

SOUTHEAST NEW MEXICO COLLEGE



PROMOTION & TENURE PROCEDURES¹

¹ Nothing contained herein shall deem to supersede the Policies of the College as adopted and approved by the Board of Trustees. The information contained herein serves as a procedural guide and does not constitute an official policy of the Board of Trustees. All procedures set forth herein shall comply with the SENMC Policies as established and adopted by its Board of Trustees. The Policies established by the Board of Trustees shall control in the event of a contradiction or conflict between the information contained herein and SENMC Policies as adopted by the Board. Furthermore, the President may at any time amend this guide to cure any conflict in between this guide and SENMC Policy; or to assure compliance with applicable law or regulation.

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Introduction and Philosophical Foundation

Southeast New Mexico College (SENMC) provides educational programs, training, and services that best serve our diverse students, communities, and industry. Southeast New Mexico College provides traditional liberal arts education, career and technical training, contract training, community interest classes, and developmental education. Every effort is made to keep programs and curricula flexible in order to accommodate varied and expanding community educational needs. Since the primary role of faculty at Southeast New Mexico College is teaching that leads to student learning, more emphasis is placed on teaching and related activities than the other criteria in the evaluation process.

Promotion and tenure decisions are the means by which the college rewards and retains its most valued teachers, sustains excellence in its instructional disciplines, and fulfills its mission to advance knowledge. All of the parties must base decisions on the documentation called for by this policy. The quality of faculty accomplishments in teaching and related activities, scholarship and creative activities, extension and outreach, leadership, and service largely determines the quality of the college as a whole. The granting of tenure or promotion to associate or full professor represents a prediction by the college that the individual concerned will continue to make substantial contributions to the profession and to Southeast New Mexico College.

The processes involved in promotion and tenure rely upon basic principles in order to be effective. Above all, the promotion and tenure processes must be fair, transparent, and participatory. These values mean that decisions must be made without regard to race, national origin, gender, gender identity, age, disability, political beliefs, religion, marital status, sexual orientation, special friendships, or animus towards candidates, taking care to avoid conflict of interest, structural, institutional, or habitual thoughts and patterns that could lead to discrimination. Southeast New Mexico College values the richness that inquiry based upon intellectual and cultural differences brings to the college community.

Criteria and procedures must be clear and readily available to all participants and must be followed by all participants at each level of the promotion and tenure process. Therefore, it is imperative that clear standards for annual performance evaluation, promotion, and tenure be articulated and broadly publicized. Faculty members are not entitled to promotion in rank or tenure based merely on years of service. Applicants for tenure or promotion must be judged on their performance of the duties assigned to them, following agreed-upon allocations of effort.

The process needs to involve broad consultation by groups and individuals with successively broader views of the mission of the college and provide the opportunity for appeal. In order to achieve fairness, transparency, and consistency, faculty will be informed of their progress in writing at each step in the promotion and tenure process.

If the policy should change dramatically during a faculty member's pre-tenure or pre-promotion period, the faculty member may choose one of the policies for evaluation purposes. A candidate should indicate his or her choice of policies within the Letter of Intent which is directed to the Vice President for Academic Affairs who informs the college of a candidate's intent to apply for promotion and/or tenure.

This college rules and procedures document must be submitted to and approved by the SENMC Vice President for Academic Affairs. Rules and procedures must align with SENMC policy to ensure a transparent application process, a fair and formative faculty evaluation, and an appeal process

consistent with SENMC policies. Should SENMC, in consultation with faculty, change elements of its policy, the Vice President for Academic Affairs will inform the promotion and tenure committee to make the necessary changes in response to changes in the college policy. Importantly, changes made to align with changes to policy are made with notification to faculty but without a vote. Other substantial changes to the policy, aside from those of alignment, can be implemented only after a college faculty vote. That said, only the changes will be presented for a vote—not the policy as a whole. In order for Promotion and Tenure rules and procedures changes to pass, including the original vetting of this college document, a “yes” vote of more than 50% of full-time faculty is required.

The intent of this policy is to support faculty as they aspire to gain recognition for their achievements, all the while fulfilling the college mission.

Statement of Ethics

The conduct of supervisors, administration, promotion and tenure committees, and faculty should be characterized by integrity. Each individual’s personal and professional conduct reflects on one’s self, institution, profession, and the higher education enterprise at large. Consequently, to guide administrators, committees, and faculty in setting and practicing high standards of ethical conduct in regard to the promotion and tenure process:

1. Faculty should
 - a) Devote time, thought, and study to the duties and responsibilities of one’s job;
 - b) Act with competence and strive to advance competence in one’s self;
 - c) Comply with applicable policies and procedures set forth by SENMC;
 - d) Document effective and creditable service through honest and responsible reporting within one’s portfolio;
 - e) Engage in actions that support the ethical principles contained in this Statement
2. Promotion and Tenure committees should
 - a) Act with competence and strive to advance competence in others through fair, unbiased, and formative feedback during the portfolio review process;
 - b) Maintain the confidentiality of privileged information that infringes upon another’s right to privacy;
 - c) Comply with applicable policies and procedures set forth by SENMC;
 - d) Engage in actions that support the ethical principles contained in this Statement.
3. Supervisors, Administrators, and Board of Trustees should
 - a) Act with competence and strive to advance competence in others through fair, unbiased, and formative feedback during the portfolio review process;
 - b) Maintain the confidentiality of privileged information that infringes upon another’s right to privacy;
 - c) Comply with applicable policies and procedures set forth by SENMC;
 - d) Engage in actions that support the ethical principles contained in this Statement.

Faculty Promotion and Tenure: Purpose and Guiding Principles

These guiding principles are critical underpinnings to the promotion and tenure process at SENMC.

Faculty Participation

The selection and retention of faculty members are of utmost importance to the quality of the instructional programs at Southeast New Mexico College, the achievement of the college's mission, and the future direction of the college. In order to ensure a fair process for recognition of excellent faculty, it shall be the policy of Southeast New Mexico College to allow eligible faculty members on the Promotion and Tenure committee to vote on the promotion or tenure of candidates within the college, exercising collegial judgment based on an established set of criteria.

Transparency of Process

For faculty members to trust the promotion and tenure process, they need to have a clear idea of what is expected of them, how they will be evaluated, and the rules of the process. To promote the transparency of the process, the college web site will include a specific link to this promotion and tenure policy.

Conflict of Interest – See Southeast New Mexico College Policy Manual policy 1700 on “Employee and Campus Expectations/Code of Conduct.”

In addition to the policy on Employee and Campus Expectations/Code of Conduct policy, all levels of review will avoid conflicts of interest when reviewing applications of family members or those with whom the applicant has close relationships. For purposes of this policy, a family member is defined as a legal spouse, domestic partner, parent (including in-laws, adoptive step or surrogate), child, brother (including half, step and in-law), sister (including half, step and in-law), grandparent, grandchild, legal guardian, and any of the spouses of the individuals named above. For purposes of this policy, close relationships include close personal friends and business partners.

A member of the promotion and tenure committee will be excused from reviewing the application for promotion and/or tenure of any candidate that is or has been involved in a grievance with such candidate.

Faculty Promotion and Tenure – Glossary

Key terms used throughout this document are defined here.

Academic Unit – A department, an undergraduate major or a library.

Academic Year – The period of time from the beginning of the Fall semester one year to the end of the Spring semester the following year.

Allocation of Effort – The statement of effort, agreed upon by the faculty member and immediate supervisor, that the faculty member will devote to each of the major categories (teaching and related

activities, scholarship and creative activity, service, extension/ outreach.) This allocation of effort must be approved by the faculty member and appropriate supervisor(s).

Annual Performance Review – See Performance Evaluation

AoE – See Allocation of Effort

Appeals – Faculty may appeal performance evaluations, an alleged violation of procedures or due process regarding promotion or tenure, and involuntary termination of a temporary or continuous contract within 30 days of the event.

Appointment Letter – Letter received at time of hire stating terms of employment.

Appropriate Supervisor – The Department Chair or Program Director. For a Department Chair or Program Director, the Vice President for Academic Affairs.

Calendar Year – January 1 through December 31.

Board of Trustees – The governing body of Southeast New Mexico College, whose members are elected by voters of the Southeast New Mexico College district.

College Faculty – A regular or temporary faculty on a 0.5 FTE or greater appointment who is not eligible for tenure. (See Section 4)

Community Service – One of the service components for promotion and tenure. Organized and planned activities that benefit local, regional and/or national, and international citizens.

Core Document – A document submitted in the portfolio for promotion or tenure that includes several specific elements: a routing form, cover sheet, table of contents, curriculum vitae, an executive summary that presents a narrative of the candidate's best case for promotion or tenure, most recent conflict of interest form, recommendation letters from appropriate supervisors, allocation of effort statements, annual performance evaluations, and previous evaluations in previous applications for promotion and/or tenure. All supporting evidence, including teaching evaluations, is available in the candidate's documentation file.

Curriculum Vitae – An updated and detailed summary that reflects the candidate's educational and academic experiences that are relevant to the position.

Department Chair – A faculty member elected by their peers in the department or division to fulfill academic and administrative duties in the department or division. Department Chairs do not usually evaluate faculty for promotion and/or tenure in their official role as chair; however, as member of the promotion and tenure committee they may evaluate colleagues.

Director – See Program Director.

Documentation File – An organized collection of supplemental documents and other materials that supports, explains, or clarifies the quality and significance of the candidate's work. Administrators, the Board of Trustees, and committee members must have access to this file, which is stored in the

President's Office during the evaluation. Documents can include paper, VHS, CD/DVD, graphic design, and other digital media. The items in the documentation file should support the faculty member's "best case" for promotion or tenure as well as annual evaluation. Required elements include student evaluations, classroom observations, course assessments, letters of reference, and representative examples of syllabi.

Executive Summary – A summative report and personal statement by the candidate that addresses activities in and philosophies regarding teaching and related activities, scholarship and creative activity, service, extension/outreach, and leadership within the previous four criteria. The Executive Summary is included in the promotion or tenure Core Document and can make use of previous narratives appearing in a candidate's AoEs.

Extension – The process of defining and building relationships between communities and the college to extend college resources and intellectual expertise through coalition building, non-formal educational programs, and programs designed to address identified needs. The process of extension is initiated by a request from the community, and the services are provided by the college. Together with outreach this is one of the areas in which faculty are evaluated.

External Letters of Recommendation – See Letters of Reference

Faculty Eligible to Vote on College Promotions – Tenured or tenure-track faculty and college faculty holding a rank equal to or greater than the rank to which the candidate is applying. College faculty can only vote on other college faculty members.

Faculty Eligible to Vote on Tenure – Tenured faculty.

Faculty Eligible to Vote on Tenure-Track Promotions – Tenured or tenure-track faculty holding a rank equal to or greater than the rank to which the candidate is applying.

Fiscal Year – A fiscal year (or financial year, or sometimes budget year) is a period used for calculating annual ('yearly') financial statements in businesses and other organizations. SENMC utilizes a fiscal year that coincides with the State Fiscal year of July 1-June 30.

Flexibility in Tenure-Track – the extension or reduction of the pre-tenure probationary period under certain circumstances.

Formative Evaluation – An evaluation that allows for continuous feedback and improvement.

Goals and Objectives – Part of the Annual Review Process. Included in the Allocation of Effort Statement. Planned activities for the upcoming evaluative year which justifies or reflects the negotiated percentages for the faculty member's allocation of effort.

Grievance – To provide faculty members a fair, impartial, and expeditious grievance review process by which faculty members may seek redress for wrongs they may perceive, and to resolve disagreements/disputes arising in the work place. Prior to initiation of any grievance, the faculty member has 30 days from the date of action or inaction giving rise to the grievance to inform the Department Chair or other administrator not directly involved in the dispute in an attempt to discuss

and resolve. If the discussions are unsuccessful, the faculty member submits a written grievance within thirty days from the date of the action or inaction giving rise to the grievance.

Promotion and tenure decisions are non-grievable, unless a violation of policy or procedure is alleged.

Institutional Service – One of the service components for promotion and tenure. Includes service to the faculty member's department and college.

Joint Appointment – A faculty line shared between two departments or colleges; the appointee enjoys all the privileges and incurs all the responsibilities normally given in each area.

Leadership – Leadership is a process by which a person influences, guides, and directs others to further the mission of the college utilizing personal and professional attributes, such as beliefs, values, ethics, character, knowledge, and skills. Leadership may span all areas of evaluation.

Letter of Recommendation – Letter submitted by the applicant's direct supervisor and placed into the portfolio by the applicant before the portfolio is submitted for review.

Letters of Reference – Letters solicited by applicant in support of his or her promotion or tenure application. These letters might be from colleagues within the applicant's division or department, letters from colleagues in other areas of the college, letters from individuals within the community or from a relevant organization, or letters from former students.

Levels of Review – Levels of review are

Level 1 Review – Review performed by the Promotion and Tenure Committee.

Level 2 Review – Review performed by Vice President for Academic Affairs.

Level 3 Review – Review performed by the President.

Level 4 Review – Review performed by the Board of Trustees.

Mentor – An experienced faculty member who gives guidance to a colleague. Mentoring of a candidate cannot be done by a member of the promotion and tenure committee unless no other faculty can mentor such candidate.

Mid-probationary Review – An optional, formal mid-term assessment of progress towards tenure if requested by a tenure-track faculty member. The mid-probationary review is in addition to the annual performance evaluation.

Narratives – Written descriptions of activities appearing in the annual Allocation of Effort final draft document that synthesize and analyze the accomplishments in each category area (teaching and related activities, scholarship and creative activity, service, extension/outreach, including leadership as appropriate in each of the previous categories). As such Narratives appear in the AoE document itself and not as additional appended writing.

Nontenure-track faculty – Includes affiliated, visiting, and college faculty, as defined in SENMC policy.

Outreach – Entails an organized and planned program of activities which are offered to citizens of New Mexico and the nation; these activities bring the resources of the college to bear in a coherent and strategic fashion for the benefit of the receiving entity. Outreach is initiated by a faculty member identifying a problem within the community and addressing it. In outreach the faculty member transfers knowledge and expertise to the community. Together with extension, this is one of the areas in which faculty are evaluated.

Peer Evaluation – Assessment of teaching style, content, and effectiveness gained through observation by colleagues at the departmental level; the observations may come in such forms as classroom visits, participation in web-based courses, review of videotaped teaching, or reviews of course materials collected/created by the faculty member being reviewed.

Performance Evaluation – An annual report prepared by the faculty member documenting activities in the areas of teaching and related activities, scholarship and creative activity, service, extension/outreach, and other assigned areas, which may include leadership narratives in those areas. The Vice President for Academic Affairs (or other assigned supervisor) provides the faculty member with a written appraisal of the faculty member's performance, including progress toward promotion or tenure.

Portfolio – Consists of the core document and the documentation file that supports the candidate's case for promotion or tenure.

Post-tenure Review – An annual review designed to identify strengths and weaknesses of the tenured faculty member in the areas of teaching and related activities, scholarship and creative activity, service, extension/outreach, and leadership (if applicable). The Performance Evaluation generally serves the above aim; however, if deemed necessary due to deficiencies, a more extensive review may be initiated.

President – The highest administrator in the college. Oversees the college in all areas. Supervises the Vice President for Academic Affairs.

Probationary Period – The cumulative amount of time spent under term appointments while on “tenure-track.”

Professional Development – Involves dissemination of knowledge attained by attendance at seminars, workshops, conferences, webinars, college/university classes; the pursuit of degrees and certifications; and the engagement in individual research in the areas of specific disciplines, pedagogy, leadership, assessment, and retention, diversity, and technology. This also includes conference sessions, local or in-house workshops, or university coursework if specific to teaching discipline or leadership. For evaluation purposes, professional development is a subcategory of Scholarship and Creative Activities.

Program Director – Performs all essential functions relative to their areas and have duties comparable to those of a Department Chair at SENMC. A Program Director maintains this title and responsibilities because of program accreditation.

Rebuttal – Faculty have the right to challenge a recommendation or evaluation during the process by writing rebuttals that are inserted into the portfolio. This rebuttal is part of the candidate's due process and supports transparency of process. This is not an official SENMC grievance which is handled

according to a process described in the faculty handbook. Instead, it is a method of providing voice to faculty during the annual evaluation or Promotion and Tenure process. Rebuttals appear under Tab C of the Core Document.

Scholarship and Creative Activity – Both activity and product, scholarship includes discovery through original research, integration through synthesizing and reintegration of knowledge; application through professional practice; and teaching through transformation of knowledge. (See Boyer)

Service – One of the criteria for promotion and tenure; comprises institutional service and community service. (See Section 6.)

Supporting Documents – Material available to the Promotion and Tenure Committee in the Documentation File that serves to further support, explain, or clarify the Core Document.

Teaching and Related Activities – One of the criteria for annual review and promotion and tenure; includes the physical act of instruction as well as course preparation, course and program development, student learning assessment, student advising, and more. See Section 6 for details.

Teaching Philosophy – Included in the executive summary, the teaching philosophy is an opportunity for the candidate to reflect on their teaching style and methods as well as their beliefs about what effective teaching and learning looks like in their discipline. A teaching philosophy should provide concrete examples of how the candidate puts these beliefs and methods in action in the classroom, and will put the candidate's teaching in context with the institution, student population, and current pedagogical standards in the field.

Tenure – Continuous contract after a probationary period to a faculty member that gives protection from dismissal without due process; the primary purpose of tenure is to protect academic freedom and offer economic security. Acceptance of tenure implies a commitment to academic pursuits and scholarly, professional performance of duties. Members of the College Faculty are not eligible for tenure.

Tenure Clock – See Flexibility in Tenure Track.

Tenure-Track Faculty – A faculty member who is eligible for tenure but who has not yet been granted tenure.

Tenured Faculty – A faculty member who has been granted a continuous contract by the college.

Timeline – Time table of events that outlines the process of how annual evaluation and promotion and tenure applications occur, as determined by the Vice President for Academic Affairs in conjunction with the College Promotion and Tenure Committee (See Section 9, part 12.)

Vice President for Academic Affairs – The highest academic position in the college. The Vice President for Academic Affairs oversees directly Program Directors and Department Chairs.

VPAA – The Vice President for Academic Affairs.

Faculty Promotion and Tenure: The Professorial Ranks

The following defines the four levels of academic rank found at SENMC..

Promotion is not based solely on time in rank but is based on the criteria as stipulated below. This timetable is based on the normal institutional experiences of faculty personnel and on the expectations of a traditional academic career in regard to the effectiveness in teaching and service. Also addressed below is the promotion of College Faculty. All faculty members are expected to address the criteria in Section 6 in their allocation of effort statements. Tenure-track faculty members are hired on yearly, renewable contracts for a maximum of seven years, except in situations as defined in Section 9, part 2.

Instructor—demonstrates competence in the instructional area(s) through practical, applied, and/or related experience. A tenure-track instructor normally holds the minimum of a master's degree and 18 graduate credit hours in the field of expertise. However, experience and recognition in a career or technical field, such as appropriate national or state certification, may be considered the equivalent of a master's degree for promotion and tenure purposes.

An Instructor's job primarily relates to teaching competency (or its equivalent), scholarship and creative activities (i.e., professional development), and some service, although the instructor may also negotiate outreach/extension in the allocation of effort statement. Individuals new to this rank must demonstrate substantive evidence of likely success at the college, including documented evidence that demonstrates improvement in instructional effectiveness.

An Instructor can apply for promotion to the rank of Assistant Professor only after serving two years as Instructor. The application can be submitted at the beginning of the third year in the rank of Instructor (with promotion to the rank of Assistant Professor the following year).

Assistant Professor - In addition to meeting the criteria of Instructor, faculty must also meet the following criterion: Demonstrated mastery within the instructional area(s) through practical, applied, and/or related experience. A tenure-track Assistant Professor normally holds the minimum of a master's degree and 18 graduate credit hours in the field. However, outstanding experience and recognition in a career or technical field may be considered the equivalent of a master's degree for promotion and tenure purposes.

To be considered for this rank, a person must have demonstrated the ability to teach effectively in the applicant's field. An Assistant Professor's job primarily requires continual progress in teaching effectiveness (or its equivalent) by deepening knowledge in the teaching discipline and developing effective instructional strategies and techniques. The faculty member must continue to advance in creative activities (i.e., professional development), and service to the college and community through committees, councils, and special projects that support the college mission through outreach/extension activities, all of which are negotiated by the allocation of effort.

An assistant professor can apply for promotion to the rank of Associate Professor only after serving two years as Assistant Professor. The application can be submitted at the beginning of the third year in the rank of Assistant Professor (with promotion to the rank of Associate Professor the following year).

Associate Professor — In addition to meeting the criteria of Assistant Professor, faculty must demonstrate an expertise over a large part of the instructional area(s). An Associate Professor must demonstrate faculty and institutional leadership (such as curricular development, mentorship of colleagues, etc.) An Associate Professor is often a mid-career faculty member who has been awarded tenure. If a faculty member is initially employed at the rank of Associate Professor without tenure, the probationary period may vary depending upon agreements stipulated in writing at the time of initial hire. Once tenured, Associate Professors may hold this rank indefinitely or apply for promotion.

An Associate Professor can apply for promotion to the rank of Professor only after serving two years in that rank. The application can be submitted at the beginning of the third year in the rank of Associate Professor (with promotion to the rank of Professor the following year).

Professor – Sometimes referred to as a “full professor.” This is the summit of academic rank, characterized by instructional excellence and institutional leadership in the college. In addition to meeting the criteria of Associate Professor, faculty must also meet the following criteria: The Professor demonstrates greater command of both the breadth and depth of instructional areas, such as a knowledge and application of how the field of expertise integrates with other fields of study. The Professor has also demonstrated institutional leadership through contributions of service and increased responsibility.

College Faculty – College Faculty are eligible for promotion in rank, but they are not eligible for tenure. The criterion for promotion for College Faculty is the same as the criterion for promotion of tenure-track faculty, dependent upon the negotiated allocation of effort and the job description. (See Section 11)

Faculty Performance Evaluation

A. Policy Statement

The performance of each faculty member will be reviewed at least once a year by the Vice President for Academic Affairs. This review will include a written report submitted by the faculty member. These results shall serve to establish the goals for the following year. A written copy of the evaluation shall be given to the faculty member.

B. Procedures for the Faculty Performance Evaluation System

1. In accordance with a timeline agreed to between faculty and the Vice President for Academic Affairs, each faculty member completes and initial Allocation of Effort form detailing and citing accomplishments in the broad categories of teaching, research and/or creative scholarship, extension and outreach, and service during the performance evaluation period. The complete Allocation of Effort form is submitted by each faculty member to the faculty member's immediate supervisor.
2. Once the immediate supervisor of a faculty member receives an Allocation of Effort form, the supervisor reviews it and either approves it or negotiates a modification with the faculty member. Once the Allocation of Effort has been approved, it is sent for review to the Vice President for Academic Affairs, if appropriate.

3. Once the Vice President for Academic Affairs has received an Allocation of Effort form, the Vice President for Academic Affairs must review it and either approve it or negotiate a modification with the faculty member and immediate supervisor of the faculty member.
4. If at any level of review, a modification of the allocation of effort form is requested but no agreement is reached, the policy on resolution dispute in the faculty handbook will be used to settle the dispute.
5. Should an allocation of effort form need modification during the year, the same process of approval as the initial allocation of effort form will be used.
6. In accordance with a timeline agreed to between faculty and the Vice President for Academic Affairs, each faculty member will submit to his/her immediate supervisor a final allocation of effort form where the faculty will self-report on his/her accomplishments on the areas of teaching, research and/or creative scholarship, extension and outreach, and service during the performance evaluation period, addressing leadership as appropriate in any of these categories.
7. Once the immediate supervisor receives a final allocation of effort form, the supervisor will sign the form and state his/her agreement or disagreement with the content of the allocation of effort form. Should the immediate supervisor disagree with the content of the allocation of effort, the supervisor must attach a written note stating what the disagreement is.
8. Once a supervisor has completed the review of the final Allocation of Effort form, this form will be sent to the Vice President for Academic Affairs to conduct the Annual Evaluation.
9. The Vice President for Academic Affairs meets with each faculty member regarding progress toward promotion and tenure. Specific evaluative comments in all areas of performance are required, as well as separate comments about progress toward tenure and towards promotion.

Faculty Promotion and Tenure – Criteria

When considering applicants for promotion and tenure, serious attention will be given to performances in the applicable areas of teaching and related activities, in scholarship and creative activity (i.e., professional development), in service, in extension and outreach (and, when applicable, contributions of leadership in any of the previous criteria). The relative importance of each of these areas varies according to the cumulative allocation of efforts statements. Promotion in academic rank is recognition by faculty and administration that a peer merits an academic award. Academic ranks imply different levels of expectation in responsibility and achievement and demonstration of leadership. The granting of tenure is contingent upon demonstrated competence in a collegiate community.

Faculty members are required to provide documented evidence that supports their application. Supporting documentation referred to in the executive summary will be placed in the documentation file. (See Glossary)

Faculty who apply for promotion or tenure must meet the expectations of rank as established. All faculty members (tenure-track and college faculty) will be evaluated in the categories below as to whether they: do not meet expectations, meet expectations, or exceed expectations. The same evaluation criteria will also be applied when evaluating annual performance reviews.

Faculty members are required to create goals and objectives in the evaluative areas, as per the allocation of effort form.

In considering the criteria for promotion and tenure, it is acknowledged that certain aspects of a candidate's contributions to the overall effectiveness of the college's internal community of faculty and

staff may fall outside the stated scope of the portfolio contents. Such aspects may include, but are not limited to, issues of honesty and integrity, professional competence, ability and/or willingness to contribute to a positive workplace environment, and affirmative representation of the college within the surrounding communities. Therefore, the President and/or Vice President for Academic Affairs must give careful consideration to those factors known primarily to them which may either contribute toward or adversely affect the shared goals and mission of the institution.

Part 1: Teaching and Related Activities

Faculty must be effective in teaching, which is an essential criterion for tenure and for advancement in rank. The teaching category includes all forms of instructional activity. Such activities are commonly characterized by the dissemination of knowledge within a faculty member's area of expertise as well as the application of knowledge in both academic and career-technical fields; skill in stimulating students to critical thinking and knowledge application; and the creation and supervision of appropriate field or clinical practicum.

Responsibilities in this area may include, but are not limited to, preparation for and teaching of a variety of courses and program development; team or collaborative teaching; supervision of undergraduate instruction which includes all delivery systems; performances, or productions; field supervision and administration of field or clinical experiences; production of course materials, textbooks, web pages and other electronic aids to learning; and others.

In addition, faculty are expected to assess their courses and help prepare program assessment report when requested. The purpose of assessment is for faculty to reflect on the effectiveness of their instruction and methods. Therefore, for purposes of promotion and tenure, a strong record of course and program assessment is required.

Evaluation of Teaching and Related Activities

Because teaching is a complex and multifaceted activity, different types of evidence may be used in a comprehensive assessment of teaching effectiveness. Each form of evidence should carry a measure appropriate to its importance in evaluating teaching. Documentation must demonstrate command of the subject matter, continuous growth and development in the subject field, the ability to organize material and convey it effectively to students, assessment of student learning, revision and updates of curricula, and the integration of scholarship (for faculty who produce scholarship) and service with teaching. Materials appropriate for evaluating teaching and related activities may include: (a) evidence from the instructor, (b) evidence from other professionals, (c) evidence from students, and (d) evidence of student learning. For promotion and tenure considerations, performance in such activities must be documented and evaluated. This documentation is contained in the documentation file, not the core document.

Faculty will include in the executive summary their accomplishments in teaching. Faculty should select from, but are not limited to, the appropriate items from Promotion, Tenure, and Faculty Review Committees (Diamond, p. 72):

1. Knowledge and use of research on teaching and learning
2. Clearly stated learning outcomes with appropriate assessment procedures
3. Effective and appropriate use of technology
4. Appropriate mix of alternative learning strategies

5. Good organization of subject matter and course
6. Effective communication
7. Knowledge of the subject matter and teaching
8. Positive attitudes toward students
9. Fairness in assessment and grading
10. Flexibility to approaches to teaching

Faculty members are required to provide documented evidence that support the case they are making for promotion or tenure. See Glossary "Documentation File".

Other items to be addressed could include: innovative teaching strategies, improvements in retention, best practices in teaching, classroom management, advising accessibility, student mentorship, and improvement plans.

Part 2: Scholarship and Creative Activity

The advancement of knowledge for faculty lies in the depth of their own professional development and the manner in which that knowledge is disseminated and applied. While original research might be a path chosen by some individuals, faculty at SENMC are expected to focus on advancement of knowledge in areas that support teaching and learning. Scholarship in SENMC can take many forms.

- a) Scholarship as praxis (Action Research) – Classroom teachers analyze the learning in their own classrooms, informing their practice and allowing them to improve and seek out new methodology.
- b) Scholarship gained through professional development – to include conferences, workshops, and coursework – that can be directly applied to teaching, service, or leadership. (See 1. Professional Development below)
- c) Original research that lends itself to publication.
- d) Scholarship that is evidenced by grants obtained.

Dissemination of knowledge is inherent in the concept of scholarship. This dissemination can take place through in-house workshops, seminars and other academic learning experiences, conference presentations, public forums, or formal mentoring of junior faculty or colleagues.

1. Professional Development

Professional development is foundational for Faculty's continued success in the areas of teaching, service, and leadership. As such, faculty should attend seminars, workshops, conferences, webinars, college/university classes; pursue degrees and certifications; and engage in individual research in the areas of specific disciplines, pedagogy, leadership, assessment, and retention, diversity, and technology. Through professional development activities, the teaching scholar can experience the scholarship of discovery as they engage in the advancement of knowledge; the scholarship of integration as they make multi-disciplinary connections that allow for broader interpretation of information gained. Additionally, professional development can take various forms. Because of the wide-ranging demands on SENMC college faculty, professional development for these employees can be institutionally focused, addressing concerns of leadership and administrative skills apart from academic disciplines. This definition reflects the college's mission, serving the needs of New Mexico's diverse population through

comprehensive programs of teaching and related activities, scholarship and creative activity, extension and outreach, leadership, and service.

2. Creative Activities

Creative activity involves discovering and creating, teaching, and disseminating, and, very importantly, applying knowledge and skills to real world concerns. This understanding is grounded in Boyer's concept of the four scholarships: (1) the scholarship of discovery involves processes, outcomes, and the passionate commitment of the community campus professoriate and others in the college to disciplined inquiry and exploration in the development of knowledge and skills; (2) the scholarship of teaching involves dynamic, reciprocal, and critically reflective processes among teachers and learners at the college and in the community in which their activity and interaction enriches and transforms knowledge and skills, taught and learned; (3) the scholarship of engagement refers to the many and varied ways to responsibly offer and employ knowledge and skills to matters of consequence to the college and the community; and (4) the scholarship of integration is the process by which knowledge and skills are assessed, interpreted, and applied in new and creative ways to produce new, richer, and more comprehensive, insights, understanding, and outcomes.

3. Traditional Scholarship

Faculty members at the SENMC are not required to engage in traditional scholarship. However, it is important to recognize the achievements of faculty who do original research, publish in their disciplines or in pedagogy, and obtain grants that support their scholarly endeavors. Faculty members who conduct research-related activities can document those activities in this Section of the portfolio. Those activities might include both qualitative and quantitative studies, publications, affiliation with grants, and any other activity that might be associated with research.

Evaluation of Scholarship and Creative Activities

In the executive summary, faculty will provide a narrative that addresses their accomplishments in scholarship and creative activities, to include documentation of the application of knowledge gained through professional development activities, creative activities, and/or traditional scholarship, as well as how that knowledge was disseminated.

Professional Development: Faculty will address their accomplishments in the application of their professional development.

Faculty should select, but are not limited to, the appropriate professional development activities listed below. Faculty members are required to provide documented evidence that supports the case they are making for promotion or tenure. As such, faculty members are encouraged to attend activities related to teaching, service, or leadership.

Items to be addressed could include:

- an increased breadth and depth of knowledge in the discipline
- innovative teaching strategies
- improvements in retention
- best practices in teaching
- technology integration
- leadership

- advising
- research
- classroom management
- advising accessibility
- student mentorship
- diversity
- online teaching and learning

In addition, faculty should address all relative field experiences as well as certifications, licensures, and course work.

Creative Activities: Faculty may provide documentation regarding conference presentations, creative publications, textbook reviews, media presentations, performances, graphic/artistic/architectural design, and other discipline-related, intellectual, creative activities. This documentation may include promotional flyers, videos, publications, photographs, CDs, DVDs, or any medium that best demonstrates the faculty member's activity.

Traditional Scholarship: Faculty may include proof of written scholarly works (published or unpublished) if they are related to their discipline or area of expertise. In addition, faculty may include evidence of action research, grant-related research, or other scholarly endeavors.

An evaluation of scholarship and creative activities, including professional development, should take into consideration the following criteria (if relevant to the activity) adapted from Diamond's Basic Guidelines.

1. The activity's purposes, goals, and objectives are clear. Its objectives are realistic and achievable. The activity addresses important questions in the field and in the faculty member's SENMC campus responsibilities.
2. The faculty member brings to the activity a significant level of relevant knowledge, skills, artistry, and reflective understanding. The activity reveals a high level of discipline-related or institutional expertise.
3. Appropriate methods are used for the activity, including principles of honesty, integrity, and objectivity. The methods have been chosen wisely and applied effectively.
4. The activity achieves its goals and its outcomes have significant impact. It breaks new ground or is innovative. It leads to further exploration or new avenues for exploration for the faculty member and for others working at the institution and in the field.
5. The activity's outcomes can be presented effectively to its various audiences.
6. The faculty member has critically evaluated the activity and outcomes and has assessed the impact and implications on the greater community, the college community, and on the faculty member's own work and responsibilities. The faculty member uses this assessment to improve, extend, revise, and integrate subsequent activity.

Part 3: Extension and Outreach

Extension and outreach are essential to the college's mission because they disseminate information based on the faculty member's professional expertise to the public outside of normal academic venues. Faculty will determine if their activities can be defined as service or extension and outreach when

preparing the portfolios. Extension and outreach will be negotiated as part of a faculty member's allocation of effort.

Evaluation of Extension and Outreach

To evaluate extension and outreach for non-Cooperative Extension Services, the following guidelines are recommended.

Faculty must provide evidence of extension and outreach in order that these efforts are recognized. The documentation should provide evidence that the work is:

- 1) creative and intellectual;
- 2) validated by peers;
- 3) communicated to stakeholders; and
- 4) have an impact on stakeholders and the region.

Components of extension include:

- 1) developing programs/projects based on locally identified needs, concerns, and/or issues targeting specific audiences;
- 2) setting goals and objectives for the program/project;
- 3) reviewing current literature and/or research for the program/project;
- 4) planning appropriate program delivery;
- 5) documenting changes in clientele knowledge, behaviors, attitudes, and/or skills;
- 6) conducting a reflective critique and/or evaluation of the program;
- 7) validation of the program by peers and/or stakeholders; and
- 8) communication of results to stakeholders and decision makers.

See Glossary for definitions that distinguish Extension from Outreach.

Part 4: Service

SENMC faculty members are allowed a multi-faceted view of service, thus allowing the faculty member to make a case regarding their service and its impact on their service area. Faculty members provide institutional service – to the departments and divisions (if applicable), to their college, and service to the community. Examples of institutional service may include serving on committees, task forces, advisory boards, advising student groups, writing and reporting on grants, editing a campus newsletter, participating in school-sponsored activities, and actively participating in many other activities. Examples of community service include, but are not limited to, service to civic and community organizations.

Because the mission of SENMC is better served by having its faculty involved in all areas of the community, a broad definition of “community service” will be used. While SENMC acknowledges the importance of state, national, and even global contributions of service, the focus of SENMC is much more directed towards recognizing and responding to the needs of its service area. Therefore, a faculty member's service to the community can be extremely beneficial to both the college and the community. Community service must be within the faculty member's area of expertise, although all on-campus activities can be deemed appropriate, even if outside one's area of expertise.

Regional, national, or international service is also valued and can be negotiated as part of a faculty member's allocation of effort.

Evaluation of Service

The type and amount of service that a faculty member performs should be determined in consultation with the appropriate administrator(s) in the faculty member's allocation of effort. All relevant activities in which a faculty member participates should receive appropriate consideration for promotion and tenure decisions. Service activities will be evaluated on the significance, quality, and duration of the activity. In addition, faculty will be evaluated upon their level of responsibility in accomplishing the task.

Service involves active participation as documented in the portfolio. Faculty will address their accomplishments in institutional and/or community service. Faculty members are required to provide documented evidence that support the case they are making for promotion or tenure.

Leadership

Although Leadership is not a criteria category per se of the SENMC Allocation of Effort document, demonstrations and achievements in Leadership may be recorded as appropriate in each of the other four criteria categories (Teaching, Scholarship, Extension/Outreach, and Service).

In demonstrating leadership, candidates must show that they are having an impact as evidenced by the candidate's scholarship and creative activity, and by contributions to the advancement of the college which may include administrative roles in which considerable and well-documented contributions to the college have been made.

Evaluation of Leadership

Leadership is characterized by: (1) contribution to the mission of the college and to the faculty member's profession; (2) participation in the distribution of responsibility among the members of a group; (3) empowering and mentoring group members; and (4) aiding the group's decision-making process. Leadership may be negotiated as part of a faculty member's allocation of effort.

Faculty are encouraged to address their accomplishments in leadership. Faculty members are required to provide documented evidence that supports their application. Supporting documentation referred to in the narrative will be placed in the documentation file (see Glossary). In this executive summary, faculty should address how their leadership impacts the mission of the college or their academic unit.

Faculty Promotion and Tenure – Policies

1. Performance Evaluations are conducted annually.
2. A timeline is developed and followed by the college.
3. Faculty will follow the submission procedures as outlined on the campus timeline.
4. The Department Chair or Program Director meets with faculty members regarding goals and objectives, progress toward promotion and tenure, and the allocation of effort evaluation format.
5. Each faculty member may submit a written statement in response to both annual performance evaluations and applications for promotion and tenure.

Annual Performance Evaluation – Regular Faculty

The annual performance evaluation is a component of the promotion and tenure process. This multi-layered evaluation system relies on consistent application of the policy. The performance of each faculty member, including college faculty, will be reviewed at least once a year. The performance evaluation provides documentation of expectations and a record of faculty performance relative to stated expectations. The form of the evaluation shall align with SENMC's promotion and tenure expectations. See Sections 2 and 4.

Annual Performance Evaluation Elements

1. An Allocation of Effort Statement. The Allocation of Effort template and the instructions will be posted on the College website along with the promotion and tenure policy. The allocation percentages will be agreed upon by the faculty member and their immediate supervisor (Department Chair or Program Director) and will be approved annually by the next higher level of supervision (the Vice President for Academic Affairs). The allocation of effort is submitted in conjunction with the faculty member's goals and objectives. If agreement cannot be reached, the faculty member may submit a written rebuttal through the campus's existing chain of command, and a higher level of supervision (SENMC President) may negotiate or assign the allocation of effort. If no agreement can be reached through rebuttal, the faculty member may appeal the unresolved allocation of effort utilizing the college appeals process as described in the faculty handbook. The allocation of effort statement may be altered during the year with the mutual agreement of the faculty member and supervisors to reflect changing circumstances, such as service on a particularly time-consuming committee or grant, time for scholarship and creative activity, emergency teaching and advising assignments, etc. At the minimum, the approved statement shall contain the following elements:

- i) Percentage of effort devoted to teaching and related activities, scholarship and creative activity, service, and extension and outreach. (The total percentage shall be 100%, but any category may be zero percent.)
- ii) The number of semester credit hours (to include lab or contact hours), student enrollment, and level of courses (i.e., 100-level, 200-level).
- iii) A statement of what SENMC considers a full teaching load (27-30 credit hours).

2. Written sections detailing and citing accomplishments in relation to the mission of the college and to the criteria for promotion and tenure (see Section 6).

3. These written sections should appear in the final draft of the AoE under the appropriate categories, i.e. Teaching and Related Activities, Scholarship, etc.

Report narratives are not to exceed two pages for each evaluative category on the candidate's AoE. When a faculty member applies for promotion or tenure, the performance evaluation reports for the past year (and all relevant previous years) are also included in the Promotion and Tenure portfolio.

Allocation of Effort

Regardless of rank or position, the amount of effort that faculty members devote to the various aspects of their duties may vary and any fair promotion and tenure process will recognize these variations. A successful process considers whether the faculty member is effectively serving the mission of the college, as defined by specific criteria and the individual's agreed upon goals and objectives. This means, for example, that the efforts of a faculty member made in response to administrators or committees are taken into account during promotion and tenure evaluation and are not discredited.

One faculty member may devote more time to teaching at one point than at another. The efforts of two faculty members may vary at the same points in their careers according to their particular strengths and department needs. Faculty assignments in different departments or programs may also vary. Teaching is the fundamental activity of the faculty member, given that research and publication as well as extension and outreach activities are not a requirement for employment. Southeast New Mexico College faculty are expected to teach full time; nonetheless, there may be times that a faculty member might be re-assigned to complete a project, fulfill a temporary role, or devote large amounts of time in service to the academic unit. The total percentage will be 100%. Any category can be negotiated at zero percent.

In order to ensure equitable treatment, every faculty member will complete an allocation of effort statement as part of the annual evaluation process. This statement will be negotiated between the faculty member and the immediate supervisor(s) and approved by the next level of supervision. This statement will address any re-assignment from teaching so that the faculty member is not penalized during the promotion/tenure or annual review process. When determining the allocation of effort, decisions must be made without regard to race, national origin, gender, gender identity, age, disability, political beliefs, religion, marital status, sexual orientation, special friendships, or animus towards candidates. Further, for the allocation of effort statement to be accurate and useful, administrators at all levels must understand and take an active role in avoiding institutional factors that could produce an undue burden on faculty members.

The allocation of effort statements shall be included in the faculty member's annual performance evaluation portfolio, the tenure and/or promotion portfolio, and reflected in the faculty member's annual goals and objectives. All aspects of the agreed upon efforts shall be factored into the recommendation made at each step of the process. The flexibility of the allocation of effort statement allows faculty to attribute a low percentage (even a zero) to a criterion with the supervisor's approval. This does not indicate a deficit of the faculty member that must be 'made up' the following year. A low allocation of effort is merely an accurate representation of the faculty member's goals and objectives for that year.

Procedural Guidelines and Timeline

Implementation of the Promotion and Tenure Process

1. All Promotion and Tenure Committees shall be determined through election. Faculty serving on these committees must be voter-eligible, as defined in the Glossary. Subcommittees (such as for application to full professor) can be created by an appointment by the College Promotion and Tenure Committee.
2. College faculty will elect one or more college faculty members from the appropriate rank(s) to serve on the promotion and tenure committee should college faculty members apply for promotion. Promotion for college faculty will parallel the process for promotion of tenure-track faculty, to include adding college faculty representatives to established committees.
3. Rebuttals: Faculty may write rebuttals to all evaluations, including both annual reviews and promotion and tenure reports. The Vice President for Academic Affairs will conference with the faculty member during the process to share the written reviews of the Department Chair and the promotion

and tenure committees. A written rebuttal can be made within ten (10) business days of receiving each report. The rebuttal will be addressed to the President and will be date stamped by the President's secretary upon receipt. A copy of the date-stamped rebuttal will be forwarded to the Vice President for Academic Affairs to be included in the faculty member's portfolio in the faculty member's presence. One date-stamped copy will be provided to the faculty member.

Part 1: Pre-Tenure and Probationary Period

The pre-tenure period, renewed by contract one year at a time, (sometimes also referred to as the probationary, trial, or provisional period) for personnel with or without previous experience agreed upon from other institutions of higher education will ordinarily not exceed six years. At the discretion of the administration, the pre-tenure period may be shortened. Thereafter, there shall be a presumption of regular employment and the requirements of just cause and due process for any dismissal from service.

Part 2: Flexibility in Tenure-Track

Normally, before being considered for tenure, eligible faculty members serve six consecutive probationary years. The probationary period begins with the first year of the contract. During the sixth year, a case for tenure is made by the faculty member and considered by the college. Those achieving tenure are awarded a continuous contract at the end of their sixth year, while those not awarded tenure are given a one-year terminal contract for their seventh and final year of employment. There may be exceptions, however, to shorten or lengthen the normal six-year probationary period. During the sixth year of employment at SENMC, application for promotion may be evaluated for promotion and tenure simultaneously, having submitted one portfolio for both actions. Section 14 explains policy concerning tenure track and tenure-nonrenewal of contracts.

A. Credit for Prior Service

Faculty members with previous teaching and related activities, service, extension/outreach, leadership, scholarly, and/or administrative experience at another institution may have some or all of that experience taken into consideration on appointment at SENMC.

B. Extension of the Probationary Period

When requested in writing within one year of the qualifying event by the faculty member, leaves of absence can lead to postponement of the tenure decision date; however, modifications in that date require the recommendation of the appropriate supervisors and the approval of the campus administration. Faculty responsibilities may be negotiated when the extension is requested. An extension may be granted up to two times, so long as the total pre-tenure probationary period does not exceed eight years. Exceptions to this limit can be made under extraordinary circumstances if approved by the President and Vice President for Academic Affairs. Candidates must be held to the same standards of performance when the probationary period has been extended as candidates whose probationary period was not extended. The probationary period may be extended, upon written request and approval, under the following circumstances:

Leave of Absence without Pay: Probationary faculty members may request in writing a leave of absence without pay, usually not to exceed one academic or fiscal year. Prior to initiating the leave, affected faculty may request in writing a probation extension of one year.

Military Leave of Absence: Deployment in the armed forces entitles the faculty member to a leave of absence to cover the term of military service. Such leave constitutes valid grounds for requesting an extension of the tenure decision date. Similarly, a faculty member's voluntary participation in a military reserve program may lead to periodic or prolonged absence sufficient to affect the faculty member's performance (e.g., annual active duty training, or active duty training or participation when a reserve unit is called to active duty) that constitutes valid grounds for extension of the tenure decision date.

Medical Leave of Absence: Probationary faculty members with a serious personal illness or providing prolonged, substantive care for a chronically ill family member may request in writing an extension of the tenure decision date, usually for one year.

Family Leave of Absence or Exceptional Family Responsibilities: Upon written request, probationary faculty members who become parents will receive a one-year automatic extension of the tenure decision date. Such an extension does not require that the faculty member take a leave of absence.

Catastrophic Events: Probationary faculty who have experienced a catastrophic event such as a fire or flood or who must aid family members in such situations may request in writing an extension of the tenure decision date.

Jury Duty: Prolonged jury service, when significantly affecting a faculty member's performance, constitutes a valid reason to petition for extension of the tenure decision date.

Extensions for other reasons may be negotiated with campus administration.

C. Faculty Request for Early Tenure Review

Current faculty may request the length of the probationary period be shortened. The request must be in writing to the appropriate supervisor and will require positive past recommendations of the promotion and tenure committee as determined in the annual review, and positive past recommendations of appropriate supervisors. A tenure application can be made one time only. If this tenure application is not successful, the candidate's contract is not renewed according to SENMC policy.

D. Changes between Full and Part Time Employment

1. Tenure track faculty members whose regular appointments are less than 0.50 FTE do not accumulate probationary time toward tenure.
2. When a full-time, tenure-track position becomes part-time, the time in rank is prorated based on full-time equivalent (FTE). As with full-time faculty, the maximum probationary period for part-time faculty members is the equivalent of six FTE years, with the tenure decision to be made before the end of the six full-time years of service. For example, a tenure-track candidate with a 0.50 FTE appointment must apply for tenure at the end of the 11th year. Part-time Tenure-Track Faculty must be held to the same standards of performance relative to FTE as full-time faculty. If denied tenure, a faculty member on part-time appointment has only one year of continued part-time employment beyond the denial.
3. When recurring state funding is available, a tenure-track, part-time faculty member may apply for a full-time tenure track position and, if hired, apply earned tenure-track FTE from prior years toward tenure and promotion in the full-time position.
4. Tenured, full-time faculty members approved to move to part-time status may retain tenure. Retention of tenure in such a case requires the written request of the faculty member, positive

recommendations from the Department Chair or Program Director; followed by approval of the Vice President for Academic Affairs. While this rule encourages departments to accommodate reasonable requests for part-time appointment, part-time appointments are not an entitlement, and requests may be turned down. Pending availability of funding and the approval of the Department Chair or Program Director and Vice President for Academic Affairs, the faculty member may return later to full-time tenured status.

Part 3: Mid-Probationary Review

Tenure-track faculty members may request a formal mid-probationary review by the college. The mid-probationary review is an optional opportunity to obtain feedback on the tenure-track faculty member's performance and is used to identify specific activities to enhance the candidate's progress toward promotion and tenure. The review is formative, intended to assist tenure-track faculty in achieving promotion and tenure. It should take into account the allocation of work effort during the three years reviewed and be based upon the college's criteria. The outcome must not be used as a determinant for setting merit pay or for contract continuation decisions. While this review is optional, probationary faculty members are strongly encouraged to take advantage of this option to seek information concerning their progress toward tenure as well as to gain greater knowledge about the application process.

Part 4: Comprehensive Faculty Vote

A vote in response to a candidate's application by full time faculty members of the college will be cast and considered to be an additional source of evidence for candidate(s) seeking promotion and/or tenure.

This vote does not replace the consideration of the Promotion and Tenure Committee or the recommendation of it. Rather, it exists as a record of the "professional respect" accorded to the candidate by his or her faculty colleagues. Consequently, this vote tally functions only as an additional piece of evidence for a candidate's "best case." It allows input from all full-time faculty colleagues and may be given consideration in a Promotion and Tenure committee's recommendations to the Vice President for Academic Affairs.

The procedure for this comprehensive Faculty College vote is as follows:

- a) All faculty members, regardless of rank or tenure status, will sign in and vote "in support of or not" on all candidates for promotion and/or tenure.
- b) A paper ballot and locked ballot box will be maintained in the administrative area for the purposes of that vote.
- c) The ballots will be counted by the Promotion and Tenure Committee. Results will be reported to the President and to the Vice President for Academic Affairs and results placed in the candidate's portfolio.

Part 5: College Promotion and Tenure Committee

SENMC has one college promotion and tenure committee. Promotion and Tenure Committee membership is determined by election. Committees will be comprised of six members. An alternate may be elected to read portfolios should a conflict of interest be made known. Recusal should occur when a committee member has a conflict of interest as indicated by the SENMC policy manual and this policy.

Because the college may have a limited number of faculty members, Department Chairs and Program Directors (who typically have teaching responsibilities) may serve on the SENMC promotion and tenure committee.

The promotion and tenure committee will announce the date, time and place of the meeting when it will discuss and vote on applications for promotion and/or tenure. Candidates who wish to address the committee before it discusses and votes on such candidate may do so. In order to do so, candidates must communicate in writing to the Chair of the Promotion and Tenure committee that they wish to address the committee. The candidate may address the committee for at most 5 minutes. The committee will not address the candidate during this time. The Promotion and Tenure committee will discuss and vote on the application of a candidate only after a candidate that chose to address the committee has spoken. The committee will also discuss and vote on applications of candidates that did not address the committee.

The chair of the Promotion and Tenure Committee will complete the Contract Status Change Form with the result of the vote of the committee.

Selection of the SENMC Promotion and Tenure Committee

The SENMC College Promotion and Tenure policy calls for a Promotion and Tenure (P&T) Committee to be elected from the faculty. Membership on the P&T Committee adheres to the following:

- a) Possible candidates for the P & T Committee are all tenured faculty of Southeast New Mexico College;
- b) Voting for members on the P&T Committee is restricted to all full-time faculty;
- c) Ballots are sent or made available to each faculty member;
- d) No more than 2 faculty members from one department can serve at one time; this stipulation also includes faculty members of appropriate rank added for the purpose of voting on promotions (see item #h below);
- e) When an existing committee loses all its members, and a new committee needs to be elected, the top three vote recipients serve a two-year term; the fourth through sixth vote recipients serve a one-year term;
- f) On promotion considerations, a minimum of four committee members must vote;
- g) If four committee members do not meet rank qualifications to vote then a fourth faculty member of appropriate rank is added to review the application of the candidate(s) in question and vote on promotion(s);
- h) The faculty member added for the purpose of determining promotion is decided by a vote open to all full-time faculty.
- i) Tenured faculty elected by their colleagues to serve on the Promotion and Tenure Committee can serve but will recuse themselves during the decision-making process when their own applications for promotion are considered by the committee.

P&T Committee Directives

The P&T Committee can create a subcommittee by appointment if those elected members are not eligible to vote on a candidate of higher rank.

- a) A committee member permanently unable to serve will vacate the position.

- b) The P&T Committee Chair may call for a vote to remove a member. Should the membership of the College Committee fall below the designated number of members, the College P&T Committee may choose to appoint a replacement until such time as an election can occur.
- c) The P&T Committee Chair in collaboration with the college's Human Resources representative will secure all portfolios and emphasize to committee members the confidentiality of all discussions, reports, and recommendations.
- d) College P&T Committee members serve 2-year terms and can be re-elected for no more than three consecutive terms. However, in the case of insufficient tenured faculty numbers, term limits may be extended. Faculty will be elected to serve staggered terms so that an entire committee does not rotate off at one time. At least 4 eligible committee members will review each portfolio.
- e) Chair of the College P&T Committee may request release time from one course from the appropriate supervisor.
- f) The Chair of the College P&T is in charge of the election of members to all P&T committees. The Chair will maintain all voting records for an entire year in case a position is vacated.
- g) The College Promotion and Tenure Committee, in conjunction with the Vice President for Academic Affairs, establishes a process for mentoring.
- h) The College Promotion and Tenure Committee provides assistance and guidance to faculty who are applying for promotion/tenure.
- i) If a college (nontenured-track) faculty member applies for a promotion, the Chair of the College Promotion and Tenure Committee will hold an election among eligible college faculty members to select at least one college faculty member to serve on the College Promotion and Tenure committee for that specific review.
- j) The Chair of the Promotion and Tenure Committee ensures that deliberations and voting of promotion and tenure committees will be conducted in closed session only among committee members.
- k) The College Promotion and Tenure Committee will provide a workshop in which sample portfolios are presented. If the portfolio of an actual person is used, the Committee will obtain written permission from the owner of the portfolio.
- l) Individual memberships may be staggered to insure consistency as some members rotate off committee.

Review of Media Evidence by P&T Committee Members

P&T Committee members review media evidence (DVD, CD, Flash Drive, etc.) in Room 106 or another room designated by the P&T Committee Chair.

Part 6: Review by the Vice President for Academic Affairs and Recommendation

The Vice President for Academic Affairs (VPAA) is the next level of review after the Promotion and Tenure Committee. The VPAA will communicate the decision of the Promotion and Tenure Committee to each candidate in writing. Candidates will have the opportunity to address the VPAA in regards to the recommendation of the Promotion and Tenure Committee. Those candidates that wish to do so will arrange a meeting with the Vice President for Academic Affairs for at most 5 minutes at a time to be agreed between the candidate and the VPAA but not after the Vice President has made a recommendation. During the meeting the VPAA will hear the candidate and will not address the candidate.

The Vice President for Academic Affairs will complete a written recommendation on the application of each candidate and submit these to the President. The Vice President for Academic Affairs will sign the Contract Status Change Form with his/her recommendation.

Part 7: Review by the President and Recommendation to the Board

The President is the next level of review after the Vice President for Academic Affairs. The President will communicate the decision of the Vice President for Academic Affairs to each candidate in writing. Candidates will have the opportunity to address the President in regards to the recommendation of the previous levels of review. Those candidates that wish to do so will arrange a meeting with the President for at most 5 minutes at a time to be agreed between the candidate and the President but not after the President has written his/her recommendation. During the meeting the President will hear the candidate and will not address the candidate.

The President will write his/her recommendation on the application of each candidate and will meet with each candidate to communicate his/her recommendation to the Board of Trustees. The President will sign the Contract Status Change Form with his/her recommendation.

Part 8: The Board of Trustees Decision

The Board of Trustees is the final level of review for applications for promotion or tenure. Its decision is final, cannot be appealed, and is non-grievable (only failures to follow policy or procedures are grievable). Its members are elected in free elections by the citizens of the Southeast New Mexico College District. While the Board of Trustees members have leadership roles, in the college in the promotion and tenure process they help to increase transparency in the process. It is therefore important that conflicts of interest be disclosed and handled before the Board of Trustees meets for its final vote. According to New Mexico Open Meetings Act the vote of each member of the board is public (10-15-1-A.)

A notice that the Board of Trustees will make decisions on applications for promotion and/or tenure will appear in the agenda of the meeting of the Board of Trustees, which must be posted at least 72 hours before that meeting takes place. Candidates willing to address the Board of Trustees on their application will follow the procedure outlined in the Board of Trustees policy to arrange to speak to the Board. Once a candidate has properly requested to address the board, he/she may not be denied the opportunity to address the Board. The Board will not vote on a candidate that wishes to address it until after such candidate has addressed it.

For purposes of consideration of decisions on promotion or tenure the Board will move to a closed session. During the closed session the Board will

- Hear the recommendation from the President on the application of each candidate; and,
- Hear any candidate that wishes to address the Board for at most 5 minutes. The Board will not address a candidate during this hearing;

If a member of the Board of Trustees is unable to vote, whether due to a conflict of interest or not being part of the meeting, the vote will be taken among those members of the board that are eligible to vote in the meeting. In the case that there is a tie in the vote of the Board of Trustees, the recommendation

of the President will be adopted as the final decision for the application for promotion or tenure of the candidate.

After a vote has been taken by the Board of Trustees, the Chair of the Board will sign the Contract Status Change Form and send it back to the President with the final decision of the Board. The President will communicate the decision of the Board to each candidate at an appropriate time.

Part 9: Roles and Responsibilities in Promotion and Tenure Reviews

All discussions and submitted letters and portfolios are to be held to the highest standard of confidentiality. SENMC will develop a timeline for promotion and tenure applications, as well as for submission of annual performance reviews, respective of the college's organizational structure, level of committee reviews, and numbers of faculty employed. Faculty may request in writing to the Vice President for Academic Affairs a 5-workday extension to apply for promotion or tenure. All supervisors and committees will make note of the faculty member's progress toward promotion and tenure in their reviews. All those involved in the promotion and tenure process are expected to follow all promotion and tenure policies and procedures to assure consistent, transparent, and equitable application of these adopted policies. Evaluators may request additional information only if the requests are in writing and transmitted to the candidate. Supervisors and promotion and tenure committee members will take into consideration the faculty member's allocation of effort statements from annual reports when making recommendations for promotion and/or tenure.

A. Candidate

- a) Maintains a curriculum vitae and a cumulative personal record of the activities and accomplishments affecting the application for promotion and/or tenure.
- b) Seeks guidance from senior faculty and appropriate supervisors and mentors in order to review and revise the candidate's own portfolio in relation to the criteria for promotion and/or tenure.
- c) In accordance with college procedures, requests and provides materials required in the optional mid-probationary period review if applicable.
- d) Requests letters of reference (see Glossary) and includes them in the documentation file for the promotion or tenure application. These letters should be from colleagues, students, community members, or professional organization members.
- e) Requests extension of the probationary period in accordance with Section 9.
- f) Submits a completed portfolio and documentation file in accordance with college timelines; however, once formally submitted, nothing can be changed, added, or removed without the candidate's, supervisor's, and the promotion and tenure committees' knowledge.
- g) Addition or deletion of documents must be accompanied by a written, dated memo from the candidate to the Vice President for Academic Affairs who will forward the memo to the supervisors and promotion and tenure committee. This memo is to be placed in the candidate's portfolio.
- h) In accordance with Section 9, requests in writing that the review process be terminated at any time prior to review by the board of trustees. A faculty member who does not wish to be considered for a continuous contract (tenure) will submit a letter of resignation. A letter of resignation is required if the faculty member is in the fifth year of service and withdraws from tenure review.
- i) Submits rebuttal in accordance with Section 9 if candidate so chooses.

B. Department Chair or Program Director

- a) Negotiate with faculty the percentages in their allocation of effort statement as well as their goals and objectives.
- b) Approves allocation of effort statement of faculty within their supervision.
- c) Meets with the Vice President for Academic Affairs to sign the Contract status form supporting or not supporting the application of candidates in their department.
- d) Provides assistance and guidance to faculty who are applying for promotion/tenure, only if the chair or director is not an elected member of the Promotion and Tenure Committee.
- e) Writes a letter of recommendation indicating their decision on supporting the candidate's application for tenure and/or promotion which will be placed in the core document.

C. Full-Time Faculty Members

- a) Vote in regards to their decision to support or not support the application of each candidate for promotion or tenure.

D. Promotion and Tenure Committee

- a) Provides a binder and inserts to be used during the application for promotion or tenure of each candidate.
- b) Hears candidates that wish to address before it discusses and votes on such candidates.
- c) Examines and reads the portfolio of each candidate, including the supervisor's evaluation. Committee evaluates the candidate according to the promotion and/or tenure standards as determined in this policy.
- d) Considers the candidate's teaching and workload assignment and role apportionment as specified in the candidate's contract and Allocation of Effort forms.
- e) When reviewing a candidate's application, members of the P&T Committee may request additional information. This request will be made by the chair of the P&T committee and transmitted to the candidate through a formal email. The additional material will be added at a time agreed on by both the P&T chair and the candidate.
- f) Promotion and Tenure Committee Chair writes a report that includes recommendations pertaining to faculty members who are seeking promotion and/or tenure based on the candidate's portfolio and the promotion and tenure criteria. The report will:
 - i) reflect the majority view;
 - ii) contain specific commendations, concerns, and recommendations addressing the college criteria in each of the areas required for promotion and tenure;
 - iii) allow for dissenting opinions containing specific commendations, concerns, and recommendations addressing the criteria in each of the areas required for promotion and tenure;
 - iv) include a summary of the numerical vote;
 - v) be placed in the portfolio to be shared with the faculty member during their conference with the Vice President for Academic Affairs.
- g) Promotion and Tenure Committee Chair calls for a vote from the committee. Voting must be in person. In absentia and proxy ballots are not permitted. All vote totals must be recorded in each candidate's portfolio.
- h) Promotion and Tenure Committee Chair forwards the report generated by the committee to the Vice President for Academic Affairs and adds this to the portfolio.

E. Vice President for Academic Affairs

- a) Informs the faculty member as to eligibility for tenure. Also informs the appropriate supervisors and Chair of the College promotion and tenure Committee. (Faculty eligibility for promotions is based on suggested timelines.)
- b) Composes a recommendation regarding the candidate's application.
- c) Provides initial information, timelines, and copies of all written guidelines regarding promotion and tenure expectations and policies to all new and continuing faculty members on a regular basis. Also informs tenure-track faculty of the rights to due process, appeal and informal processes for conflict resolution in promotion and tenure.
- d) Monitors the process for mentoring the candidate in developing the best case for promotion and/or tenure.
- e) Provides a process for training:
 - i) all faculty in both the annual evaluation process and promotion and tenure process, qualifications of rank, allocation of effort statement; and
 - ii) all promotion and tenure committee members, including college faculty, in their duties and responsibilities.
- f) Ensures that the process complies with SENMC policy.
- g) Provides a system of annual faculty performance evaluation that is both fair and transparent.
- h) Meets with Department Chairs or Program Directors (if applicable) regarding promotion and tenure applications.
- i) Meets with the SENMC President to give input on the candidates' promotion or tenure applications.
- j) Notifies the candidate and the College promotion and tenure Committee if the Vice President for Academic Affairs or SENMC President intends to add documents to the portfolio. For transparency of process, the candidate and committee(s) will have the opportunity to review all additions to the candidate's portfolio.
- k) In the annual performance reviews of faculty, evaluates faculty regarding teaching and related activities, scholarship and creative activity, service, and extension and outreach. The evaluation also includes separate statements addressing progress toward tenure and toward promotion, including steps that should be taken to strengthen the faculty member's performance. The evaluation will document problem areas which may impede progress toward promotion and tenure.
- l) Meets with faculty for the annual evaluation conference. Faculty must sign the evaluation but may submit a written rebuttal to the evaluation to the SENMC President within 10 business days, as per the policy on rebuttals.
- m) Assists tenure-track faculty who have completed five academic semesters, or its part-time equivalent prepare for an optional mid-probationary review, at the faculty member's request.
- n) Negotiates with faculty the percentages in their allocation of effort statement as well as their goals and objectives.
- o) Communicates to the promotion and tenure committee the rank and status of new hires.
- p) Provides a secure location in the Executive Office area for the storing and access of the documentation files.
- q) Allows the candidate the opportunity to review all items included in a portfolio assembled—in particular any documents added by executive administration—prior to review by the promotion and tenure Committee.
- r) Notifies in writing each candidate on the recommendation from the promotion and tenure committee as well as the Program Director or Department Chair.

F. SENMC President

- a) Reviews each portfolio and writes a review of the application for promotion or tenure of each candidate.
- b) Writes a recommendation on the application for promotion or tenure of each candidate, and presents this to the Board of Trustees.
- c) Notifies each candidate in writing of the decision of the Vice President for Academic Affairs.
- d) Notifies each candidate of his/her decision regarding promotion or tenure.
- e) Notifies the faculty member if the faculty member's temporary contract is not to be renewed, according to the following:
 - i) three months or more before the end date of their contract for faculty members in their first year of service;
 - ii) six months or more before the end date of their contract for faculty members in their second year of service; or
 - iii) one year or more before the end date of their contract for faculty members in their third or more years of service. (Section 14)
- f) Forwards the written recommendation from the Board of Trustees to the candidate, with copy to the Vice President for Academic Affairs, the immediate supervisor of the candidate, and the Human Resources Manager. The President will issue a continuous contract if the decision of the board is to approve tenure. If tenure is denied the SENMC President will issue a notice of non-renewal.

G. Board of Trustees

- a) Approves/Rejects the recommendation of the President.
- b) Hears appeals on the decision of the President. The candidate has the right to address the Board of Trustees, for no more than 5 minutes. The Board will vote on their decision in this application. Should the Board of Trustees not reach a majority vote (51% or more) the decision of the President will stand. The Board of Trustees has the right to review the portfolio submitted by the candidate and the recommendations given in lower levels of review, regardless of if an appeal has been submitted.

Part 10: Part-Time Tenure-Track

Tenured, full-time faculty members who move to part-time status may retain tenure. Retention of tenure in such a case requires the written request of the faculty member, positive recommendations of the appropriate supervisors, and approval of the President. While this policy encourages academic units to accommodate reasonable requests for part-time appointment, part-time appointments are not an entitlement, and requests may be turned down. Pending availability of funding and the approval of the supervisors and the administration, the faculty member may return later to full-time tenured status.

When a full-time, tenure-track position becomes part time, the time in rank is prorated based on full-time equivalent (FTE). As with full-time faculty, the maximum probationary period for part-time faculty members is the equivalent of six FTE years, with the tenure decision to be made before the end of the six full-time years of service. For example, a tenure-track candidate with a 0.50 FTE appointment must apply for tenure at the end of the 11th year. Part-time tenure-track faculty must be held to the same standards of performance relative to FTE as full-time faculty. If denied tenure, a faculty member on part-time appointment has only one year of continued part-time employment beyond the denial. Faculty

members whose regular appointments are less than 0.50 FTE do not accumulate probationary time toward tenure.

When recurring state funding is available, a tenure-track, part-time faculty member may apply for a full-time tenure track position and, if hired, apply earned tenure-track FTE from prior years toward tenure and promotion in the full-time position.

Part-time tenure-track faculty members are evaluated annually using the same process and criteria as full-time tenure-track faculty.

Part 11: Portfolio Preparation by Candidate

A. Core Document

In accordance with department and college guidelines, the candidate is responsible for submitting a promotion and/or tenure portfolio comprised of a core document and a separate documentation file. The college guidelines shall specify the inclusion of the following core document elements in this order. The combination of items in Tabs D, E and F shall not exceed 50 pages:

Tab A. A routing form developed by the College with spaces for the required signatures

Tab B. A cover sheet indicating the candidate's name, current rank, and department

Tab C. Written documentation generated throughout the promotion and tenure process (see below for additional information)

- Contract Status and Dossier Review form, including vote tally of the promotion and tenure committee (provided and placed in the portfolio by the Promotion and Tenure Committee Chair plus signature of Vice President for Academic Affairs, President and Board of Trustees.
- Promotion and Tenure Committee strengths and weaknesses evaluation.
- Department Chair or Program Director letter of recommendation supporting or not supporting candidate's application.
- Written recommendation from Vice President for Academic Affairs.
- Written recommendation from President.
- As needed: documentation of credit for prior service or extension or reduction of probationary (required if credit from prior service or extension or reduction of probationary period was requested).
- Rebuttals written by the candidate challenging any recommendation or evaluation during the promotion and tenure decision process.

Tab D. A Table of Contents

Tab E. Candidate's executive summary

Tab F. A curriculum vitae

Tab G. Previous evaluations. See below for a complete list:

- Annual performance evaluations for the period under review. Submit a signed copy.

- Final Allocation of effort statements for the period under review and the initial allocation of effort for the year a candidate is applying. All allocation of effort forms must be signed by the applicant, his/her immediate supervisor, and Vice President for Academic Affairs or president.
- Last evaluation given by the promotion and tenure committee (if applicable).

Tab H. The most recently completed conflict of interest form

Tab I. College and Department mission statements

The promotion and tenure portfolio shall be placed in a 2-inch binder with cover and spine clear slipcovers. The cover and spine shall be identified with inserts by the candidate's name, the name of the college, the position applying to (i.e. Application for promotion to the position of, or Application for Tenure). These inserts must be prepared using the SENMC brand initiative as well as the college logo. Should SENMC purchase software that allows for electronic submission, this format can be altered to accommodate that type of submission. Until then, all core documents will be paper copies. The documentation file, however, can include DVDs, CDs, and other media.

B. Documentation File

The documentation file displays supplementary materials provided by the candidate related to the areas of faculty activity. This material is not routed beyond the College Promotion and Tenure Committee but is available for review. The documentation file will be kept in the President's Office.

If this is an application for tenure, the candidate is to include evidence of contributions since being hired into tenure track, plus evidence from other institutions if credit for prior service is applicable. If this is an application for promotion, then the candidate is to include evidence of contributions since the last promotion or tenure review. If the application is for both tenure and promotion, the rule for application for tenure shall be used.

The documentation file should include evidence of high quality teaching and related activities, scholarship and creative activities, outreach/extension, and service, including leadership in these areas. Required elements are student evaluations; classroom observations; letters of reference from colleagues, peers, former students, or external constituents; other letters as appropriate; course assessments and representative examples of syllabi.

Faculty can also include any other evidence that they believe to support their application.

In order to provide for an easier review, candidates must cross-reference the information included in the documentation file with references from the core documentation.

C. External Letters of Reference

External letters on the Southeast New Mexico College in support of a candidate's application to the rank of Professor (and perhaps Associate Professor) are encouraged and seen by the college and by the P&T Committee as strengthening an application.

Appropriate external letters are seen as those written by representatives of credible community organizations as well as those written more traditionally by scholars in the field. It is suggested that one or two external letters might be added to the documentation file of a candidate's application and

referenced in the core document. External letters should focus on a candidate's professional service in the community, the candidate's scholarship, and extension and outreach contributions by the candidate.

Additional Stipulations Regarding Letters of Reference External and Otherwise

1. Letters from current students have been determined inappropriate and cannot be properly considered as evidence.
2. If a Department Chair or Program Director is applying for promotion and/or tenure executive administrative personnel can write letters of reference for the candidate. Nonetheless, these administrative letters are not prima facie evidence of the worthiness of a candidate's application. Such letters are to be regarded as any other letter of reference reviewed by the P&T Committee. It is possible as the review process proceeds in more detail that issues not addressed in letters of recommendation will appear and profoundly influence recommendations made by the P&T Committee.

Part 12: Withdrawal of Portfolio by Candidate from Further Consideration

A. Voluntary Withdrawal from Consideration

A candidate may withdraw from consideration at any time prior to the final signature of the Chair of the Board of Trustees. A candidate shall prepare a letter requesting withdrawal from further consideration. The letter shall be transmitted to the President. All documents shall be returned to the candidate and nothing relating to the application for promotion and/or tenure shall be placed in the candidate's personnel file.

B. 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 President 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.

Part 13: Outcomes

A. For full-time tenure-track candidates

- a) If tenure is recommended, the SENMC President will send a Contract of Employment (Continuous Appointment) Form through the Department Chair to the candidate.
- b) If tenure is not recommended, the SENMC will give a signed Contract Status Form to the candidate for signature acknowledging notification of non-renewal.

B. For part-time tenure-track candidates, in addition to the provisions for full-time tenure-track candidates

- a) If tenure is recommended, it is for the FTE as stated in the initial contract or as negotiated.
- b) If tenure is not recommended, a faculty member has only one year of continued part-time employment beyond the denial.

C. For all candidates

- a) If promotion is recommended, the effective date is at the beginning of the ensuing contract year.
- b) If promotion is recommended, it shall be the policy of the college that all promotions shall include a salary increase, irrespective of other salary increases.
- c) In the case of a negative promotion decision, the President will inform the candidate in writing.
- d) The SENMC President will prepare an official list of promotion and tenure decisions for distribution to the Vice President for Academic Affairs, the Vice President for Business and Finance, and Human Resource Manager.
- e) Tenure-track faculty members whose probationary contract is not renewed and who have another year before the termination of that contract do not submit a promotion and tenure portfolio during their final year. If the non-renewal is being appealed on the basis of failure to follow procedure or discrimination, then the appellant may complete a packet, and have it held in suspension until the grievance is resolved. If the individual is successful in the appeal, the portfolio will be considered by the parties involved in the promotion and tenure process.

Part 14: Right to Seek Redress for Violation of Evaluation, Promotion, or Tenure Rules

A faculty member who believes that the college's promotion and tenure policy or procedures have been violated, adversely affecting the faculty member's evaluation, promotion, or tenure may file a grievance in accordance to procedures outlined in the faculty handbook and in accordance to Southeast New Mexico College policy on Due Process.

If the grievance involves actions taken by the Vice President for Academic Affairs due to the Vice President for Academic Affairs' role in the promotion and tenure process, the grievance decision will be issued by the college President; otherwise, the Vice President for Academic Affairs issues the final decision in faculty grievance matters.

Part 15: Southeast New Mexico College Timeline of Procedural Steps for Promotion and Tenure Review Process

A. August

- a) August Contract Date (Academic Year Begins)
- b) Faculty incorporate recently completed annual evaluation into Core & Document files
- c) Candidates receive a letter from their supervisor in regards to the supervisor support of their application by August 20.

B. September

- a) P&T Committee schedules meetings to review Portfolio Applications
- b) P&T Committee Members conduct Portfolio Application Workshop for faculty

- c) P&T Committee or tenured faculty member meets with each candidate to provide feedback and mentorship.
- d) In-class observation by Vice President for Academic Affairs conducted for new hires & junior faculty members
- e) Applicants submit Portfolio Application (Core & Documentation files) to Vice President for Academic Affairs' Office
- f) Full-Time faculty votes in regards to supporting the application of each candidate for promotion and/or tenure.

C. October

- a) Faculty submits AoE first draft to Department Chair
- b) Department Chair meets with faculty to discuss AoE
- c) P&T Committee meets according to schedule to review Portfolio Applications & make recommendations

D. October - December

- a) Chair submits AoE to Vice President for Academic Affairs (Discuss any disagreement)
- b) P&T Committee submits portfolios with recommendations to Vice President for Academic Affairs
- c) Vice President for Academic Affairs notifies in writing to each candidate of the recommendation of the Promotion and Tenure committee, as well as the recommendation from the candidate's supervisor (when the supervisor is not the Vice President for Academic Affairs.)
- d) Vice President for Academic Affairs submits portfolios with his/her recommendations to President.

E. January-February

- a) President notifies in writing to the candidate of the recommendation of the Vice President for Academic Affairs.
- b) President presents his/her recommendations to the Board of Trustees.
- c) President notifies in writing to each candidate of his/her decision.

F. March-April

- a) Vice President for Academic Affairs' Office requests letters of intention to apply for promotion and tenure from faculty members.
- b) Board of Trustees votes on the application of each candidate for promotion and/or tenure.
- c) For each candidate, the Board of Trustees completes the Contract Status Change Form with the result of their vote, and returns this form to the President.
- d) President communicates in writing to each candidate the decision of the Board of Trustees.
- e) Full-Time faculty elects new members of the promotion and tenure committee by April 15.
- f) Faculty member submits letter of intention regarding their decision to apply for promotion and/or tenure by mid-April.
- g) Faculty members begin work on Core and Documentation files (portfolio application)

- h) Promotion and Tenure Committee Members conduct Portfolio Application Workshop for faculty by April 30.

H. May

- a) P&T Committee or tenured faculty member meets with each candidate to provide feedback and mentorship
- b) Vice President for Academic Affairs and all tenured and tenure track faculty meet to discuss past timeline and propose next timeline
- c) Faculty submits final AoE to the Department Chair.
- d) Department Chair submits final AoE to the Vice President for Academic Affairs with written comments on all applicable AoE sections (written comments attached to final AoE)

I. June - July

- a) Vice President for Academic Affairs signs off on AoE.
- b) Vice President for Academic Affairs completes annual evaluation.

SENMC Timeline for Promotion and Tenure

SENMC shall circulate a timeline for conducting promotion and tenure reviews for both 9-month and 12-month faculty. In the event of a catastrophic event or other circumstances, faculty can have their promotion and tenure application postponed. However, it is important that all faculty members (Tenure-track and college faculty) adhere to the deadlines stipulated in the timeline. Faculty who turn in application for promotion after the deadline will have their portfolios returned to them by the Vice President for Academic Affairs, so they can apply the following year.

Faculty Post Tenure Review

After a faculty member earns tenure, the tenured faculty member continues to be responsible to the policies and procedures governing all faculty members at the college and his or her performance is regarded through that lens. Specifically, the tenured faculty member is responsible for the requirements of the yearly Allocation of Effort form and process, annual performance reviews by the Vice President for Academic Affairs pursuant to the mission of the college, course assessment responsibilities, continued professional development, program review responsibilities, and classroom observations.

At the end of five years the tenured faculty member meets in formal conference with the Vice President for Academic Affairs to discuss overall job performance.

Tenured faculty should come under unusual scrutiny only if an issue of seriousness regarding performance or moral turpitude becomes known.

Non-Tenure Track Faculty—Evaluation, Promotion, Change to Tenure-Track, and Salary Adjustments

Non-Tenure Track Faculty, often listed as College Faculty, may hold ranks as described in Section 4 and are eligible for promotion. A College Faculty member can apply for a tenure-track position if recurring funds are available and a search is conducted or can apply internally for a change to a tenure-track

position as outlined below. Qualifications shall include educational requirements and relevant experience. In relation to the promotion of College Faculty, an understanding of the following guiding principles is necessary:

College Faculty should be evaluated for promotion based on the allocation of their effort to the areas of teaching and related activities, scholarship and creative activity, extension and outreach, and service, with leadership contributions within the previous criteria (if applicable), and the relative mix of these duties. The allocation of effort forms shall be included in the application packet so that promotion and tenure committees will be informed of the college faculty member's negotiated duties. College faculty must meet the criteria for advancement in terms of level of education, training, and experience, as determined by each academic unit.

- a) The annual evaluation of College Faculty will be done by the immediate supervisor and is not forwarded to a promotion and tenure committee for further review, unless promotion is being considered, and the annual evaluation is part of the promotion portfolio.
- b) Committees for promotion of College Faculty must include College Faculty representation. If no eligible college faculty members are available for participation on the committee a college faculty member may be added to an existing committee and participate in the review of a college faculty application.
- c) The role played by College Faculty should be recognized in the promotion process, and the standard for promotion should be appropriate given the role of College Faculty. The College Faculty member will explain their duties and responsibilities in their executive summary so that the promotion and tenure committee members will have a clear understanding of this faculty member's unique function at the college.

Process for College Faculty to Apply for Change from Non-Tenure-Track to Tenure-Track

Positions originally established as non-tenure-track can be converted to tenure-track with the approval of the Vice President for Academic Affairs and the President.

College faculty that would like to convert their positions to tenure-track positions should talk to their supervisor. The supervisor will confer with the Vice President for Academic Affairs, who in turn will confer with the President.

The Vice President for Academic Affairs and the President will determine if it is in the best interest of the college to accept an application for change to tenure-track from a college faculty, and if the needs determines, they will submit a request to the office of Human Resources to advertise internally that SENMC is accepting applications for change to tenure-track in a department and allow all qualified faculty to apply for such position. The job advertisement will include the number of tenure-track positions that are available for application. If the Vice President for Academic Affairs and the President determine that it is not possible to do this conversion at the time of the request, they will communicate their decision to the supervisor of the faculty, who in turn will communicate this to the faculty requesting the change.

If the college has agreed to accept applications for conversion of non-tenure-track to tenure-track, interested faculty will submit an application (portfolio) that will include accomplishments in teaching, service, scholarship, and extension/outreach for at most 5 years since the date of submission. This portfolio will be reviewed by the following levels:

- Department members, including the Chair or Program Director
- Vice President for Academic Affairs
- President

The President in consultation with the Vice President for Academic Affairs make the final decision. The decision is final and cannot be appealed. However, a written justification of a negative decision should be given (e.g.: not enough professional development, problems in teaching, etc.) The final decision is not to be used as an evaluation of the applicant. Denying a faculty a conversion to tenure-track is not grounds for termination. Faculty can inquire and apply for conversion to tenure-track even if they have been denied in the past.

Criteria:

The following criteria will be used when determining if a position will be converted to a tenure-track position.

1. The applicant for conversion must have been appointed to their current position through a national search.
2. The applicant must have served in their current position for at least one year.
3. At the moment of application the faculty must meet all the requirements for teaching in their discipline, or will meet them at the moment that the conversion is granted.
4. The applicant must provide evidence of success in teaching, service, scholarship, and extension/outreach.

Timeline:

This process can be completed only in the fall or spring semesters to ensure that all faculty are notified that a conversion to tenure-track will be considered. Given that the process includes an application that must be prepared, in order to give ample opportunity for all faculty to prepare such application, applications cannot be closed until one month after the notice that applications are being accepted was made. Once applications have been accepted a final decision must be communicated in writing to the applicant before the end of the spring semester of the academic year in which the faculty applied.

Result:

If a faculty is denied their application for conversion to tenure-track, such faculty will receive a notification in writing from their supervisor stating that their application was denied and any improvements that should be made should the faculty want to apply for this transfer in the future.

If a faculty is converted to a tenure-track position such conversion will be effective in the fall semester of the following academic year for which an application was submitted. The conversion of a position to tenure-track, once completed, is non-reversible. Faculty will be notified in writing of this conversion and

the letter will state how much credit towards tenure is granted to the applicant. In no case tenure will be granted as a result of this process.

Tenure Track Faculty – Procedure for Award of Continuous Contract upon Award of Tenure

A. Change to Continuous Contract

The President initiates the Contract Status Form to accomplish the change from temporary to continuous contract. All recommendations for tenure must be accompanied by notification to the Vice President for Academic Affairs. When tenure is awarded, it is awarded in the unit that initiated the request for tenure (continuous contract). No temporary appointment can become continuous without the official action of the college administration.

B. Continuous Contracts

A continuous appointment is not a matter of right but is made after the pre-tenure period has been completed successfully, providing the individual's services are needed. Such an appointment is made by the issuance of a new contract at the time of continuous appointment or shortly thereafter, and the contract becomes the abiding instrument governing employment, except that the terms may be modified from time to time by endorsement. Continuous contracts are issued by the Office of the Vice President for Academic Affairs following receipt of an approved Contract Status Form. Continuous contracts are not reissued until there is a promotion in rank. Each spring an official contract amendment (salary letter) is issued by the President's Office which informs the faculty member of final performance evaluation and annual salary for the ensuing year. Once a faculty member has been appointed to a continuous contract, that faculty member will retain continuous contract status even though the faculty member accepts appointment at less than full time.

Tenure Track and Tenured Faculty – Resignation Notice

A. Any tenure track faculty member intending to resign shall give written notice to the administration at the earliest time possible, but in no case later than 30 days after receipt of written notification of the terms of the next year's contract, or three months prior to the start of the following academic year, whichever is later, except when mutually agreed upon by the individual and the administration. The faculty member should inform the Department Chair in writing. The Department Chair will inform the Vice President for Academic Affairs. The Department Chair should then submit a terminating Personnel Action Form at the earliest possible date.

B. If a 12-month faculty member that accumulates annual leave dies, their estate will receive compensation for all unused annual leave accrued at the time of death, up to a maximum of 52 working days of leave.

C. If a person listed by the promotion and tenure committee does not wish to be considered for promotion or tenure, the person must so indicate to the Department Chair in writing. However, if the person is in the fifth year of tenure-track service, withdrawal from consideration for tenure must be

accompanied by written notice of resignation effective at the end of the sixth year of service (this notice must be received by the Department Chair before the end of the fifth year of service).

D. The section above on voluntary termination of temporary contracts also applies to continuous contract employees.

Tenure Track Faculty – Process for Non-Renewal of Annual Contract

As a result of evaluating performance and annual contracts, it may be necessary not to renew an annual contract.

During the trial period, non-renewal of an annual contract may be without implication of criticism or specification of cause.

The reason for non-renewal will be stated, if so requested by the faculty member subject to non-renewal. The reason is only to be communicated if requested by the faculty member. The choice of the manner of notification (verbally or in writing) is to be made by the faculty member. The faculty member must request the reason for non-renewal prior to the end of the faculty member's contract.

Prior to non-renewal, the Department Chair, or comparable administrator, must consult with the promotion and tenure committee of the department before any recommendation of non-renewal is forwarded to the Vice President for Academic Affairs. The consultation is to be in the form of a meeting and the Department Chair or comparable administrator must identify the faculty member(s) at risk for non-renewal. In addition, the Department Chair or comparable administrator must provide the committee with all relevant information, to the extent allowed by law, related to the non-renewal.

Notification of the non-renewal is made in writing according to the following schedule:

- for faculty members in their first year of service – 3 months or more before the end date of the annual contract;
- for faculty members in their second year of service – 6 months or more before the end date of the annual contract;
- for faculty members who will have 3 or more years of service at the time of nonrenewal – 1 year or more before the end date of the annual contract.

A Contract Status Form must be processed by the Department Chair for the nonrenewal of the annual contract prior to the deadlines established for notification. The employee should acknowledge receipt of such notification by dating, signing, and returning the Contract Status Form.

References

Boyer, Ernest L. (1990) *Scholarship Reconsidered, Priorities of the Professoriate*. The Carnegie Foundation for the advancement of teaching.

Diamond, Robert M. (2002) *Serving on promotion, tenure, and faculty review committees: A faculty guide, 2nd ed*) Bolton, MA: Ankar Publishing.