty members
- Evaluate faculty members' applications for promotion and tenure and make recommendations to the Department Head about those applications
- Conduct other business, such as mid-probationary reviews

On or about April 1, the Promotion and Tenure Committee will meet to:

- Evaluate tenure track faculty and regular college faculty members below the rank of associate professor
- Evaluate tenure track faculty members at the rank of associate or full professor who do not have tenure
- Assess the overall progress of tenure track faculty members toward tenure and promotion
- Make recommendations to the Department Head concerning the renewal of temporary contracts
- Evaluate the readiness of applicants for promotion and/or tenure
- Make recommendations concerning faculty members' applications for early promotion and/or tenure
- Conduct other business, such as mid-probationary reviews

A quorum is more than 50 percent of the Committee's eligible members or three members, whichever is greater.

If the Department does not have enough eligible members to meet the quorum requirement, the Department Head will ask the Dean of Arts & Sciences to appoint additional external members. Dean of the College of Arts and Sciences, and Head of the Department of Anthropology May meet with the Promotion and Tenure Committee to discuss procedural matters.

### **Types of Faculty Members in the Department of Anthropology (New Mexico State University College of Arts and Sciences Promotion and Tenure Policies and Procedures pp. 15-16)**

**Tenure-Track Faculty.** Faculty members in tenure-track and tenured positions are expected to strive for excellence in Teaching and Advising, Scholarly and Creative Activities, Extension and Outreach, and Service. Faculty and administrators are referred to Section 9.33 of the NMSU ARP for more detail on the expected qualifications for promotion and/or tenure within the faculty ranks.

**Teaching and Advising:** All faculty members are expected to excel in teaching and support the retention and timely graduation of students through academic advising. An excellent teacher must document her/his effectiveness in the development of problem solving and critical thinking skills and in the transfer of knowledge. An excellent advisor must remain knowledgeable about University, College and Departmental degree requirements, general education and University policies, and guide students toward academic and career goals. Faculty members are also expected to remain current in teaching and educational practices within their discipline. Excellent teachers should be able to demonstrate growth as teachers throughout their careers and productivity in meeting the teaching mission of their Department, College, and New Mexico State University.

**Scholarly and Creative Activities:** Faculty members are expected to excel in the creation of new knowledge in any of the recognized forms of scholarly and creative activities, as specified in the NMSU Policy. Each department is expected to clarify, in its Functions and Criteria Statement, the expectations in terms of what

constitutes acceptable scholarly and creative activities for the specific discipline. Irrespective of the differences between disciplines, there is an expectation that scholarly and creative activities contribute to the creation of new knowledge recognized, accepted, and applauded by a community of users, practitioners, and/or researchers and educators. The faculty member will be evaluated on the success of the scholarly and creative activity, the efforts extended to disseminate the knowledge gained and the extent to which graduate and undergraduate students participate in the scholarly and creative activities. As indicated by the NMSU ARP (9.31.3), NMSU grounds its view of scholarly and creative activities in the Boyer's concept of scholarship.

**Extension and Outreach:** Faculty members are expected to contribute to the mission of the University in disseminating knowledge to the public and serving the broader needs of the people of New Mexico, promoting economic development, enhancing quality of life, and creating opportunities for educational development.

**Service:** Faculty members are expected to contribute time and effort to the development and organization of the University and its units, and to local, state, national and international agencies, institutions, and organizations.

**College-Track Faculty.** College-track faculty members are defined as faculty members in the College of Arts and Sciences on a regular (0.5FTE or higher) appointment, who are eligible for promotion and not eligible for tenure. College-track faculty members are expected to strive for excellence in teaching and teaching related service. College-track faculty will be evaluated for promotion based on the allocation of their effort in the areas of teaching and advising, teaching related and other service according to University, College and Department criteria, policies and procedures – with expectations in these areas analogous to those discussed in the previous section. Inclusion of activities not connected to teaching and advising (e.g., Scholarly and Creative Activities, Extension and Outreach) in a college-track faculty member's Allocation of Effort is permissible only under special circumstances, with written permission from the Dean. Such exceptions should also be articulated in the Departmental Functions and Criteria Statement.

**Research-Track Faculty.** Research faculty members are defined as faculty members in the College of Arts and Sciences with qualifications comparable to those of tenure-track faculty members but holding a primarily research appointment typically funded through external funding sources. Research faculty members are not eligible for tenure but are eligible for promotion and they may hold the ranks of Research Assistant Professor, Research Associate Professor and Research Professor. Research faculty are expected to strive for excellence in research and creative activities, with particular emphasis on extramural funded research and creative activities. Where applicable, Research faculty will also be allowed to serve on graduate committees and advise graduate students. Research faculty will be evaluated for promotion based on the allocation of their effort in the areas of research and creative activities, research advising, and research-related service according to University, College and Department criteria, policies and procedures – with expectations in these areas analogous to those discussed in the previous sections. Inclusion of activities not connected to research and creative activities and advising (e.g., teaching, Extension and Outreach) in a research faculty member's Allocation of Effort is permissible only under special circumstances, with written permission from the Dean. Such exceptions should also be articulated in the Departmental Functions and Criteria Statement.



### **Mentoring Tenure Track Faculty**

The Department Head establishes and monitors a process for a tenured faculty to mentor candidates in developing the best case for promotion and/or tenure. In the case of non-tenured tenure track faculty and college faculty below the rank of associate professor, the mentoring process begins with NMSU employment onboarding.

- The Department Head will meet regularly (typically once per month during the first year of hire) with all nontenured tenure track faculty and college faculty below the rank of associate professor (Candidates for promotion and/or tenure) to discuss questions or problems with functions, goals and allocation of effort, annual performance review, or evaluation processes.
- The Department Head will consult tenured faculty and college faculty at or above the rank of associate professor to select, in consultation with the Candidate, the best person whose work is most closely related to the candidate's specialization to serve as a mentor.
- As the Candidate feels is necessary, the Department Head and/or Faculty mentor will review all annual evaluative paperwork and recommendations with the candidate to support the candidate's ongoing and planned activities, strategies, and improvements in research/creative activity, teaching and advising, service, and outreach.
- The Department Head will work with the Candidate and their faculty mentor to help the candidate prepare a mid-probationary review portfolio (optional) and the Candidate's application for promotion and tenure.

## **II. THE ANTHROPOLOGY DEPARTMENT'S FUNCTIONS**

The Department's functions derive from its mission and program goals, with each tenured or tenure track faculty member responsible for teaching, research, service, and outreach. College faculty members are responsible only for teaching and related activities, unless hired for other expressed purposes. College faculty are neither tenured nor eligible for tenure but may be promoted in rank.

The Department's teaching, Research/creative activity, service, and outreach functions are as follows.

### **The Teaching Function**

The Department regards undergraduate and graduate teaching to be an extremely important responsibility and highly values teaching excellence.

Teaching duties will be assigned to balance student needs, faculty preferences, and faculty availability. Faculty members are expected to be able to teach at all levels. The Department Head, in consultation with an individual faculty member, shall determine that faculty member's teaching load. In no case will a faculty member's teaching load be less than 15 credit hours of formal instruction per academic year without consent of the College Dean. Reductions in teaching load are designed to accommodate extraordinary research/creative activity or service and outreach responsibilities. A faculty member who teaches 15 credit hours per academic year will normally have a 50 percent teaching responsibility.

Concerning teaching, the Department generally expects each faculty member to:

- Teach regular courses



- Teach special courses such as individual study, individual research, and thesis
- Chair and serve on graduate student committees
- Contribute to student advising
- Participate in teaching improvement and outcomes assessment activities
- Assist in promoting the department and its programs
- Develop new courses, as needed and appropriate

### **The Research/Creative Activity Function**

The Department of Anthropology regards research/creative activity as an extremely important responsibility and highly values excellence in research and other creative activities. Scholarship and teaching are complementary, with the advancement, integration, application, and transmission of knowledge being fundamental parts of the educational process. The Department values both basic and applied research and acknowledges the right of each individual faculty member to choose his/her specific research/creative activity topics and concentrations.

A faculty member who teaches 15 credits per academic year will generally have a 40 percent research/creative activity responsibility.

The Department generally expects each faculty member to:

- Maintain a productive research/creative activity agenda
- Contribute to disciplinary knowledge
- Disseminate the results of research and other creative activities in professionally appropriate ways
- Seek and obtain external funding, if possible
- Involve students, if possible

### **The Service Function**

Service involves activities directly supporting operations of the profession, the university, the college, and the department. Concerning service, the Department generally expects each faculty member to:

- Participate in departmental governance
- Sit on department, college, and university committees
- Engage in disciplinary activities such as holding leadership positions and performing editorial and review work
- Tenured faculty should be available to mentor non-tenured faculty

A faculty member who teaches 15 credit hours per academic year will normally have a 10 percent combined service/outreach responsibility.

The Department assigns far less weight to service than teaching and research/creative activity in matters of contract renewal, promotion, and tenure.

Annual performance appraisals may recognize extraordinary service.

## **The Outreach Function**

Outreach involves activities that serve the larger community beyond the discipline and university. The Department of Anthropology recognizes a responsibility to assist communities with their important social, cultural, political, medical, and economic issues. This responsibility is consistent with NMSU's land-grant mission and with the Department's specific mission.

A faculty member who teaches 15 credit hours per academic year will normally have a 10 percent combined service/outreach responsibility.

The Department assigns far less weight to outreach than teaching and research/creative activity in matters of contract renewal, promotion, and tenure.

Annual performance appraisals may recognize extraordinary outreach.

## **III. THE ANTHROPOLOGY DEPARTMENT'S EVALUATIVE CRITERIA**

Each tenured or tenure track faculty member is responsible for engaging in teaching, research, service, and outreach. A faculty member who teaches 15 credit hours or 5 classes per academic year will normally have these "percentages of responsibility": 50 percent teaching, 40 percent research/creative activity, and 10 percent combined service/outreach. These are the Department's standard percentages of responsibility. The standard percentages may be adjusted in individual cases, but such adjustment requires Department Head approval. The College Dean's approval is required if the adjustment involves teaching less than 15 credit hours (5 classes) per academic year and for adjustments to the allocation of effort that occur during the academic year. Following ARP Section 9.31 criteria for promotion and tenure are consistent with performance criteria.

Regular college faculty members will normally have a 90 percent teaching responsibility (four classes per semester) and a 10 percent service responsibility.

We discuss specific departmental criteria for evaluating teaching, research, service, and outreach below. The Department intends such criteria to be:

- Useful in evaluating annual performance, in making contract renewal recommendations, and in determining eligibility for promotion and/or tenure
- Clear and specific enough to ensure that faculty members understand the nature of their responsibilities
- Flexible enough so that evaluators may use their professional judgment to assess each faculty member's unique responsibilities and contributions. The Department of Anthropology expects that each of its faculty members is highly motivated and that individuals will look to these criteria for guidance.

The Department recognizes that evaluators use these criteria in two different ways. First, evaluators employ them to make comparisons concerning the annual performance of faculty members to award merit salary increases. Here the emphasis is on relative and formative assessments and these criteria and assigned weights define the dimensions upon which faculty members are compared. The second and more important way that evaluators employ these criteria is in their assessments of individual faculty members to renew temporary contracts, to gauge progress

towards promotion and/or tenure, and to grant tenure and/or promotion. In these cases, the emphasis is on summative judgments and these criteria suggest meaningful benchmarks for evaluating the professional achievements of individual faculty members. Hence, this section not only identifies appropriate elements of performance to be evaluated but also includes general statements concerning performance expectations.

Decisions concerning the granting of tenure and, to a lesser extent, renewal of contract, represent an important commitment of university resources. The granting of tenure or promotion to associate or full professor represents a prediction by the university that the individual concerned will continue to make substantial contributions to the profession and the university. Tenure, in particular, has long-term consequences. Thus, these decisions are based on an individual's past performance and promise of continued high performance. In addition, such decisions must consider future programmatic needs, professional collegiality and compatibility, and the dedication of an individual to the institution and a life of research. The application of one or more of these additional criteria may guide departmental recommendations concerning tenure and the renewal of contracts.

### **Teaching Criteria**

Both the quality and quantity of teaching and related activities are considered when evaluating a faculty member's teaching performance. The Department will base its evaluation of teaching on the following. In accordance with state law, at a minimum, student evaluations and one other form of evidence must be used. Each form of evidence will be weighted according to its importance in evaluating teaching.

- Neutrally administered student evaluations
- Peer evaluations
- Self-evaluations
- Assessments (e.g. pre- and post-tests) of student learning outcomes for specific course objectives
- Evidence of pedagogical training and professional development
- Evidence of using new technologies and innovative approaches to student learning
- Other evidence related to teaching performance
- Teaching loads
- Class sizes
- Preparation of new courses
- Individualized instruction and assistance
- Advising, mentoring, and counseling with students and student organizations
- Course materials and syllabi
- Program promotion, representation, and recruitment
- Participation on graduate student committees
- Teaching awards and recognitions

Strong teaching, reflecting serious commitment to student learning, is required for tenure and promotion at all ranks.



## Research/Creative Activity Criteria

All scholarly activity and outcomes, regardless of funding source, must consider the following criteria adapted from Diamond:

- a. The activity's purposes, goals, and objectives are clear. The objectives are realistic and achievable. It addresses important questions in the field.
- b. The activity reveals a high level of discipline-related expertise. The scholar brings to the activity a high level of relevant knowledge, skills, artistry, and reflective understanding.
- c. Appropriate methods are used for the activity, including principles of honesty, integrity, and objectivity. The methods have been chosen wisely, and applied effectively. It allows for replication or elaboration.
- d. The activity achieves its goals and its outcomes have significant impact. It adds consequentially to the field. It breaks new ground or is innovative. It leads to further exploration or new avenues for exploration for the scholar and for others.
- e. The activity and outcomes have been presented appropriately and effectively to its various audiences.
- f. The activity and outcomes are judged meritorious and significant by one's peers.
- g. The scholar has critically evaluated the activity and outcomes and has assessed the impact and implications on the greater community, the community of scholars and on one's own work. The scholar uses this assessment to improve, extend, revise, and integrate subsequent work.

All faculty members must maintain a quality research/creative activity program. Academic scholarship at NMSU is defined to include four types of research: Discovery, Engagement, Teaching, and Integration. All four types require activities that are public, subject to critical peer review, and result in the dissemination of scholarly findings in professionally accepted ways.

In most instances, evidence of a high quality research/creative activity program will be reflected in works either appearing in print or accepted for publication, including in electronic media. Presenting papers, conducting workshops, and offering lectures are not as highly valued as publications or securing external funding.

The Scholarship of Discovery refers to the creation and dissemination of empirical and theoretical knowledge. As noted, a faculty member must normally disseminate such knowledge through traditional disciplinary means, most obviously through publication. The following ranking, in descending order of importance, is a guide to the relative significance of different types of publications:

1. Books, journal articles, edited books, book chapters, museum exhibits, and educational curricula published and peer reviewed by national professional organizations, presses, or other academic and professional outlets.
2. Encyclopedia articles, book review essays, technical reports, field reports, policy reviews, digital educational resources, exhibit catalogs, commissioned or reviewed by sponsors, consultants, or professional peers
3. Book reviews and dictionary entries
4. Other

Criteria that evaluators can use in assessing the quality of these different types of publications include:

- The role of peer review
- The place and form of publication
- The relative contribution of co-authors and collaborating scholars
- The length
- Disciplinary impact
- Invited contributions

The Department expects that by maintaining a quality research program, a faculty member's work will positively affect disciplinary knowledge, theory, method, and practice. Yet, Anthropology is an interdisciplinary field, and publication patterns vary according to subfield and area specialization. Single-authored or first-authored academic books and articles in highly-regarded, refereed, international and national journals are usually strong evidence a quality research/creative activity program in the Scholarship of Discovery. Each faculty member is nonetheless responsible for clarifying the role of peer review, publication placement and audience, the relative contribution of co-authors, the length, and the disciplinary and interdisciplinary impact of their scholarly products. For example, publications with long lists of co-authors increasingly are the norm in biological anthropology and archaeology. Faculty members should clarify their relative contribution to the publication relative to the other co-authors.

It is also the responsibility of the faculty member to clarify the role that peer review plays in their publications. Some chapters of edited books are subject to rigorous peer review, whereas others are not. Field reports, agency reports, reports for consultancies, and policy reviews typically are not peer reviewed, and therefore not evaluated as highly as a book or journal article, but they are often reviewed and approved by professionals holding academic credentials that are commensurate to faculty.

Agency approval of the report frequently is a requirement for the approval and renewal of research permits. Reports vary in length and depth. In some cases, distribution and academic dissemination is restricted by the agency or report sponsor. Archaeological reports containing georeferenced information about where sites are located must be redacted before publication. Reports containing images and descriptions of Native American human remains similarly may require redaction prior to distribution and dissemination. Some reports, monographs, and policy reviews sponsored by state and federal agencies and granted to Native American tribes are proprietary to the tribe, and their dissemination is restricted.

The place and form of publication are important but vary widely across subfields and specialties. A journal article that appears in the flagship journal of a professional organization may be evaluated more highly than an article in a regional journal, even though both are peer reviewed. Similarly, a book chapter invited for publication in a thematic edited volume produced from a competitively awarded advanced seminar sponsored by a foundation or a federal or state grant program may be evaluated more highly than edited books whose contributed chapters are less well integrated to a specific disciplinary problem or question. A book published by a major academic press that distributes its products worldwide will likely have greater disciplinary impact than a small local press. International publications, including works in languages other than English, are valued, especially those tied to university or other foreign academic publication series.



The Anthropology Department faculty and the members of the Promotion and Tenure committee are divided in their opinions regarding the usefulness of citation indices, numbers of library holdings, and H-indexes as measures of disciplinary and interdisciplinary impact. Individual faculty members may use citation indices and impact factors to support their case for the disciplinary impact of their work if they believe it is useful. Faculty who do not wish to use citation indices or impact factors to demonstrate the quality and significance of their scholarly products are not required to do so, but should provide alternative forms of evidence of impact. Evaluation of scholarship will not be based on citation indices and impact factors alone.

Among additional ways that faculty members might disseminate the results of their research and creative activities are:

- Museum exhibitions
- Other

The Department will evaluate research and other creative activities disseminated in these additional ways by:

- The expertise and effort required by a faculty member to generate research/creative activity results and disseminate them through such means
- The size of the audience to which materials are disseminated
- Audience impact

Each faculty member is responsible for demonstrating the significance of the research/creative activity that they disseminate by means other than publication. The Department recommends that faculty members record visual, aural, or performative aspects of their "ephemeral" creative activities for evaluative purposes.

The Department expects that by maintaining a quality research/creative activity program, a faculty member's work will positively affect disciplinary knowledge, theory, and/or method.

The Department of Anthropology values the Scholarship of Discovery as the basis for all other forms of research. The Scholarships of Engagement, Teaching, and Integration (which typically emerge out of a faculty member's Scholarship of Discovery) are also recognized and valued. Activities under these types of research will be evaluated in terms of comparable expertise and effort. Each faculty member is responsible for articulating and demonstrating his/her expertise and effort in each of these forms of research/creative activity, as well as providing compelling evidence of significance.

The Scholarship of Engagement refers to professional expertise used to benefit NMSU, the people of New Mexico, and the larger community. In this type of research, a faculty member applies his/her academic expertise and ability to assist the University and/or wider communities in addressing important social, cultural, political, medical, or economic issues.

The Scholarship of Teaching includes published articles on pedagogy, as well as other types of work, where a faculty member uses his/her expertise to assess and enhance student learning. Presenting colloquia through the Teaching Academy will be considered in this area.

The Scholarship of Integration seeks to assimilate isolated facts and ideas, overcoming the fragmentation of academic disciplines and narrowing the divide between academic and non-academic worlds. It includes interdisciplinary research, meta-analysis, and interpretative work. Evidence could include textbooks, scholarly

books for the general public, integrative book reviews, and encyclopedia essays. Evidence also could include organizing unique interdisciplinary conferences or developing a web-based scholarly forum.

External funding is an important component of research/creative activity. External funding may be obtained to support an individual's research/creative activity program, to engage in creative activities which benefit the department such as developing new courses and programs, or to conduct activities falling under the Scholarship of Engagement on behalf of other organizations and groups. Soliciting and obtaining external grants and contracts is evidence of scholarly activity, though a particular project may overlap with teaching and/or outreach functions.

The evaluation of external funding will be based on the:

- Proposals submitted
- Proposals awarded
- Amount
- Source
- Level of student support
- Contribution made to the Department

Generating external funding is not sufficient grounds for advancement in rank or the granting of tenure, but it is valued in annual performance evaluations.

Presenting papers at professional meetings and conferences, commensurate with the availability of funding, is an important element in the scholarly process. In evaluating presentations and papers, consideration will be given to invitations to present and the relative importance of the venue.

Two other criteria may be appropriate to consider in the evaluation of research and other creative activities. First, the Department places value on working with junior faculty and students in the conduct of research. Second, the Department recognizes that more senior (usually tenured) faculty may undertake extended research/creative activity projects. In such instances, a faculty member must provide evidence of continued effort and substantial progress in the production of scholarly materials. Moreover, the Department acknowledges that engaging in research/creative activity does not directly address the issue of quality, an important element in the evaluation of research and other creative activities.

### **Service Criteria**

The Department expects every faculty member to assist with disciplinary and institutional operations. The following ranking, in descending order of importance, is a guide to the relative significance of different types of service:

1. Positions in or service to national and international scholarly, professional, or governmental/nonprofit organizations
2. Positions in or service to regional scholarly, professional, or governmental/nonprofit organizations
3. University committee work and service
4. College committee work and service
5. Department committee work and service

6. Other forms of service

Service will be evaluated according to the effort required and the expertise employed.

The Department recognizes that the specific service performed by different faculty members will vary.

Significant achievements in service will be recognized and should improve a faculty member's record, although service cannot compensate for shortcomings related to either teaching or research.

**Outreach Criteria**

The Department generally asks, but does not require, individual faculty members to serve communities, community groups, educational institutions, non-profit and philanthropic organizations, and public agencies.

The Department recognizes that the outreach performed by different faculty members will vary.

Outreach will be evaluated according to the effort required and the expertise employed. Outreach that benefits the citizens of New Mexico directly reflects the institution's land grant mission and will receive special consideration.

Significant achievements in outreach will be recognized and should improve a faculty member's record, although outreach cannot compensate for shortcomings related to either teaching or research.

**Leadership Criteria**

Leadership may be considered in each area of faculty effort. While a faculty member's performance must be evaluated through their contributions to the four areas of faculty effort, leadership is an important component. Leadership must not be considered as a separate area to be evaluated. Rather, when applicable, its value should be considered in how they affect performance in one or more of the four areas of faculty effort.

Following College of Arts and Sciences Promotion and Tenure Policy (5.6.2), leadership is a criterion for promotion to higher ranks. A faculty member may demonstrate leadership by documenting:

1. Collaboration:

- a. Working with others to envision and move toward directions for change that are inclusive and shared;
- b. Modeling and promoting teamwork.

2. Consistency and Integrity:

- a. Applying principles of fairness and equity;
- b. Modeling words through behavior;
- c. Encouraging collegiality.

3. Empowering Others:

- a. Encouraging and enabling others to work toward shared goals;
- b. Committing to action that removes institutional barriers to this work.

4. Service Orientation:

- a. Using position to benefit others rather than one's self-interest.

5. Applying Disciplinary Knowledge and Skill:

- a. Using knowledge and skill based in one's academic work to bridge theory and practice;



b. Understanding individual events in a larger context.

6. Critical Thought:

a. Creating working environments that promote analysis of existing practice and the exploration of new ideas.

Faculty members who wish to demonstrate leadership should provide evidence that distinguishes their work from management in these ways.

#### **IV. THE ANTHROPOLOGY DEPARTMENT'S EVALUATIVE PROCEDURES**

This section describes Department procedures related to the assessment of teaching performance, annual goals and objectives, annual performance appraisals, and the promotion and tenure review process in accordance with ARP 9.36 (Effective AY 18/19).

The Department Head, as part of the annual performance appraisal process, will evaluate all regular faculty members once each year. The primary purpose of the Department Head's annual appraisal is to determine performance-based salary increases, though the Department Head is encouraged to offer comments related to issues of promotion and/or tenure, as appropriate. In addition, all regular college faculty below the rank of associate professor and tenure track faculty will be reviewed independently by the Promotion and Tenure Committee and by the Department Head each year. Each annual performance appraisal and progress review will include a meeting between the faculty member and the Department Head. In the case of tenured faculty, either the tenured faculty member or the Department Head can request an annual review of progress towards promotion. The purpose of these annual reviews is to issue recommendations concerning renewal of contracts and to offer assessments of progress towards promotion and/or tenure. The Promotion and Tenure Committee and Department Head also issue recommendations concerning promotion and/or tenure.

##### **Academic Year Goals and Objectives**

Every faculty member is required to submit a statement of his/her academic year goals and objectives to the Department Head for approval. Every faculty member is also required to submit an academic year "allocation of effort" statement to the Department Head for approval (see below).

Faculty members must submit their goals and allocations of effort to the Department Head by August 30th or the next working day of each academic year. On approval, a faculty member's statements of academic year goals and allocations of effort are to be signed and dated by the faculty member and Department Head. The Department Head then submits the signed statements to the Dean of Arts & Sciences; faculty members must upload their allocations of effort and goals statements to the Digital Measures portal.

##### **Allocation of Effort Statement.**

These statements shall be a part of the candidate/faculty member's tenure and/or promotion portfolio, and

all aspects of the agreed upon efforts shall be factored into the recommendation made at each step of the process.

For all regular faculty, allocations of effort should be formulated during Spring discussions of performance evaluation and progress towards promotion and/or tenure. The Department's Promotion and Tenure Committee may also make recommendations about adjustments to the allocation of effort for untenured tenure-track faculty members for the coming academic year. The Department recognizes that allocations of effort for the coming academic year often depend on the results of summer field research/creative activity. For this reason, faculty finalize their allocations of effort and goals in August when they return to NMSU.

The allocation percentages will be negotiated by the faculty member and the department head in alignment with the departmental workload policy and NMSU ARP 9.31- 9.33, and will be approved annually by the faculty member's department head. If agreement cannot be reached, the dean or equivalent administrator may assign the Allocation of Effort, and the faculty member may appeal through existing university procedures.

### **Annual Performance Appraisals**

Faculty Annual Performance Reports for the academic year under review will be submitted according to deadlines established by the College of Arts and Sciences and the Department Head. Each regular faculty member is required to submit an Annual Performance Report (APR). The faculty member will provide evidence that the agreed upon responsibilities, as described in the Allocation of Effort Statement, are being met. The College of Arts and Sciences requires that APRs be prepared using the NMSU Digital Measures portal. The College distributes specific guidelines and instructions for preparation of APRs each year (College of Arts and Sciences, Promotion and Tenure Policies and Procedures 3.3). Faculty members are responsible for the timely completion of their reports and for providing evidence of their performance in each area to be evaluated, including the submission of student evaluation results. Failure to submit an annual report according to the deadline may result in a faculty member being assigned to the lowest performance category by the Department Head.

Faculty members respect that the Department Head is being asked to exercise professional judgment in conducting annual performance appraisals. Faculty performance will be evaluated as "exceeds expectations", "meets expectations", and "does not meet expectations". Faculty members endorse an evaluative approach that focuses on the positives of each person's contribution while downplaying an examination of details to draw minor distinctions in performance. In practice, this suggests the lowest ranking should be reserved for individuals whose level of performance is clearly lacking in comparison to others, while the highest ranking would be awarded to individuals whose performance is notably superior and deserving of special recognition.

The Department Head will meet with each faculty member in February or March to review his/her annual performance appraisal. Performance evaluations are not final until discussed by the faculty member and the Department Head and signed by both parties. Within 10 working days of this meeting, the faculty member may submit a written response to the Department Head's appraisal, which the Department Head will transmit to the Dean of Arts & Sciences.



## **Teaching Evaluations**

The results of all student evaluations using a Department approved form will be considered part of the record in assessing teaching performance. This does not preclude faculty members from offering an analysis and interpretation of student evaluation results or from offering additional evidence concerning teaching performance. The following rules govern the use of student evaluations:

- All regularly scheduled courses enrolling five or more students are to be evaluated using a form approved by the Department Faculty.
- Regular courses involving fewer than five students may be evaluated using a Department approved form, but it is not required. For cross-listed courses, a faculty member should consider the total student enrollment, though he/she may elect to have separate evaluations submitted for each cross-listed course.
- Evaluations using a Department approved form are to be administered after the completion of 80 percent of the scheduled class sessions.
- Every effort should be made to obtain a maximum number of student evaluations for every section taught.
- Student evaluations are to be administered neutrally by a third party in the absence of the faculty member; the faculty member should leave the room and premises.
- The completed evaluations are to be returned directly to the department office (not to the faculty member) for tabulation and distribution.
- Results are to be shared with the faculty member after the submission of final course grades.
- Instructors should refrain from such things as discussing in class the importance of receiving positive evaluations or prompting students in class to respond to questions extracted from the student evaluation form.

The following is a list of alternative methods available for assessing teaching performance:

- Arrange to have the Department Head meet with the class to obtain feedback. The Department Head would then prepare a summary evaluation which would be provided to the instructor after grades have been submitted.
- Arrange for an evaluation of teaching by another faculty member or the staff of the NMSU Teaching Academy.
- Participate in a peer coaching program and submit the assessments completed by the partner faculty member.
- Conduct self-assessments throughout the semester or a final assessment at the end of the semester.
- Ask students to prepare a summary assessment and submit their comments to the Department Head.

## **Promotion and Tenure Notebook**

To facilitate the work of the Promotion and Tenure Committee, each Faculty member will maintain and annually update a Promotion and Tenure Notebook containing relevant information about the Department's tenure track faculty and regular college faculty members below the rank of associate professor. Copies of the notebook, along with annual updates, will be distributed to each member of the Promotion and Tenure Committee. At a

minimum, the notebook will contain the following documentation for each tenure track faculty member:

- Curriculum vitae (College of Arts and Sciences Promotion and Tenure Policies and Procedures, 8.1.1)
- Faculty Annual Performance Reports
- Annual Goals and Objectives Statements
- Annual Department Head's Appraisals
- Annual Promotion and Tenure Committee Reviews and Recommendations on Renewal of Contract
- Annual Department Head Reviews and Recommendations concerning Renewal of Contract
- [Optional] Updated narrative describing philosophy, activities, and accomplishments in the four areas of scholarship and creative activities, teaching and advising, service, and extension and outreach.
- A copy of the Department's Functions and Criteria Statement.

Faculty members may add or delete any other materials to the notebook by submitting items through the Department Head. The Department Head will distribute these changes to the Chair of the Promotion and Tenure Committee. The Promotion and Tenure Committee may request through the Department Head additional materials that it deems necessary to perform its duties.

#### **Annual Review of Tenure Track Faculty Members and Regular College Faculty Members**

The Promotion and Tenure Committee will conduct an annual review of all tenure track and regular college faculty members below the rank of associate professor at least once each academic year, normally during its meeting on or about February 20th. In conducting its review, the Promotion and Tenure Committee will rely on the Promotion and Tenure Notebook and other professionally relevant materials. The Committee writes a report concerning each tenure track faculty member. The report is to be signed and dated by each Promotion and Tenure Committee member and provides:

- An evaluation of performance in the areas of teaching, research/creative activity, service, and outreach for the present academic year
- An assessment of progress towards promotion and/or tenure for the entire probationary period to date

The recommendation concerning renewal of temporary contract is to be based on a formal Committee vote, the numerical result of which is to be reported in the recommendation.

An explanation of dissenting votes or abstentions should be provided or it is to be understood that the impact of these votes will be minimized. Dissenting members may prepare a signed minority report to be attached to the Promotion and Tenure Committee report.

This review may also include suggestions concerning goals and objectives for the following academic year.

For regular college faculty below the rank of associate professor, this review will focus on teaching performance, progress towards promotion, and renewal of contract.

Tenured faculty members below the rank of professor and regular college faculty members above the rank of assistant professor are encouraged to request review by submitting a current vitae to the Promotion and Tenure Committee every three years to obtain guidance in preparing for promotion to the next rank. These reviews will not have an impact on the Department Head's annual performance appraisals.

The Department Head will conduct a review of all tenure track and regular college faculty below the rank of associate professor at least once each academic year, normally in October. The Department Head will rely on the Promotion and Tenure Notebook discussed above, any written materials prepared by the Promotion and Tenure Committee, and other professionally relevant materials. This written report, which is signed and dated, must provide:

- An evaluation of performance in the areas of teaching, research/creative activity, service, and outreach for the previous academic year
- An assessment of progress towards promotion and tenure for the entire probationary period to date
- A recommendation concerning renewal of temporary contract

In the case of regular college faculty, this review will focus on teaching performance, progress towards promotion, and renewal of contract.

The Department Head will provide a copy of his/her report and a copy of the Promotion and Tenure Committee's report to the faculty member. Copies of both documents will be filed with the Dean of the College of Arts & Sciences. Originals will be kept on file in the Department of Anthropology. The performance evaluation will not be considered final until the meeting has occurred and been documented, typically by the signatures of the Department Head and the faculty member.

Consistent with university policy, faculty members who allege that an adverse decision resulted from discrimination or violations of due process should follow the appeals procedures outlined in ARP 3.25 and ARP 10.60

### **Mid-Probationary Review**

Tenure-track faculty members may request, or individual units may require, a formal Mid-Probationary Review. The Mid-Probationary Review is an opportunity for feedback on the Tenure-Track Faculty member/future candidate's performance and is used to identify specific activities to enhance the candidate's progress toward promotion and tenure. The review is formative, intended to assist Tenure-Track Faculty in achieving promotion and tenure and should take into account the allocation of work effort during the three years reviewed and be based upon the Principle Unit's criteria. The outcome must not be used as a determinant for setting merit pay or for contract continuation decisions. Principal units should refer to Rule 5.89, Part 3 for additional information. A faculty member who chooses to participate in the review process must prepare a portfolio following Department policies. The candidate must submit his/her portfolio to the Department Head by January 15 or the next working day of their third year or the midpoint of their probationary period if it is shorter than six years. The Department's Promotion and Tenure Committee, the Department Head, and the Arts & Sciences Faculty Affairs Committee will review the portfolio. The Faculty Affairs Committee will provide to the Department Head and candidate a written formative evaluation of his/her progress toward promotion and tenure.

### **Early Promotion and/or Tenure Review**

Faculty members interested in seeking early tenure review or promotions not coinciding with a regularly



scheduled tenure review must submit a request to the Promotion and Tenure Committee to initiate their candidacy. All such requests are to be submitted early in the spring semester but no later than March 15 (or the next working day). The request is to be submitted to the Chair of the Promotion and Tenure Committee, with a copy sent to the Department Head. A copy of a current vita is to be attached to requests from faculty members holding tenure or college faculty members above the rank of assistant professor. The Promotion and Tenure Committee will respond to such requests no more than five (5) working days after its scheduled meeting on or around April 1. The Promotion and Tenure Committee's recommendation will be transmitted to the Department Head, who will consider that recommendation in making his/her recommendation to the Dean of Arts & Sciences. In cases where there is disagreement between the Department Head and the Promotion and Tenure Committee over a request for an early tenure and/or promotion review, the Department Head will consult with the Promotion and Tenure Committee prior to making a recommendation to the Dean.

In accordance with university policy 5.90.3.6.2, a tenure track faculty member may suspend his/her "tenure clock" under certain circumstances. Except in cases involving new parenthood, a tenure track faculty member seeking to postpone his/her tenure or promotion review will follow the same process outlined in the paragraph above. A candidate may withdraw from consideration at any time prior to the final signature of the executive vice-president and provost. The candidate submit a letter requesting withdrawal from further consideration. The letter shall be transmitted to the dean or comparable administrator.

#### **Withdrawal in Fifth Year of Service**

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. If a faculty member does not apply for tenure in the fifth year, or extended year as appropriate, and does not submit a resignation letter as contemplated by this rule, the faculty member's employment will terminate with the expiration of the current annual ("Temporary") contract.

#### **Criteria for Promotion and Tenure**

The NMSU ARP (Section 9.33) defines the various faculty ranks and provides an indication of the expectations associated with each rank. The Department also follows definitions of the College of Arts and Sciences, Section 5.1.2 Criteria for Promotion and Tenure:

In general,

- Promotion from Assistant to Associate Professor: this is typically the result of having demonstrated effectiveness in teaching, advising and other assigned duties, having demonstrated achievements in scholarship and creative activities that establish the faculty member as a significant member in the field, with potential for distinction, and having provided a balanced and effective contribution to institutional and professional service. It must be underlined that promotion to Associate Professor is a separate assessment

and process than granting tenure; the tenure decision often occurs at the same time as the promotion decision, but the two decisions are made independently. This is normally demonstrated by the criteria listed above, as well as research and creative activity that establishes new, productive, and more profound lines of inquiry that move beyond the scholarship of the candidate's terminal degree. Due consideration will be afforded to the balance of refereed publications, such as journal articles, books, book chapters, or the equivalent and other scholarly products such as proposals and awards for external funding, technical reports, presentations, or other products and creative activities that integrate knowledge and/or engage public audiences. Regardless of quantity, the case made for quality and scholarly significance remains the primary concern in recommendations for promotion to Associate Professor.

- Promotion to the rank of Professor: this is typically based upon the faculty demonstration of leadership and distinction in teaching and advising, research/creative activity, and service, with continued development and effectiveness in all areas, with innovation in teaching, curricular development, and other educational initiatives; the faculty should demonstrate excellence in scholarship and creative activities, with wide recognitions and significant contributions to the field; the faculty should be a model in providing exemplary service to the institution and the profession. This is normally demonstrated by the criteria mentioned above, by taking on longer-range projects, and by a sustained focus in the field as represented by publication of significant scholarly works in a distinguished press, premier journals, or a distinguished series. Due consideration will be afforded to the balance of refereed publications, such as journal articles, books, book chapters, or the equivalent and other scholarly products such as proposals and awards for external funding, technical reports, presentations, or other products and creative activities that integrate knowledge and/or engage public audiences for the period of evaluation since last promotion. Regardless of quantity, the case made for quality and scholarly significance remains the primary concern in recommendations for promotion to Full Professor.

### **External Reviews and Reviewers**

The purpose of the external review is to evaluate a candidate's research/creative activity. Candidates must gather the materials to be sent to the reviewers. Such materials should include all publications and other evidence of research/creative activity upon which the candidate would like to be judged. Unpublished items may be included but must be accompanied by a clarification of the status of the work, such as accepted, under review, or not yet submitted. The candidate must substantiate claims made about the status of the materials. These materials are to be contained in three loose leaf binders, with index tab dividers, and a copy of the candidate's vita appearing at the beginning. Since external reviewers may request that a candidate's file be transmitted to them electronically, applicants for tenure and/or promotion must also provide Volume II in electronic form, preferably as Word or PDF files. Candidates are encouraged to develop a vita according to the format discussed below, but a more traditional vita may be used here. This binder represents Volume II of a candidate's three volume Promotion and Tenure Packet, also discussed below. Since the purpose of the external review is to evaluate the candidate's research, materials connected to teaching, service, and outreach should not be included beyond what is contained in the vita.



Regular college faculty members are not required to obtain external letters, unless released for research/creative activity purposes. The following procedures govern the external review process:

- A reviewer will be a highly regarded expert in one or more aspects of the candidate's work and must be able to offer an objective assessment of the candidate's work. When a reviewer holds a tenured position, it should be at or above the rank sought by the candidate. It is recommended that a candidate has a diverse set of reviewers to get the most complete picture of the candidate's performance.
- Conflicts of interest, either real or perceived, must be avoided when selecting External Reviewers.
- A candidate for a regularly scheduled tenure review will submit a list of potential external reviewers to the Promotion and Tenure Committee and Department Head within five (5) working days of receiving written notification from the Committee to initiate the process.
- A candidate who seeks promotion only and/or tenure review will submit a list of potential external reviewers to the Promotion and Tenure Committee and Department Head within five (5) working days of receiving written notification from the Promotion and Tenure Committee to proceed with the review process.
- The list of potential external reviewers submitted by a candidate must include addresses, phone numbers, e-mail addresses, a statement of the nature and length of acquaintance with each person, and a brief description of each person's background and qualifications. A candidate for promotion and/or tenure must not attempt to contact these individuals to ascertain their willingness to serve or to discuss his/her candidacy. This document will be attached to the memorandum prepared by the Department Head and submitted to the College Dean discussing the background and qualifications of the external referees. The Department strongly discourages a candidate from including on this list of potential reviewers his/her Ph.D. Committee Members, post doc mentors, and other people with whom he/she has a close relationship. The comments of such reviewers will be devalued.
- Unsolicited letters will not be accepted or included in the Portfolio.
- The Promotion and Tenure Committee and Department Head will develop its own list of potential external reviewers for a faculty member who is applying for tenure and/or promotion.
- The Department Head and the Promotion and Tenure Committee will combine the candidate's list and the Committee's list of potential reviewers. After the combined list of potential external reviewers has been developed, the Department Head will contact individuals on that combined list to ascertain whether they will serve. The goal is to send Volume II of a candidate's Promotion and Tenure Packet to at least five (5) external reviewers, and the final list must include a least one person recommended by the candidate.
- A candidate must submit Volume II of his/her Promotion and Tenure Packet in hard copy and in electronic form to the Department Head by June 1 or the next working day.
- The Department Head will transmit Volume II of a candidate's Promotion and Tenure Packet, along with a cover letter, to individuals who have agreed to serve as external reviewers by June 15 or the next working day. In the cover letter, the Department Head must notify external reviewers of the applicant's right to read and respond to all materials within his/her application file, including external letters.

- Failure to meet any of the deadlines stipulated above may result in termination of the promotion and/or tenure review process for the current year. The decision to terminate the process will be made by the Department Head and available members of the Promotion and Tenure Committee. The decision will be the result of a Committee meeting called five working days in advance by the Department Head.

### **A Candidate's Promotion and Tenure Packet**

When appropriate and agreed to by the candidate and all reviewing committees and officials, the Portfolio may be submitted as an electronic pdf formatted file(s), provided a method for secure transmission of confidential documentation has been established.

A candidate for promotion and/or tenure creates his/her Promotion and Tenure Packet in accordance with the College of Arts and Sciences Promotion and Tenure Policy and Procedures 8.1.1. and the ARP Section 9.35. The college guidelines shall specify the inclusion of the following Core Document elements in this order. The combination of items 4-6 shall not exceed 50 pages:

1. A routing form developed by the college with spaces for the required signatures.
2. A cover sheet indicating the candidate's name, current rank, department and college.
3. Any written documentation generated throughout the promotion and tenure process, including the numerical vote counts of the promotion and tenure committee(s).
4. A table of contents.
5. Candidate's executive summary.
6. A curriculum vitae.
7. Annual performance evaluations for the period under review, including the Allocation of Effort statements, the goals and objectives forms, written statements submitted by the faculty member as a part of the annual performance evaluations, the supervisor's written comments, and any response made by the candidate to the supervisor's written comments. Numerical rankings, ratings, or vote counts should be removed.

(See Also **ARP 9.31 – [Effective AY 18/19] Annual Performance Evaluation – Regular Faculty**)

Under university policy, candidates must be provided sample Promotion and Tenure portfolios for guidance, although the written permission of those faculty members is required. The Chair of the Promotion and Tenure Committee will gather these permissions and provide the sample portfolios to the candidates. The packet or documentation file is divided into three clearly labeled volumes, compiled in loose leaf binders and organized with section dividers and index tabs. Volume II, as noted above, is due June 1 or the next working day. Volumes I and III must be submitted to the Department Head by September 15 or the next working day. The Department Head will as soon as possible submit a copy of the completed packet (three volumes) to the Promotion and Tenure Committee. Failure to meet these deadlines may result in termination of the promotion and/or tenure process for the current year. The decision to terminate will be made by the Department Head and the Promotion and Tenure Committee,



following a Committee meeting called five working days in advance by the Department Head.

In addition to the three volumes, the candidate is required to submit a Faculty Annual Performance Report for the current year by September 15 or the next working day. This document is added to Volume I, along with the letters submitted by the external reviewers. A candidate is to be provided with copies of these letters when they are made available to the Promotion and Tenure Committee. These three volumes, including the current annual report and the external letters in Volume I, form the candidate's documentation file; nothing can be changed, added, or deleted from it without the knowledge of the candidate and consent of the Dean of Arts & Sciences. The documentation file will be available in the office of the Department Secretary for the review of Department Promotion and Tenure committee members. Only Volume I will be submitted to the College Dean, while the remaining materials will be retained in the office of the Department Administrator for review. Candidates should refer to current Arts & Sciences College policy pertaining to the number of Volume I binders to submit to the College Dean and specific materials to include.

In general, Volume I should contain the following materials:

- Narrative Statement (maximum of 3000 words). This introductory statement is an opportunity for the candidate to provide an overview of his/her record and to offer a personal assessment of this record. At a minimum, the candidate must include evidence of accomplishments felt to be applicable to quantity and breadth of teaching contributions, quality of teaching, and extraordinary efforts such as distance education and curriculum development. In terms of research, the candidate must offer a summary statement regarding: (1) research/creative activity goals and accomplishments, (2) the significance and impact of one's research/creative activity, and (3) future research/creative activity plans. A candidate for advancement in rank to professor needs to describe his/her leadership efforts and activities.
- Curriculum Vitae. The vitae should provide the following standard information, with appropriate dates: educational background, directly related professional experience, courses taught, advising, graduate committee work, individualized work with students, titles of publications and other scholarly projects, presentations, grants funded and not funded, professional and university service, community outreach, and awards. Information on publications is to be as complete as possible, including page numbers for articles and comparable publications. Candidates should explain the quality of the outlets where their work has appeared, the role of peer-review in the process, and their contributions to co-authored publications and other scholarly endeavors. This information must span the candidate's entire professional and academic career but be presented in two parts corresponding to the outline suggested by the College of Arts & Sciences. The first part is to focus on the candidate's record before coming to NMSU, while the second part is to focus on his/her activities at NMSU. Within the second part of the vita, the candidate should clearly identify accomplishments subsequent to his/her last promotion and/or the granting of tenure. The use of detailed narratives and explanatory statements to accompany sections of the vita is strongly recommended.
- Faculty Annual Performance Reports for all previous years.
- Department Head's Appraisal of Faculty Annual Performance for all previous years.
- Department Promotion and Tenure Committee's Reviews and Recommendations on Renewal of Contract



for all prior years, including any reviews requested as an associate professor.

- Department Head's Reviews and Recommendations for all prior years.

Volume II includes (1) an updated curriculum vitae, (2) a personal statement, and (3) evidence of research/creative activity that the candidate has asked the external reviewers to judge. By submitting a memo to the Department Head, the candidate may add works to Volume II or provide updates on the status of unpublished works after June 15 but no later than the deadline date for submitting the Faculty Annual Performance Report for the current year. These items will not be forwarded to the external reviewers, however. The vitae and personal narrative, as sent to the reviewers, will remain in Volume II.

Volume III is optional and includes any other information that a candidate wants to present in support of his/her application. A candidate may present, for example, (1) letters from students, (2) reviews of publications, and (3) letters of appreciation and recognition.

### **The Promotion and Tenure Committee's Recommendation and Report**

On or about September 20, the Promotion and Tenure Committee meets to consider the complete documentation files for candidates applying for promotion and/or tenure. Voting members of the Committee have the right and obligation to attend and participate in all discussions regarding a candidate's application. Deliberations and voting of promotion and tenure committees will be conducted in closed session only among committee members. Committee members can attend sessions by a confidential electronic method with permission of the committee chair. Committee members must take part in the deliberations in order to vote. Committee members may vote in person, or by an appropriate confidential electronic method with the permission of the committee chair. Absentia and proxy ballots are not permitted. All vote counts must be recorded. Members on sabbatical leave and unable to attend committee meetings may submit a memo expressing their views, but these statements should not to be interpreted as representing vote. The Chair of the Promotion and Tenure Committee surveys the committee members by secret ballot on their support of the candidate's application. Separate ballots should be cast in cases involving promotion and tenure. The Promotion and Tenure Committee then prepares a report on its recommendation including the vote tallies reflecting the "Majority View" as represented by the numerical results of the vote. All participating members should sign and date the report. This report is conveyed to the Head of the Department in the form of a letter. The following points should be considered in preparing this report:

- The report is to be detailed and evaluative, addressing both the candidate's strengths and weaknesses in all areas of review.
- An explanation of negative votes or abstentions should be provided, or it is understood that the impact of these votes will be minimized.
- Dissenting members may prepare one or more signed minority reports to be attached to the Promotion and Tenure Committee report.
- Any memoranda prepared by absent members on sabbatical leave should be attached.

Excluding the materials composing the documentation file, all materials assembled by the Promotion and Tenure Committee are to be placed in an appendix to the Committee report. This appendix is part of the report. The

Department Head is responsible for placing the original and a copy of the report in a candidate's Volume I binders before submission to the College Dean.

### **The Department Head's Recommendation and Memorandum**

The Department Head prepares a separate and independent recommendation report that is signed and dated. This report should be detailed and evaluative, addressing both the candidate's strengths and weaknesses in all areas of review. As necessary, this recommendation should include:

- An indication of the quality of the journal/press where each article/book appears
  - A specific statement whether each publication or other evidence of research/creative activity is peer-reviewed
  - Information regarding the significance, if any, of the order of authorship in co-authored publications, grants, and projects
  - An explicit statement for co-authored publications, grants, and projects of the candidate's contribution
- In addition, the Department Head prepares a memorandum that:

- Discusses the backgrounds and qualifications of the external reviewers, including any known relationships to the candidate
- Provides an indication for each letter if the writer was the selection of the candidate or the Promotion and Tenure Committee and Department Head
- Offers a brief description of how the letters were secured. Information provided by the candidate regarding these issues is to be attached to the memorandum

All materials assembled by the Department Head, excluding the memorandum discussed above, are to be placed in an appendix to his/her recommendation. This appendix is considered part of the recommendation. The Department Head is responsible for placing the recommendation and memorandum (the original and a copy of each) in a candidate's Volume I binders before submission to the College Dean.

The Department Head is responsible for providing copies of the Promotion and Tenure Committee's report, the Department Head's report, and the Department Head's memorandum to the candidate after all materials have been submitted to the College Dean.

### **Candidate's Rebuttal**

According to NMSU University Policy 9.35, the Candidate can provide a rebuttal that corrects factual errors, provides clarifications, and/or offers a rebuttal to recommendations from the Departmental Promotion and Tenure Committee and the Department Head. Rebuttal must be prepared within five days and included in Volume 1 of the portfolio. Likewise, the Candidate has five days to provide clarifications, correct factual errors, or offer a rebuttal after receiving recommendations from the College of Arts and Sciences Promotion and Tenure Committee and the College Dean.

### **An Applicant's Rights to Transparency, Response, and Appeal**

In keeping with the principles of fairness, transparency, and participation enumerated in the Preface to this document, the Anthropology Department acknowledges an applicant's right to review and respond to all materials included in his/her application for promotion and/or tenure. This right of review and response extends to all memoranda, reports, external review letters, and other documents that are produced as part of the application process. Candidates will be given five days to review any materials added to the portfolio and respond as described above.

The integrity of the promotion and tenure processes relies upon consultation by and between groups and individuals with successively broader views of the mission of the university, participation by the involved faculty member, who has an opportunity to seek redress for perceived violations of policy, rules or procedure which might unfairly affect the outcome. (See **ARP 9.34**, Part 1 – Principal Unit Committees; **ARP 9.35**, Part 5 – Roles and Responsibilities in Promotion and Tenure Reviews and Part 9 – Right to Seek Redress for Violation of Faculty Evaluation, Promotion and Tenure Rules.) In order to achieve fairness, transparency, and broad-based participation, all of the parties must base decisions on the documentation described in the NMSU Rules on Faculty Evaluation, Promotion and Tenure.



The Department of Anthropology Statement of Functions and Criteria has been approved by:

  
Dr. Rani T. Alexander, Academic Department Head and Professor

11-21-2019

Date

  
Dean Enrico Pontelli, Dean of the College of Arts and Sciences

11/21/19

Date