



CRITERIA AND PROCEDURES FOR TENURE & PROMOTION

(Adopted by vote of the GES faculty on 19 April 2019. The evaluation criteria described below apply to all tenure-track faculty members that joined GES during or after the 2019-20 academic year. This document is included in the GES Governance Document as Section VII.)

A. CRITERIA

The UNM Faculty Handbook outlines the categories in which faculty performance is evaluated in applications for Promotion and Tenure:

- Scholarly Work
- Teaching
- Service
- Personal Characteristics

Scholarly work broadly entails the production of knowledge via thoughtful and reflective practices. The Faculty Handbook specifies: “The term *Scholarly Work*, as used in this Policy, comprises scholarship, research, or creative work. *Scholarship* embodies the critical and accurate synthesis and dissemination of knowledge. The term research is understood to mean systematic, original investigation directed toward the generation, development, and validation of new knowledge or the solution of contemporary problems. *Creative work* is understood to mean original or imaginative accomplishment in literature, the arts, or the professions.” (Faculty Handbook B1.2.2). This definition shall be used within the department’s evaluation of applications for tenure and promotion.

Teaching broadly entails instructional and mentorship interactions with students. The Faculty Handbook specifies: “The term teaching as used here includes, but is not restricted to, regularly scheduled undergraduate, graduate, post-graduate, and professional instruction, and the advising, direction and supervision of individual undergraduate, graduate, post-doctoral, and professional students” (Faculty Handbook B1.2.1). This definition shall be used within the department’s evaluation of applications for tenure and promotion.

Service broadly entails activities that arise from the administration, governance, or advancement of the mission of professional institutions, agencies, or organizations. The Faculty Handbook identifies two categories of service. First, “Professional service consists of those activities performed within the academic community that are directly related to the faculty member's discipline or profession. Within the University, it includes both the extraordinary and the routine service necessary for the regular operation of departments and colleges and the University as a whole. [...] Beyond the University, professional service includes service to professional organizations and other groups that engage in or support educational and research activities”. Second, “Public service consists of activities that arise from a faculty member’s role in the University. These activities normally involve the sharing and application of faculty expertise to issues and needs of the civic community in which the University is located” (Faculty Handbook

B1.2.3). These definitions shall be used within the department's evaluation of applications for tenure and promotion.

Finally, with regard to personal characteristics, the Faculty Handbook states:

This category relates to the personal traits that influence an individual's effectiveness as a teacher, a scholar, researcher, or creative artist, and a leader in a professional area. Of primary concern are intellectual breadth, emotional stability or maturity, and a sufficient vitality and forcefulness to constitute effectiveness. There must also be demonstrated collegiality and interactional skills so that an individual can work harmoniously with others while maintaining independence of thought and action. Attention shall also be given to an individual's moral stature and ethical behavior, for they are fundamental to a faculty member's impact on the University. Information used in the objective appraisal of personal traits may be acquired from peer evaluations (e.g., letters of recommendation for new appointees, or written evaluations prepared by colleagues for promotions or for other departmental reviews) and must be handled with great prudence. By necessity, the category of Personal Characteristics requires flexibility in its appraisal (Faculty Handbook B 1.2.4).

B. EVALUATION PROCEDURES

In considering every application for promotion and/or tenure, the departmental Promotion and Tenure Committee and the department Chair will undertake a careful investigation and evaluation of the candidate's scholarship, teaching, service, and personal characteristics. The department's practices of evaluating Promotion and Tenure applications shall comply with all active and relevant guidelines, policies, and rules adopted by the CAS and UNM.

The UNM Faculty Handbook provides general standards that must be met for a successful application for promotion and/or tenure: "In order to earn either tenure or promotion or both, faculty are required to be effective in all four areas [scholarly work, teaching, service, and personal characteristics]. Excellence in either teaching or scholarly work constitutes the chief basis for Promotion and Tenure" (Faculty Handbook B1: Professional Activities of Faculty and Criteria for Evaluation, *Approved by Regents December 8, 1998; Approved by Faculty December 7, 1998*). The departmental standards for "effectiveness" and "excellence" in scholarship, teaching, and service are described elsewhere in this document (see Section on "Standards and Expectations for Faculty"). These departmental standards provide bases for determining whether an application for promotion and/or tenure meets the general standards stated in the UNM Faculty Handbook.

The Faculty Handbook has more general criteria for understanding how service and personal characteristics might be evaluated in applications for promotion and/or tenure. With regard to service, the handbook specifies: "Faculty members, particularly senior faculty members, have a responsibility to contribute to the government of the University through timely participation on committees and other advisory groups at the department, college, and University levels" (Faculty Handbook B1.2.3). Additionally, the handbook states that "Service and personal characteristics are important but normally round out and complement the faculty member's strengths in teaching and scholarly work" (Faculty Handbook B1.2). The department does not have specific standards or assessment criteria for personal characteristics. Personal characteristics are not

assessed in any faculty evaluations or reviews, except for evaluations of promotion and/or tenure applications.

For pre-tenure Assistant Professors, the decisions to award tenure and promotion to Associate Professor are based principally on work done since the completion of the Ph.D. degree.

The Faculty Handbook's general guidelines are also relevant for Associate Professors seeking promotion to Full Professor. The Faculty Handbook describes promotion to Full Professor in the following terms:

[First,] Individuals who have attained high standards in teaching and who have made significant contributions to their disciplines may be considered for this faculty rank. They shall also have developed expertise and interest in the general problems of university education and their social implications, and have shown the ability to make constructive judgments and decisions. It is expected that the professor will continue to develop and mature with regard to teaching, scholarly work, and the other qualities that contributed to earlier appointments.

[Second,] Appointment or promotion to [Full] Professor represents a judgment on the part of the department, college/school, and University that the individual has made significant, nationally recognized scholarly or creative contributions to his or her field and an expectation that the individual will continue to do so.

[Third,] Professors are the most enduring group of faculty, and it is they who give leadership and set the tone for the entire University. Thus, appointment or promotion should be made only after careful investigation of the candidate's accomplishments in teaching, scholarly work, and leadership. (Faculty Handbook B.2.2.3)

In addition to these guidelines, the department also seeks evidence of international engagement as a criteria for promotion to Full Professor. Such evidence may be in the form of publications or presentations in languages other than English; participation in professional meetings, specifically as a presenting research author, outside the United States; or completion of temporary professional appointments or exchanges outside the United States. In addition to these examples, other forms of evidence can show a faculty member's international engagement.

The emphasis in these guidelines on national recognition, international engagement, and interest in the social role and function of the university means that the entire research record of a candidate should be considered in evaluating applications for promotion to Full Professor. However, such evaluations must focus upon work done since promotion to Associate Professor, because the pattern of professional activity established during this period provides evidence regarding the likelihood of continued scholarship after promotion, and of interest in the role and function of the university. In order to earn promotion to Full Professor, a candidate's record must provide sufficient evidence to justify an expectation of continued scholarly, teaching, and service contributions after promotion.

The Personnel Committee and department Chair annually conduct faculty evaluations and reviews. In general, annual evaluation and review criteria shall align with the criteria the Promotion and Tenure Committee shall use in evaluating applications for promotion and/or tenure. Thus, in general, the results of a faculty member's annual evaluations and reviews provide indications whether that faculty member appears to be on track for a successful

application for promotion and/or tenure. However, since applications for promotion and/or tenure are based upon multi-year periods, the results of any single year's annual evaluations and reviews may not correspond qualitatively to the eventual result of a faculty member's subsequent application for promotion and/or tenure.