

Academic Year 2026-27

P&T Guidelines

Issued 07/2026



**Dossier submission and milestone review
for
Retention, Promotion and Tenure, and Promotion
Decisions**

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PURPOSE

These guidelines describe the timeline, procedures, preparation of materials, and management of dossiers for retention, tenure and promotion, and promotion milestone reviews for University of New Mexico central and branch faculty.

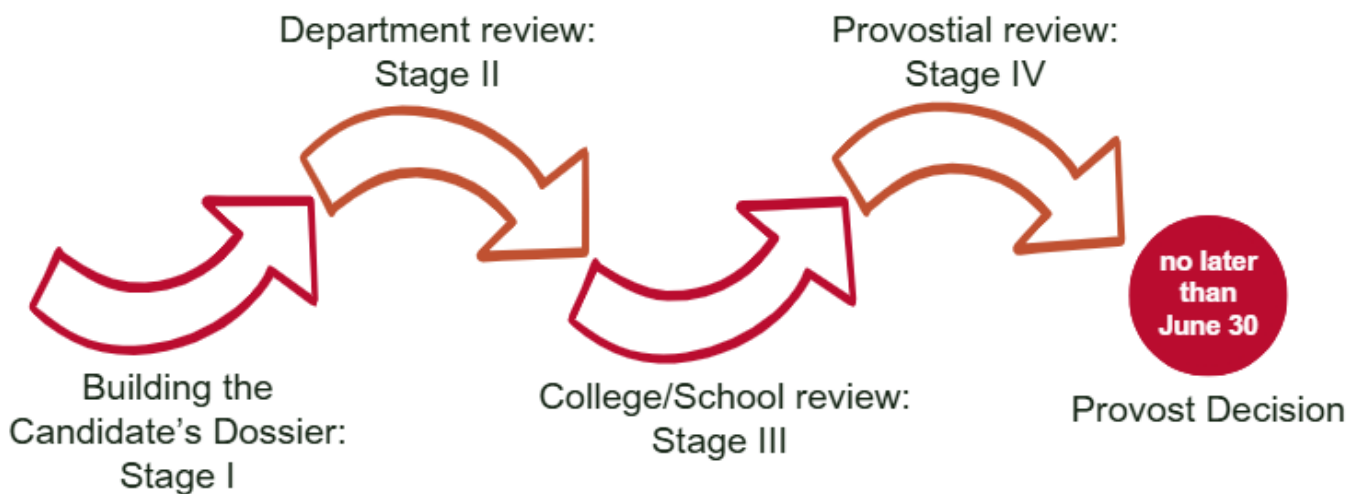
The review process provides a thorough and objective evaluation of the substance and merits of each faculty member's milestone (mid-probationary, tenure and promotion, promotion). The guidelines are designed to support high standards in awarding tenure and promotion, and to insure a comprehensive, rigorous, and fair review of the candidates' performance as represented in the dossier.

These guidelines affirm principles and policies, including UNM Faculty Handbook policies. However, nothing in these guidelines should be deemed to alter the text of the University policy statements on academic tenure, which may be found in the UNM Faculty Handbook; in case of conflict with these guidelines, the text of the UNM Faculty Handbook takes precedence.

These guidelines apply to:

- probationary faculty undergoing mid-probationary retention review,
- probationary faculty seeking tenure and promotion in rank,
- tenured faculty seeking promotion in rank to professor,
- lecturers seeking promotion to senior or principal lecturer.

STAGES OF REVIEW



Department, college, and university reviewers must respect the mandate to keep the entire review process, including all materials and deliberations, confidential. Any reviewer who fails to do so may be subject to disciplinary action for violating Faculty Handbook policies.

Key Dates for 2026-2027

Colleges, schools, and departments should set internal deadlines that allow sufficient time for dossier development, review and decision-making to meet the firm deadlines identified below. Deans are responsible for setting internal deadlines for college-level review. Late and incomplete submissions will not be accepted.



STANDARDS FOR RETENTION, TENURE AND PROMOTION, AND PROMOTION

Departments should develop local standards, criteria, and policies specific to the discipline to guide candidates and reviewers in assessing what constitutes effective versus excellent teaching, scholarly/creative work, and service. Departments should review these tenure and promotion policies frequently.

Retention at the Mid-probationary Review

To receive a second probationary period, tenured faculty reviewers, chairs and deans should state in their recommendation how the candidate meets, or does not meet, the standards. The UNM Faculty Handbook includes information regarding the mid-probationary review. Relevant highlights include:

- *“demonstration of, or at least clear progress toward, the competence or effectiveness in all four evaluation categories expected of tenured faculty [teaching, scholarly work, service and personal characteristics], as well as promise of excellence in either teaching or scholarly work.” FHB B4.6.1(c)*
- *“If the University concludes that insufficient progress towards tenure has been made and that deficiencies are unlikely to be corrected in the time remaining before the tenure decision, then a negative mid-probationary decision is both appropriate and necessary.” FHB B4.6.1(c)*

Tenure and Promotion to Associate Professor

To earn tenure and promotion to associate professor, *“faculty are required to be effective in four areas: teaching, scholarly/creative work, service, and personal characteristics. Excellence in either teaching or scholarly/creative work constitutes the chief basis for tenure and promotion.” FHB B1.2(b).*

The Faculty Handbook provides requirements as to what evidence reviewers of tenure and promotion candidates shall consider:

“Evidence to be evaluated for teaching ... must include student course evaluations, descriptions of courses taught and developed by the faculty member, and written reports of peer observations of teaching.” FHB B1.2.1(c). Note the requirement that written reports of peer observations must be included.

“Evidence of scholarship or creative work is determined by the candidate’s publications, exhibits, performances, or media productions and may be supplemented by evidence of integration of the candidate’s scholarly work and teaching.” Written evaluations from external reviewers may be considered for the mid-probationary review and must be considered for both the tenure review and the review for promotion to the senior ranks.” FHB B1.2.2(c).

The Faculty Handbook does not provide guidance as to how “excellent performance” in teaching or scholarly/creative work is determined. Departments and programs must adopt policies, specific to the academic discipline, to guide reviewers in making this assessment.

The Faculty Handbook does, however, provide guidance as to how “effective performance” in teaching or scholarly work may be assessed in FHB B1.2.1 and B1.2.2.

To be promoted to the rank of associate professor, faculty shall have acquired significant experience beyond the terminal degree and *“shall have demonstrated competence as teachers and have shown a conscientious interest in*

improving their teaching. They shall have demonstrated a basic general understanding of a substantial part of their discipline and have an established reputation within and outside the University in their fields of scholarly work. This implies scholarly work after the terminal degree sufficient to indicate continuing interest and growth in the candidate's professional field." FHB B2.2.2(a)

"Appointment at, or promotion to, the rank of associate professor represents a judgment on the part of the department, college, and University that the individual has made and will continue to make sound contributions to teaching, scholarly/creative work, and service. The appointment should be made only after careful investigation of the candidate's accomplishments and promise in teaching, scholarly/creative work, and leadership." FHB B2.2.2(b).

Faculty review committee members, department chairs, and deans should state in their recommendations how candidates meet, or do not meet, these standards.

Promotion to Full Professor

In their recommendations, faculty review committee members, chairs, and deans should state how the candidate meets, or does not meet, the standards for promotion to full professor. The UNM Faculty Handbook includes information regarding Promotion to Professor. Relevant highlights include:

- *"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 regarding teaching, scholarly work, and the other qualities that contributed to earlier appointments."* FHB B2.2.3(a)
- *"Appointment or promotion to 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 their field and an expectation that the individual will continue to do so."* FHB B2.2.3
- *"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."* FHB B2.2.3
- *"Qualifications for promotion to the rank of professor include attainment of high standards in teaching, scholarly work, and service to the University or profession. Promotion indicates that the faculty member is of comparable stature with others in their field at the same rank in comparable universities. Service in a given rank for any number of years is not, in itself, a sufficient reason for promotion to professor."* FHB B4.8.3(a)

It should be understood from the above references to 'national recognition in the field,' and qualities that contributed to earlier appointments, that candidates for promotion to professor must show evidence that their teaching or scholarly work continues to rise to the level of excellence originally required for tenure.

Senior Lecturer

To be promoted to the rank of senior lecturer, candidates should *"have demonstrated professional excellence and shown a conscientious interest in improving their professional skills."* FHB B3.3

Promotion to *“the rank of Senior Lecturer represents a judgment on the part of the department, school/college, and University that the individual has made and will continue to make sound contributions in their professional areas.”* The review should include an evaluation *“of the candidate's professional and leadership accomplishments and promise.”* FHB B3.3

Principal Lecturer

To be promoted to the rank of principal lecturer, candidates should *“have sustained consistently high standards in their professional contributions, consistently demonstrated their wider service to the University community and its mission and shown a conscientious interest in improving their professional skills. It is expected that principal lecturers will continue to develop and mature with regard to their professional activities and leadership within the University.”* FHB B3.3

Promotion to *“the rank of principal lecturer represents a judgment on the part of the department, school/college, and University that the individual has attained and will continue to sustain an overall profile of professional excellence and engagement in the wider profession.”* The review should include an evaluation *“of the candidate's professional and leadership accomplishments and promise.”* FHB B3.3

Branch Campus Faculty

The standards for promotion and tenure are modified for branch campus faculty members. For evaluation of faculty for retention and/or promotion, branch campus units will use the ‘categories’ described in Faculty Handbook Section B1.2. The branch campus will *“utilize consistent implementation and evaluation policies and procedures.”* FHB B2.2

“Branch faculty review, or departmental/divisional review when appropriate, shall mirror Faculty Handbook, B4.” FHB B2.2.E.

EARLY MILESTONE REVIEWS

The UNM Faculty Handbook, Section B3.2.1.b, indicates that by written agreement between the faculty member (or appointee) and the chair of the department and with the approval of the dean and the Provost/Executive Vice President, the probationary period may be reduced below the maximum period of six full academic (or fiscal) years. When the probationary period is reduced below the maximum period by agreement, the agreement will identify specific times for the mid-probationary and tenure reviews. A faculty member shall be reviewed for tenure only once. Early reviews for all other promotion types also require provost approval.

RPT – UNM’s Online Dossier and Review System

Retention, promotion and tenure (RPT) reviews conducted AY2026-2027 must use UNM’s online system – <http://rpt.unm.edu> -- to build dossiers and manage the review process.

RPT data are stored in a secure, cloud-based platform under license, ensuring the vendor will not disclose UNM’s data which are protected by FERPA (e.g., student teaching evaluations) and data protected by other policies (e.g., FHB C70, Unit 1 Collective Bargaining Agreement, Article 18, Personnel Records).

Each candidate is assigned a confidential section within rpt.unm.edu in which to assemble their dossier. Access to the RPT application is controlled by UNM’s Central Authentication Service via NetID and password.

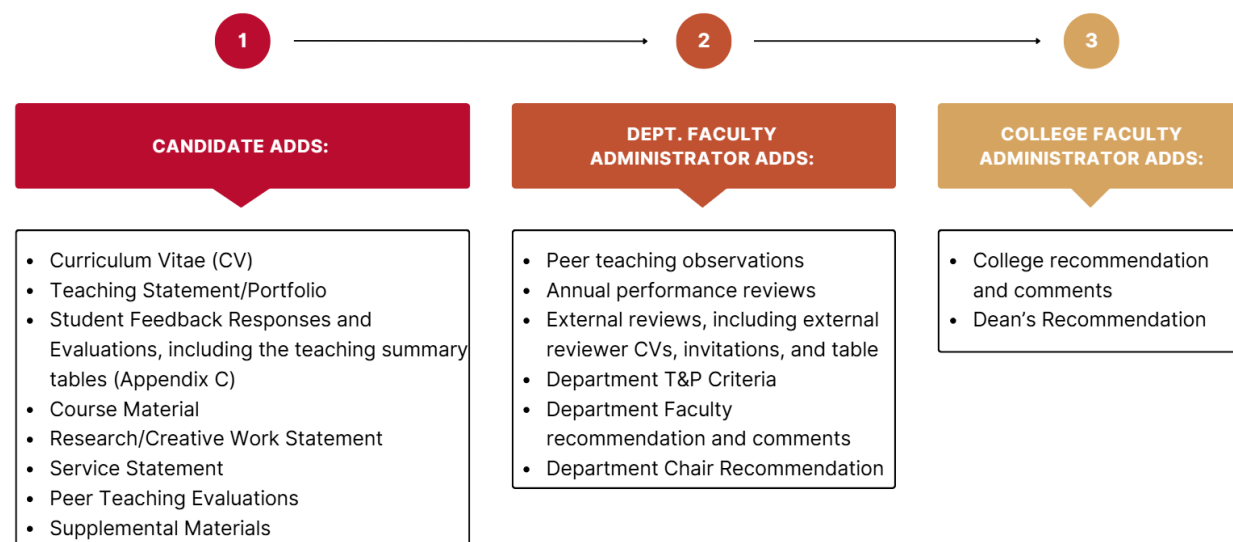
RPT is organized in tiers which system administrators use to control viewing and accessibility to load review materials at each level of review. Reviewers at each level can ‘look below’ to view earlier reviews but can never ‘look above’ to view the subsequent views.

RPT Organizational Requirements

The provost recognizes that no single template can meet all needs. However, consistent organizational structure and comprehensible and accessible materials will facilitate an efficient process for reviewers at every level, especially for reviewers outside of the department. Candidates should closely follow this template while presenting their record as effectively as possible, given academic discipline/field differences.

The RPT dossier-builder automatically indexes all PDFs. The only exception is audio and video files, for which links should be provided via an open URL (not password protected). If any materials present unique uploading challenges, please confer with svp@unm.edu for guidance.

RPT Components: Candidate, Department, School/College



BUILDING THE CANDIDATE'S DOSSIER: STAGE I

Candidates for retention, tenure and promotion, and promotion bear the primary responsibility for assembling the review materials and are obligated to put forward a complete dossier of their work for review. The Faculty Handbook states: *"The dossier is a collection of documents that summarize and evaluate a faculty member's accomplishments in teaching, scholarly/creative work, and service and contain evidence of personal and professional effectiveness."*
FHB B.4.5.1

Candidates are encouraged to include materials that support and illustrate their scholarly/creative works, teaching, and service performance.

Ideally, candidate documents should not exceed 300 pages. Larger submissions are cumbersome and can make dossiers difficult to access, download, and review efficiently. This ideal page limit does not include materials added during subsequent levels of review. The UNM Handbook describes that the candidate shall provide the following elements in the dossier:

- *"statement by the faculty member of professional goals and progress toward achieving them;*
- *complete and current curriculum vitae (CV); and*
- *systematic collection of professional materials documenting the faculty member's achievements in the evaluation categories of teaching; scholarly/creative works; and service."* FHB B4.5.1(a)

The table below offers more specificity on the materials candidates should organize for their dossiers. The table also includes information on RPT file naming conventions. Additionally, many academic units require various forms of supplemental materials.

Candidates are required to submit dossier materials in a timely manner. The candidate's dossier will include a teaching summary table listing, for each course taught, the academic year, semester, course number, course title, undergraduate and graduate student enrollment, 21-day enrollment, return rate (for EvaluationKit course evaluations) and mean Q1, Q2, Q3 EvaluationKit data. The teaching summary table can be found in the Appendices.

The candidate should communicate with faculty administrators to ensure peer teaching observations, annual performance reviews, and external reviews of scholarly/creative work are included and made readily available to all UNM reviewers.

Probationary faculty can confirm the status of their tenure and promotion timeline via the Employee tab in Loboweb, in the Pay Information → 'Faculty Contract Summary' section (<http://my.unm.edu>).

Candidate RPT Components

Item/Segment	Description	RPT File name
Curriculum Vitae (CV)	Current and comprehensive CV	CV
Teaching Statement (or Portfolio, follow college/school requirements)	Statement that addresses the candidate's contributions in teaching. Candidates should address how they have demonstrated "conscientious interest in	Teaching Statement (or Teaching Portfolio)

	improving" their teaching or professional skills. (FHB B.2.2 (a) and FHB B.3). Candidates may reference the UNM Faculty Senate Framework for Teaching and Learning Success. The candidate may choose to describe the <u>impact of the pandemic and/or recent federal actions on their teaching (optional)</u>.	
Peer teaching observations	Peer teaching observations (one per academic year) should follow department guidelines for the peer observation of teaching. The peer observation may be based on a review of the course syllabi, assigned readings, examinations, class materials, and other assessments, such as observation of lectures, as appropriate for the academic discipline and subject area.	Peer teaching observation by (reviewer's last name, first initial)
Student Evaluations	A summary of student evaluations of teaching is presented in the standard table (available in Appendix C) EvalKit Reports with student comments (combine into one PDF for each course)	Summary of student evaluations Student comments_course name_course #
Course Materials	Examples of original teaching materials from courses taught. Colleges and Schools should offer guidance on the best teaching materials to include. (Materials from the same course taught over several semesters are not required. Please do not include every material used for every course.)	Name each document: YYYY_semester_COURSE number_(title of document) Example: 2023_spring_CHEM131_final exam
Research/Creative Works Statement	Statement that describes the candidate's scholarly/creative works, including grant-funded research. Articles, books, research grant proposals, etc., if they are to be provided, should be uploaded in the Supplemental Materials section. The candidate may choose to describe the <u>impact of the pandemic and/or recent federal actions on their scholarly/creative work (optional)</u>.	research (or creative works) statement_last name_first initial
Service statement	Statement that describes the candidate's service contributions aligned with the expectations associated with the level of review (retention,	service statement_last name_first initial

	tenure & promotion, promotion). For example, a candidate for promotion to professor is expected to contribute to the department, University, and academic discipline. The candidate may choose to describe the impact of the pandemic and/or recent federal actions on their service (<i>optional</i>).	
Supplemental materials	In most cases, the candidate will suggest what is to be included and will upload materials after consultation with their Chair. The Provost's Advisory Review Committee recommends that any unpublished material listed on the CV (e.g., works in progress, must be uploaded in this section) be included. For works that are too preliminary to include as works in progress on the CV, the candidate will instead discuss them in the Research Statement rather than listing them on the CV.	Comprehensive List (signed by the Chair) of contents of supplemental materials section 1_Books Starting with the most recent publication, list each as 1.01 (author, title, etc.), 1.02, 1.03. 2_Articles Starting with the most recent publication, list each as 2.01 (author_abbreviated title), 2.02, 2.03. 3_Research Grants Starting with the most recent grant, list each as 3.01 (PIs, title), 3.02, 3.03, etc. 4_Reviews of grant proposals or manuscripts 5_Unsolicited letters describing the candidate's contributions to community, awarding of prizes, gratitude of students and professional colleagues, contracts for future publications, etc. 6_Other. List each as 6.01 (details), 6.02, etc. Include links to webpages or external audio or video files here.

DEPARTMENT REVIEW: STAGE II

The faculty candidate's department carries out the initial review of the candidate's dossier. Departments are required to adhere to their school/college requirements and/or the department's governance practices and

bylaws. *“The department chair, in consultation with at least the tenured members of the department, conducts a formal review of the faculty member’s achievements in teaching, scholarly work, service, and personal characteristics.”* FHB B4.3.1(a)

External Reviewers

Before the department carries out reviews for tenure and promotion and promotion candidates, the chair must solicit external reviews. A minimum of six (6) written evaluations from experts in the discipline/field at other institutions **must** form part of the dossier for the tenure and promotion review and the review for promotion to full professor. FHB B1.2.2(c)

The department must submit the table of External Reviewers to the Senior Vice Provost (SVP) at svp@unm.edu for review and approval no later than the date indicated on the timeline.

FHB B4.5.2 states, *“The candidate shall suggest potential reviewers to the chair. The chair, in consultation with tenured faculty, shall identify additional reviewers.”* The department chair, not the candidate, then invites external reviewers, typically striving for half from each list.

Department chairs **must not** solicit external reviews from individuals who have conflicts of interest with the candidate (i.e., dissertation advisors, co-authors, collaborators on sponsored research, former students, etc.). If there are questions about what constitutes a conflict of interest, please reach out to the Senior Vice Provost (svp@unm.edu) for guidance.

The chair shall select *“reputable scholars, researchers, or creative artists and critics who can evaluate the candidate’s contributions to scholarship, research, or creative work.”* FHB B4.5.2.

The majority of external reviewers **must** be affiliated with Carnegie Research Classification – Doctoral Universities: Very High Research Activity (R1) academic institutions. ***Department chairs are required to include the external reviewer invitation letters in the candidate’s dossier.***

A template external reviewer invitation is available in Appendix A. Department chairs are encouraged to use the template. External reviewers must receive written instructions from the candidate’s department on UNM’s standards for promotion and tenure, and promotion, as appropriate, in addition to the candidate’s curriculum vitae and the materials to be reviewed. All external reviewers shall be advised that UNM will keep the reviewer’s identity confidential, to the extent permitted by law. FHB B4.5.2

A table listing External Reviewers must be added to the dossier by the department (Appendix B). The table includes the external reviewers’ names, title/faculty rank, department/affiliation, institution, and Carnegie Research Classification – Doctoral Universities, reviewer recommended by faculty candidate, department chair, senior faculty members, brief rationale for recommendation, and response to the invitation.

Dossiers without the External Reviewers table will be considered incomplete and returned to the department and/or school/college.

Internal Reviewers

According to the faculty handbook, *“tenured members of the department are expected to submit written evaluations of the candidate and indicate either a positive or negative mid-probationary, tenure, and/or promotion*

recommendation." FHB B4.3.1. For lecturer promotions, untenured lecturers above the rank of the candidate are also expected to submit written evaluations.

Department reviewers are required to keep the entire review process, including all materials and deliberations, confidential. Any committee member who fails to do so can be subject to disciplinary action for violating Faculty Handbook policies.

If a department doesn't have at least three faculty members of appropriate rank necessary to complete the review, internal reviewers may be recruited from cognate departments, following approval by the school/college dean. Faculty who are on sabbatical leave or absent from campus on other forms of leave shall be informed by the chair of upcoming reviews with sufficient time to participate if they choose. FHB B4.4.3.

Department Chairs must ensure reviewers do not participate in the review process for candidates with whom they have a conflict of interest. For instance, individuals who are spouses, domestic partners, or supervisees of a candidate must be excluded from the review process. However, the occurrence of a dispute or disagreement between a senior and probationary faculty member does not necessarily present a conflict of interest; if there is any question about conflicts of interest, consult with the Senior Vice Provost (svp@unm.edu) in advance of finalizing the reviewers.

Each eligible faculty member is allowed only one advisory recommendation for a particular candidate. For example, a committee member cannot submit an advisory recommendation for the same candidate as a department faculty member or chair, and again as a college-level or university-level committee member. Academic Affairs encourages faculty to vote at the first level possible.

The written evaluation report/ballot of candidates submitted by department faculty reviewers should provide a clear statement of the candidate's teaching performance, scholarly or creative works, and service, and assign a rating of *excellent*, *effective*, or *needs improvement*, for each area of performance. The written evaluation can also include an assessment of the candidate's personal characteristics. The recommendation should also provide a clear rationale for each rating.

The written evaluations or ballots are to be signed and dated by each individual committee member. Ballots without supporting rationale for either a positive or negative recommendation are not useful for committee members at subsequent levels of review.

Abstentions

An abstention occurs when a faculty reviewer refrains from submitting a positive or negative recommendation. Abstentions should only be used when there is a clear conflict of interest that would create bias undoubtedly interfering with a committee member's ability to fairly assess the candidate's performance (e.g., if the candidate is a spouse; if a voting member has been involved in a claim of misconduct against the candidate). Otherwise, faculty members have an obligation to evaluate the candidate's performance and render a recommendation based on the evidence presented in the dossier. If an abstention is submitted, the ballot should not include any comment of the candidate's work. Abstentions should simply indicate 'abstain' on the ballot, accompanied by their signature and the date. Abstentions that include commentary will be returned.

The evaluation report or ballots of the Department faculty are advisory to the Department Chair. The Chair must forward the report and numerical vote to the Dean, accompanied by the Chair's own written recommendation.

Department Committees

In some departments, a P&T committee carries out a review. Depending on the P&T practices of the department, the formal written report and recommendation of the Department P&T Committee may be presented to eligible department faculty of appropriate rank for a vote or may be submitted to the Department Chair.

The committee may be appointed by the Department Chair, or it may be elected, following traditional departmental practice and bylaws. Departments may establish ad hoc committees for each milestone review, or they may establish a single committee each year to review all cases.

P&T committees must be comprised of at least three members and consist of only faculty members of the department of appropriate rank. In those departments where a lecturer promotion committee carries out the review, the committee may be comprised of lecturers of the appropriate rank and/or tenure-track/tenured faculty, in accordance with department practice.

The Role of Department Chair

It is the responsibility of the department chair to verify the completeness of the relevant materials, to review them in detail, and to prepare a written report with a recommendation in favor or against the retention, promotion, and/or tenure of the candidate.

The Department Chair's recommendation must include a clear and comprehensive assessment of the candidate's performance in teaching, scholarly or creative works, and service. For each area, the Chair should assign a rating of excellent, effective, or needs improvement, accompanied by a well-reasoned justification that supports each rating.

The Chair or Academic Program Director's letter is an important part of the dossier. Chairs/Directors should refer to more detailed guidance from Academic Affairs ([available on the Provost's website](#)) before writing letters for retention, tenure, and/or promotion. The Department Chair's recommendation should clearly support or oppose retention, tenure, and/or promotion by evaluating the submitted materials and assessments in direct comparison to the department's established standards and criteria. The Department Chair's letter must include a description -- accessible to non-specialists -- of the significance of the candidate's work within the relevant discipline or field and explain why representation in this area is important to the department. The letter should:

- Articulate departmental expectations and disciplinary norms, such as practices regarding individual versus joint authorship; the typical order of authorship; and the relevance of specific publishers or publication venues. Additionally, the letter should
- Provide context about the usual standards of excellence in the candidate's discipline, including the quality and prestige of the venues where the candidate's work appears.
- Offer a balanced and critical evaluation of the candidate's contributions, rather than merely restating the case presented by the candidate.

Prior to submitting the candidate's dossier to the school/college, *"the chair shall discuss the review and recommendation with the faculty member....The faculty member shall be advised in writing whether the recommendation is positive or negative. If the recommendation is negative, a copy of the chair's report, the internal peer reviews and external letters (all redacted as necessary to preserve confidentiality), requested by the candidate,*

shall be furnished to the candidate.” FHB B4.3.1(c). Department chairs are discouraged from furnishing the candidate with recommendation tallies.

Special Considerations for Department Chairs

In cases where an associate professor is serving as department chair and seeks promotion to professor, a professor from the department or, if necessary, outside the department will be appointed in consultation with school/college leadership and Academic Affairs, to chair and administer the review process. In cases where the department chair holds the rank of an associate professor, the department chair should not serve on the review committee for promotion cases. In accordance with AF&T’s [guidance](#), *“if the department has fewer than three full professors, the full professors, in consultation with the department chair and with final approval of the dean, will add outside committee members until a minimum of three-member committee has been achieved. Once composed, the committee will elect a review committee chair.”* This should be rare because the practice of appointing associate professors to serve as chairs is strongly discouraged.

Department RPT Components

Item/Segment	Description	RPT File name
Annual Performance Reviews	All of the candidate’s annual performance reviews describing performance and recommendations for growth and development are included.	AY####-####_annual_perform_review_last name_first initial
Department’s T&P Criteria	The department’s T&P criteria, relevant to the dossier (e.g., criteria for promotion to full) must be included and inserted in RPT by the department chair.	Department name_criteria_(type of review – promotion and tenure, promotion)
List of External Reviewers	Minimum of 6 external reviewers with the majority from Carnegie Classification Doctoral Universities: Very High Research Activity (or R1) institutions.	external reviewers' summary table (Note: Dossiers without the summary table will be returned and considered incomplete.)
External Reviewers’ invitation	Include the letter inviting the external reviewer to evaluate the candidate’s work. If the same letter is used to invite all external reviewers, only include one letter and indicate it was used to invite all external reviewers. See Appendix A for the invitation template.	department name_external reviewer invitation
External Reviewers’ Abbreviated CVs	An abbreviated curriculum vita (<i>or a summary</i>) for each external reviewer assists in documenting their expertise in specific domains of scholarship and creative works. External reviewers must have a demonstrated record of	For each external reviewer’s CV (or a summary): External reviewer’s last name_CV

	accomplishments on precisely those themes and topics that the candidate has described as the primary areas of work in which they aspire to have an impact.	
External Reviews	At least six external reviews are required for tenure and promotion and promotion to full professor. External reviews may be optional for mid-probationary candidates, as determined by local departmental standards. In such cases, upload a statement indicating external reviews are applicable in this instance.	For each reviewer's letter: External reviewer's last name__external review for faculty candidate's last name
Department Faculty Recommendation and Comments	Report of department review subcommittee, if used. Separate summary of faculty recommendation. Individual department reviewer recommendations	Dept_review_report_candidate's last name, first initial Summary_fac_recommendation_candidate's last name, first initial Dept_rev by (reviewer last name, first initial)
Department Chair recommendation	Chair's recommendation letter: Should make the case for or against retention, tenure and/or promotion, based on materials and evaluations submitted, explicitly compared to department standards for same. The chair's letter should provide the necessary context so that subsequent reviewers understand the field and how the candidate's work adds value to the institution and impact to their scholarly discipline. See specific guidance for the letter on the Provost website.	Department chair_rec_ (chair's last name, initial)

COLLEGE/SCHOOL REVIEW: STAGE III

The dean of the college/school is responsible for evaluating the candidate performance, as evidenced by the materials assembled in the dossier, and making a recommendation to the provostial level of review. The dean is expected to consult an advisory committee consisting of faculty members in the college/school of appropriate rank. The advisory committee makes its recommendation to the dean of the college/school.

College Advisory Committees

The college/school advisory committee members' recommendation should provide a statement of the candidate's performance in teaching, scholarly or creative works, service, and personal characteristics and assign a rating of excellent, effective, or needs improvement, for each evaluation category. The recommendation should also provide a clear rationale for each rating.

A summary of the school/college committee recommendation, and committee members' recommendations (positive or negative) are submitted to the dean.

An abstention occurs when a committee member refrains from submitting a positive or negative recommendation. Abstentions should only be used when there is a clear conflict of interest that would create bias that would undoubtedly interfere with a committee member's ability to fairly assess the dossier (e.g., if the candidate is a spouse, if a voting member has been involved in a claim of misconduct against the candidate). Otherwise, committee members have an obligation to evaluate the candidate's dossier and render a recommendation based on the evidence presented in the dossier. If an abstention is submitted, the ballot should not include a critique of the candidate's work. Reviewers who abstain must simply indicate "abstain" and then sign and date the ballot.

College committee members are required to keep the entire review process, including all materials and deliberations, confidential. Any committee member who fails to do so can be subject to disciplinary action for violating Faculty Handbook policies.

Dean Recommendation

The dean's letter should make the case for or against retention, tenure and promotion, or promotion, based on the materials submitted to date. The dean will ordinarily make their recommendation to the provost in a timely manner. Please refer to more detailed guidance for the Dean's letter on the Provost website.

If the dean's recommendation is negative, or conflicts with the chair's recommendation, a copy of the dean's letter (redacted as necessary to preserve confidentiality) shall be provided to the candidate and the department chair. In a case where the dean decides not to follow the chair's recommendation, the chair shall have 10 working days to present an appeal to Academic Affairs. FHB B4.3.2

College or School RPT Components

Item/Segment	Description	RPT File name
College recommendation and comments	Summary of college committee recommendation	(Candidate's last name, first initial) College (or School)
	Individual college committee reviewer recommendation form or committee report, as appropriate.	Committee review by (reviewer last name, first initial)
	College is responsible for ensuring ballots are signed and dated, and abstentions do not include critical evaluation but only include the committee member's signature/date.	

Dean's recommendation	The recommendation from the dean should make the case for or against retention, tenure and promotion, or promotion, based on the candidate's materials and evaluations submitted to date.	Letter from dean (dean's last name)_candidate's last name e.g., Letter from Dean last name_first name
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PROVOSTIAL REVIEW: STAGE IV

The provost evaluates each candidate's performance and recommendation submitted by the Dean, the department chair, and department faculty. In doing so, the provost appoints the Provost's Advisory Review Committee of tenured full professors, representing the various schools and colleges, to seek further counsel.

The Provost's Advisory Review Committee (PARC), reviews all retention, tenure and promotion, and promotion dossiers. In every case, a two-person PARC subcommittee reviews a candidate's dossier, providing a signed and dated ballot that includes ratings and a statement of the candidate's performance in teaching, scholarly or creative works, service, and personal characteristics, and a recommendation.

In cases where the two-person PARC subcommittee recommendations indicate need for a deeper review, the SVP moves the file to review by the full PARC. The candidate's dossier is then made available to the full PARC for review, discussion, and recommendation. The two-person PARC subcommittee's written assessments are loaded into the RPT system.

PARC members are required to keep the entire review process, including all materials and deliberations, confidential. Any committee member who fails to do so is subject to disciplinary action for violating FHB policies.

The Provost's Advisory Review Committee recommendations are submitted to the Senior Vice Provost for review, evaluation, and recommendation to the provost.

The provost completes the final review and evaluation, and officially notifies the candidates of the decision, no later than June 30.

ADDITIONAL CONSIDERATIONS

Changing Federal Landscape Impact Guidelines

Decisions from the federal government and the changing federal funding landscape for research and other areas of the University's mission may create disruptions for faculty across all UNM campuses and academic units, affecting research/scholarship/creative work, teaching, and service goals. As faculty prepare their narrative summaries and reflections for annual reviews and milestone dossiers for retention, tenure, and/or promotion (RPT), they are **encouraged – but not required** – to address the impact of these changes. The purpose of these [impact statements](#) is to provide faculty members with the opportunity to document, summarize, and reflect on how federal actions have affected their workload, professional opportunities, productivity, performance, and career trajectory.

Examples of impacts that might be included are (but are not limited to) the following:

- Termination or interruption of federal or foundation support
- Changes in agency priorities or expectations
- Clinical, research, regulatory, or compliance-related constraints and/or limitations on travel necessary for presenting, performing, or disseminating scholarly work.

The purpose of impact statements is to provide peer reviewers, directors, chairs, deans, the HSC executive vice president, and the provost and executive vice president for academic affairs with essential context for conducting fair and holistic evaluations of faculty contributions.

For milestone reviews, faculty may incorporate these discussions within their research/creative work, teaching, and/or service statements. Every level of milestone review, including external reviewers, must consider how faculty describe the effects of federal executive orders, regulatory actions, and/or shifts in sponsor funding priorities on their performance and contributions.

For the 2026-27 RPT cycle, chairs and directors should utilize the revised template for external reviewer requests, which includes the following mandatory language: *When preparing your recommendation, please consider any potential effects that the candidate may choose to describe associated with recent federal executive orders and federal actions impacting research/scholarship/creative work, teaching, and service. Impacts expressed in the candidate's statements might include, but are not limited to, the termination of federal support; more restricted or fewer opportunities to apply for funding; changing priorities and expectations of funding agencies; and/or a faculty member's inability to travel to present, perform, or disseminate work as a result of federal actions.*

Covid-19 Impact Guidelines

Candidates for retention, tenure and promotion, and promotion are encouraged (not required) to address the impact of COVID-19 on their scholarly/creative work, teaching, and service in the statements (listed above) they prepare. The purpose is to provide candidates with the opportunity, if they so choose, to document and summarize the effects of the pandemic on their scholarly/creative work, teaching, and service.

Departments are strongly encouraged to use the template (Appendix A) to invite external reviewers. The invitation includes language to remind external reviewers the candidate was an active scholar/researcher in 2020 and 2021, during which the SARS-CoV-2 virus and the disease, COVID-19, that is causes, disrupted all aspects of faculty work.

FREQUENTLY ASKED QUESTIONS

What is the difference between reviewers, recommenders, and decision-makers?

As described in the Faculty Handbook, three individuals have the responsibility of making a recommendation: Chair, Dean and Senior Vice Provost. FHB B4.3.1, 4.3.2, and 4.3.3. Only one individual – the Provost – has the responsibility for making the decision. FHB B4.3.4.

At each stage of review, recommenders are strongly encouraged to seek input and advice of relevant faculty members. This typically occurs through use of committees and/or faculty votes of at least the senior faculty members in the department. FHB B4.4.5

For branch campus faculty, branch campus chancellors also make recommendations.

Should faculty review committee members have access to the candidate's annual performance reviews?

Department faculty review committee members need to know what department chairs told candidates at earlier annual or mid probationary reviews, to know whether the candidate had a clear picture of expectations for and progress toward tenure.

FHB C70, Section 3.2 clearly states that access to a candidate's personnel record is anticipated for anyone who has an official role in the evaluation for tenure status and rank. A candidate's personnel record should contain the annual reviews, so reviewer access is implied. However, Section B4 of the Faculty Handbook provides for some leeway in this regard. One section states that the chair should summarize for voting faculty what was contained in previous annual reviews, while another section states that annual reviews must be taken into account in a department's review of a candidate.

The Committee on Academic Freedom and Tenure (AF&T) affirmed that full annual performance reviews should be included in the materials for promotion and tenure process, and not a summary from the department chair. You may find the AF&T 2022 memo [here](#).

Can new material be added, or can material be corrected in a dossier after a deadline?

Departments and programs should review candidates' dossiers at each rank according to consistent timetables. FHB B4.5.4. However, candidates may add material to their dossiers throughout the review process, and at each level of review. New material will be available only to reviewers assessing the files at the time it was added and thereafter. In other words, new material is not cause for previous reviewers to revisit their earlier votes or recommendations.

The Faculty Handbook also states, "if any substantive material is introduced at a higher administrative review, the candidate, chair and dean (if appropriate) shall be furnished copies. If necessary to preserve confidentiality, material provided to the candidate shall be redacted and the candidate shall have five (5) working days to submit written comments if desired." FHB B4.5.4

If an inaccuracy is identified in the dossier, the candidate may be contacted, at any level of review, for clarification or correction.

Are letters of support accepted?

Colleagues from other departments, from other universities, and sometimes members of the public often wish to write letters of support or otherwise lobby for particular outcomes. Letters of support, not obtained as part of a department or college's regular review process, will not be added to a dossier after the dossier is submitted by the candidate as they are outside of the scope of the procedure and policy allowing for additional material to be added.

What if there are procedural concerns?

Occasionally, concerns arise about whether a candidate received due process during the management of the probationary period or during the review process itself.

Faculty review committee members should focus on ascertaining whether a candidate's body of work meets the standards required for retention, tenure and promotion, and promotion. They should not consider potential procedural concerns as they assess a candidate's teaching and scholarly work. Faculty review committee members may note potential procedural concerns, but addressing procedural problems are in the domain of department chairs, deans, and the provost.

What about rebuttals and appeals of negative recommendations or decisions?

Candidate, faculty and administrator rights and responsibilities when negative recommendations occur are described below.

Communicating a Negative Recommendation-

If a Department chair makes a negative recommendation, they must communicate the negative recommendation to the candidate. The chair should discuss the recommendation with the candidate and inform them of the rebuttal process.

Response

Candidates have the right to respond to a negative recommendation. In order to prepare a response, a candidate may request a copy of all supporting materials in the dossier. All material in the file must be redacted, prior to delivery, to assure confidentiality. Any new materials or written statements added by the candidate in response to a negative recommendation become available to reviewers at the next level; such material is not cause for previous reviewers to revisit earlier recommendations. Note: The FHB does not explicitly state that responses are available at every level of review, but it is inferred from B4.3.6 that candidates are able "to present their views to the next level of review before the next recommendation."

Reconsideration

A candidate may request reconsideration, of a negative decision, to the Provost. Such request shall be made in writing by July 15, 2027. The Provost shall respond within 10 working days of receiving the request. FHB B4.3.6

Appeals

The faculty member may appeal the final decision by the Provost to the Academic Freedom and Tenure Committee on grounds the review involved academic freedom violations, improper considerations or prejudicial violation of policy procedures. Academic decisions regarding promotion, tenure, nonrenewal are grievable, per the Unit 1 Collective Bargaining Agreement, Article 17.

Can candidates request copies of a file following positive recommendations?

From time-to-time, candidates request copies of their file even though the recommendations were positive. Such requests may impose an undue burden of redaction on staff and faculty administrators. Between 100 – 150

retention, promotion and tenure files are typically reviewed each year, and a file may contain 500 pages or more of documents. Further, despite redaction, reading internal reviews could lead candidates to infer – rightly or wrongly – how their colleagues may have voted. Such behaviors are counterproductive to supporting collegial working environments.

Redaction. To provide rigorous and fair review, reviewers expect that their opinions shall also be kept confidential from the candidate. Redaction must be sufficient to protect the identity of all internal and external reviewers. This means that any information, not just names, that may reveal the identity of the author must be redacted. If it does not appear feasible to protect the identity of the author through redaction, the document may be accurately summarized in writing for the faculty member instead. If the author of an evaluation submits a written waiver of confidentiality, the evaluation may be reviewed or copied by the faculty member without redaction. FHB C70, Section 2.2(a).

However, faculty members have a right to view their official personnel file maintained by the University. Should a faculty member request their retention, tenure and promotion, or tenure file, please refer them to Academic Affairs, where the official dossier is maintained. Academic Affairs personnel will schedule a time to review the file on the premises within a reasonable period (normally two weeks).

APPENDIX A

Template – Request review by external reviewer (revised, March 2026)

Name Street

City, State Zip Code

Dear Professor _____:

On behalf of the Department of _____ in the College of _____ at the University of New Mexico, I am writing to request your service as an external reviewer for _____ who is seeking consideration for _____ (promotion to the rank of associate/full professor). The evaluations of outside reviewers are a necessary and valued component of the University of New Mexico's tenure and promotion review process. Therefore, we would very much appreciate your assistance in evaluating the merits of the candidate's record of research/scholarship/creative works, contributions to the discipline, and impact on the candidate's intellectual community.

Our review procedures require that experts in the candidate's field evaluate the candidate's scholarly or creative effectiveness, professional contributions and impact. Please note that quality and excellence are more important than quantity in evaluating the candidate's work. Attached are the candidate's curriculum vita, research/creative works statement, select publications/creative works, and the academic unit's tenure and promotion criteria.

When preparing your recommendation, please be sure to consider any potential effects that the candidate may choose to describe associated with recent federal executive orders and federal actions impacting research/scholarship/creative work, teaching, and service. Impacts expressed in the candidate's statements might include, but are not limited to, the termination of federal support, changing priorities and expectations of funding agencies, or faculty's inability to travel to present or perform work.

During your evaluation of this candidate's record, please assume that the candidate is coming up for review and promotion at the right time for our institution. The University of New Mexico automatically extended all probationary periods for faculty impacted by the COVID-19 public health crisis; various leaves might also influence timing. Please refrain from any comment about time since degree or time in rank.

We ask external reviewers' letters to include a brief statement regarding your acquaintance with the candidate, and if you have any joint work with the candidate.

We ask that you provide an evaluation of the significance, independence, impact, and promise of the candidate's scholarship/creative works, as well as the candidate's national/international scholarly/creative reputation. If you could also provide your assessment of the appropriate independence or team nature of the candidate's work, that would be most helpful. We would like to receive your assessment of the originality and impact of the candidate's work. Has the candidate's work contributed to new lines of research or deepened our understanding of existing 24 debates within the discipline? Has the candidate demonstrated a meaningful and appropriately independent or team focused scholarly program? For candidates in the creative, visual, and performing arts, has the candidate had an impact within the field, reflecting recognition and respect among other professionals and scholars nationally or internationally. The more detailed your analysis and evaluation of the candidate's work, the more useful your review will be to our deliberations.

Every effort will be made to maintain the confidentiality of your evaluation within the limits established by law. Neither the names of the referees nor the identifiable contents of their letters will be shared with the candidate. Your letter of evaluation will be made available to the faculty tenure and promotion review committee in the Department of _____, and will become part of the candidate's file reviewed by appropriate committees and administrators at the college and university levels.

Your selection as a reviewer is based on the knowledge and appreciation that my colleagues and I have for your work in this field. However, institutional consideration of the candidate's case inevitably will entail review by faculty unfamiliar with this line of inquiry and with your own work and achievements. To assist those individuals in assessing the information you provide, please include a copy of your curriculum vita.

Please return your letter and copy of your current CV no later than _____ (date). If you have any questions or if you need further information, please feel free to contact me by phone at (XXX) XXX-XXXX or by e-mail: _____@unm.edu.

Thank you very much for taking the time to convey your professional evaluation.

Sincerely,

Chair/Director

Appendix B

Template - List of External Reviewers

University of New Mexico Academic Affairs

2026-2027 Academic Year - List of External Reviewers

Candidate: _____ Academic unit _____ Review type: tenure & promotion/promotion
(circle one)

Reviewer Name	Title/Faculty Rank	Department/Affiliation	*Institution + Carnegie Research Classification – Doctoral Universities (R1, R2)	Reviewer recommended by faculty candidate, department chair, senior faculty member	Brief rationale for recommendation	Response to invitation
StevenPinker	Johnstone Professor	Department ofPsychology	Harvard University/R1	Faculty Candidate	Distinguished researcher in psycholinguistics	Yes

*The majority of external reviewers must be affiliated with R1 institutions. Minimum of six external reviewers required.



Templates - Student Evaluations of Teaching

Teaching Summary Table

[illegible]

*EvaluationKit Q1 = Rate the Instructor's Overall effectiveness (5 highly effective – 1 highly ineffective)
EvaluationKit Q2 = How comfortable do you feel approaching the instructor with questions? (5 very comfortable – 1 very uncomfortable)
EvaluationKit Q6 = When compared to other courses how much did you learn in this course? (5 much more – 1 much less)



Department:

[illegible]

[illegible]

