

Procedures Manual for Faculty Annual Performance Evaluation, Promotion, Tenure, and more-detailed Post-Tenure Review

5.90.1 Introduction

This chapter specifies the procedures for annual performance evaluation--including allocation of effort statements, promotion, awarding of a continuous contract and the more-detailed post-tenure reviews. Policies governing these procedures are found in The NMSU Community College Promotion and Tenure Policy Manual. For the purpose of these reports "annual" is August to the end of July.

5.90.3.4 and 5.90.5.1.2 Allocation of Effort Statement

Early in the fall semester, faculty members and division heads will meet to create the initial allocation of effort statement.

The allocation of effort statement includes:

- the percentage of effort devoted to teaching and related activities, scholarship and creative activity (professional development), service, extension and outreach, and leadership (the total percentage shall be 100%, but any category may be zero percent);
 - the number of semester credit hours (to include lab or contact hours);
 - student enrollment;
 - the level of courses (*i.e.*, 100-level, 200-level);
 - and a statement of what the community college considers a full teaching load.
- 1) The allocation percentages will be agreed upon by the faculty member and the Division Head and will be approved annually by the next higher level of supervision.
 - A) If agreement cannot be reached, the faculty member may submit a written rebuttal to the VPAA, and the VPAA may negotiate or assign the allocation of effort. If no agreement can be reached through the rebuttal process, the faculty member may appeal the unresolved allocation of effort utilizing the university appeals process.
 - B) The allocation of effort statement may be altered (percentages adjusted or goals substituted) 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.
 - 2) The allocation of effort statement is submitted in conjunction with the faculty member's goals.
 - A) Goals serve to help faculty members focus on specific objectives in each of the five areas of required performance; moreover, it demarcates the amount of effort the

faculty member is putting into each area.

- B) The Division Head will meet with the Faculty member to discuss the purposed objectives and may recommend areas that require more specific details or improvement, or to offer guidance in the completion of the objectives.
- C) The faculty member and Division Head will establish goals for all areas having an allocation of effort greater than zero. Goals should be realistic and obtainable. It is understood that some objectives may not receive funding, may not work, or may take longer than the faculty member anticipated.

Early in the following fall semester, faculty members and Division Heads will meet to finalize the allocation of effort statement. The final form includes updated enrollment figures and courses taught.

The completed allocation of effort statement includes signed copies of initial, revised, and final statements.

(See Appendix A for Allocation of Effort Statement Form and instructions)

5.90.51.1 Annual Performance Evaluation Process

Annual Performance Evaluation Portfolio: This document is to showcase the Faculty member's performance and achievements. This report includes:

- **the complete allocation of effort statement;**
 - **the narrative of accomplishments (2-page maximum in each of the performance areas including progress towards completion of goals preferably pasted in the indicated box on an unsigned final allocation of effort form);**
 - **student evaluations for the year;**
 - **and documentation of the described accomplishments (maximum 25-pages front and back).**
- (See Appendix B-1 for the Annual Performance Evaluation Portfolio layout)**

- 1) **Early in August**, all faculty applying for promotion or tenure will submit a complete Annual Performance Evaluation Portfolio to the Division Head
- 2) **Early in September**, all other regular faculty member will submit a complete Annual Performance Evaluation Portfolio to the Division Head.
- 3) **By mid-August** for all regular faculty applying for promotion, and **by mid-September** for all other regular faculty, an **Annual Performance Evaluation** will be completed by the Division Head. The Division Head will meet with the Faculty member and initiate the Annual Performance Evaluation (for tenured faculty the evaluation is called the Post-Tenure Review) based on the Annual Performance Evaluation Portfolio and observations of the previous year's performance. The Division Head will 1) review the faculty member's performance in each of the applicable areas; 2) write separate statements addressing progress towards

promotion and/or tenure and addressing problem areas which may impede progress toward promotion and /or tenure; and 3) assign an overall evaluation rating (Does Not Meet Expectation; Meets Expectation; or Exceeds Expectations) and provide the faculty member a copy of the evaluation. **(See Appendix B-2 for Annual Performance Evaluation or Post Tenure Review Form: Division Head)**

- 4) **If a faculty member disagrees** with the Division Head's evaluation, the faculty member has ten working days to write a rebuttal addressed to the campus President that is included in the portfolio. After the ten day rebuttal period has expired, The Annual Performance Evaluation Portfolio will be forwarded to the VPAA. However, if the faculty member is pre-tenured, the Annual Performance Evaluation Portfolio will instead be forwarded without the Division Head's evaluation to the P & T committee for independent evaluation.
- 5) **For pre-tenured faculty**, the P & T Committee's tenured or tenure-track members will 1) review faculty member's performance in each of the applicable areas; 2) write separate statements addressing progress towards promotion and/or tenure and addressing problem areas which may impede progress toward promotion and /or tenure; and 3) assign an overall evaluation rating (Does Not Meet Expectation; Meets Expectation; or Exceeds Expectations) and provide the faculty member a copy of the evaluation. The Chair of the P & T committee will report the results of the vote on the evaluation form **(See Appendix B-3 for Annual Performance Evaluation Form: Promotion and Tenure Committee)**
- 6) **If a faculty member disagrees** with the P & T Committee's evaluation, the faculty member has ten working days to write a rebuttal addressed to the campus President that is included in the portfolio. After the ten day rebuttal period has expired, The Annual Performance Evaluation Portfolio will be forwarded to the VPAA via the Division Head. The Division Head will include the Division Head's evaluation of the faculty member in the portfolio at that time.
- 7) **In November**, the VPAA will review each faculty member's Annual Performance Evaluations Portfolio and Overall evaluation. The VPAA may agree/disagree with the assigned rating based on the Annual Evaluation Portfolio, observed activities, rebuttals, and recommendations of the P & T committee for pre-tenured faculty. The VPAA will notify all faculty, in one written document, of the opportunity for a meeting with the VPAA, the result of the VPAA review, and the need to sign the D-1 form. The VPAA will respond to a meeting request within ten working days.
- 8) **If a faculty member disagrees** with the VPAA's evaluation, the faculty member has ten working days to write a rebuttal addressed to the campus President that is included in the portfolio. After the ten-day rebuttal period has expired, The Annual Performance Evaluation Portfolio will be forwarded to the President (Throughout this document, President refers to our campus president and not the systems').
- 9) **Early in December**, the reports will be submitted to the President for review and filing.

5.90.5.3 Roles and Responsibilities during the Promotion and Tenure Process

Common Responsibilities

- A) All evaluators will recommend or not recommend **promotion** based on the requisite requirements of the applied for rank and all relevant allocation of effort statements. All evaluators will recommend or not recommend **tenure** based on the "demonstrated

competence in a collegiate community” (see 5.90.4) and all relevant allocation of effort statements.

Faculty Member/Candidate Responsibilities in the Promotion and Tenure Process

- A) Candidate applying for promotion will inform his/her Division Head, in writing, of his/her candidacy no later than May 1. (The promotion portfolio is submitted during the following academic year, and promotion, if granted, would be for the next academic year after that).
- B) Candidate will maintain a curriculum vitae; a cumulative personal record; and documentation of activities and accomplishments affecting the application for promotion and tenure.
- C) Candidate requests letters of reference and includes them in the documentation file.
- D) Candidate should seek guidance from senior faculty, appropriate supervisors, and mentors in order to review and revise the candidate’s own portfolio in relation to the criteria for promotion and tenure.
- E) Candidate for promotion and tenure is responsible for preparing a complete and comprehensive promotion portfolio covering the relevant years (the years since the last promotion portfolio or date of hire for tenure).
- F) Candidate will submit portfolio to the Division Head for review by the designated date.
- G) Candidate will sign the tracking form at each level of evaluation acknowledging that the candidate has received a copy of the letter and has been informed that he/she has ten working days to write a rebuttal letter addressed to the President that will be included in the portfolio.
- H) After submitting the portfolio, the Candidate adds additional material to the promotion and/or tenure portfolio as formally requested by evaluators or adds material through formal request.
- I) If applicable, the Candidate requests extension of the probationary period in accordance with Section 5.90.3.6.2. (NMSU Community College Promotion and Tenure Policy)
- J) If applicable, the Candidate requests a 30-day extension on promotion and/or tenure application deadline.
- K) Candidate has the right to withdraw from the process prior to review by the VPAA. However, if the candidate withdraws from consideration for tenure, the candidate will also submit a letter of resignation if the faculty member is in the fifth year of service.
- L) If the Candidate is not satisfied with the rebuttal process, the Candidate may use the normal university appeal processes.

Division Head Responsibilities in the Promotion and Tenure Process

- A) The Division Head is responsible for knowing the hire dates for regular faculty, any changes in status (part-time to full-time, regular to tenure-track, etc), number of credits taught by part time faculty, as well as keeping track of highly recommended promotion cycles of each faculty member. Furthermore, the Division Head should be fully apprised of any negotiations made at hiring which might affect the promotion status and/or probationary period of the

faculty member.

- B) The Division Head is responsible for mentoring each faculty member to ensure the best possible and most complete portfolios are forwarded to the P & T committee. It should be understood that both the faculty member and the Division Head are responsible for incomplete documents.
- C) The Division Head will review each faculty member's promotion and/or tenure portfolio with them before evaluation. After evaluating the portfolio, the Division Head will meet with the faculty member and either recommend or not recommend the faculty member for promotion and/or tenure. The Division Head will include the letter of recommendation in the promotion and/or tenure portfolio and a copy of the letter will be given to the faculty member. Finally, the Division Head will inform the faculty member that the faculty member has 10 working days to write a rebuttal.
- D) The Division Head secures the Documentation File.
- E) The Division Head creates a place for promotion and/or tenure documents viewing.
- F) The Division Head forwards portfolio when required.
- G) The Division Head requests additional material in writing from the candidate.

Promotion & Tenure Committee Responsibilities in the Promotion and Tenure Process

- A) The P & T committee will publish a **calendar of submission dates** for the following year's promotion cycle. This calendar must reflect the various deadlines imposed on the P & T committee and the rebuttal processes in order to meet NMSU's document review deadlines.

(See the NMSU-A Promotion and Tenure webpage for specific timelines.)
- B) The P & T committee works with the VPAA in mentoring faculty in the process and in scheduling workshops where sample portfolios are presented.
- C) Each member of the P & T committee is responsible for thoroughly examining each submitted annual performance, promotion and/or tenure portfolio as well as the documentation file. P & T committee members should be prepared to bring comments to the voting/evaluation session.
- D) Each member of the P & T committee is responsible to be at the voting meeting. Voting must take place in person.
- E) The Chair of the P & T committee will build into the calendar a "voting/evaluation" meeting. At this meeting the committee will fill out either the annual performance or Promotion and/or Tenure Evaluation form and vote on each annual performance or Promotion and/or Tenure Portfolio. During this meeting, Roberts Rules of Order will be followed and members of the P & T committee will be obligated to follow procedures of Executive Session (all members should acknowledge the confidentiality of all such discussions, reports, and recommendations).
- F) The Chair of the P & T committee provides each candidate a copy of the completed Promotion and/or Tenure Evaluation form. The Chair will inform the faculty member that

the faculty member has 10 working days to write a rebuttal.

- G) The Chair of the P & T committee secures all portfolios while in the possession of the P & T committee.
- H) The Chair of the P & T committee requests additional material in writing from the candidate

VPAA Responsibilities in the Promotion and Tenure Process

- A) **On or before April 15**, the VPAA will inform the eligible faculty, corresponding Division Head, and Chair of the P & T committee, in writing, of eligibility for tenure in the coming academic year.
- B) The VPAA will review the promotion and/or tenure portfolio and recommendations of the Division Head and the P & T committee. The VPAA will either recommend or not recommend the Faculty member for promotion and/or tenure.
- C) The VPAA will provide the Candidate with a copy of the VPAA evaluation. The VPAA will inform the faculty member that the faculty member has 10 working days to write a rebuttal.
- D) The VPAA will forward the promotion and/or tenure portfolio and recommendation to the campus President.
- E) The VPAA requests additional material in writing from the candidate if required.
- F) The VPAA informs the P & T committee about the rank and status of new hires.
- G) The VPAA oversees the mentoring process of candidates, provides a process for training all faculty and P & T committee members in annual performance evaluation, promotion and tenure processes; and ensures that the campus policy and process comply with University policy.
- H) The VPAA 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. The VPAA also informs tenure-track faculty of the rights to due process, appeal, and informal processes for conflict resolution in annual performance evaluation, promotion and tenure.

Campus President Responsibilities in the Promotion and Tenure Process

- A) The President will review the promotion and/or tenure portfolio and recommendations of the VPAA, Division Head, and the P & T committee. The President will either recommend or not recommend the Faculty member for promotion and/or tenure.
- B) The President will provide the candidate with a copy of the President's evaluation.
- C) If all the recommendations are positive, the President will inform the Provost of the positive

promotion and/or tenure request. If any of the recommendations are negative, the President will forward the faculty member's portfolio for final action; in all cases the Provost issues the Promotion Letter.

- D) The President requests additional material in writing from the candidate.
- E) The President notifies faculty member if temporary contract is not to be renewed.

5.90.5.5 Promotion and/or Tenure Portfolio process

- 1) **On or before April 15**, the VPAA will inform the eligible faculty, Division Head, and Chair of the P & T committee, in writing, of those eligible for tenure in the coming academic year. Candidates applying for tenure will inform the VPAA (with copies to Division Head and Chair of the P & T committee) of their candidacy, in writing, **no later than May 1** of the academic year before they are eligible for consideration. Faculty may request, in writing to the Division Head, for a 30-day extension to apply for promotion or tenure. If a candidate **chooses not to seek** a continuous contract, the VPAA will be notified in writing at this time and the candidate will attach a letter of resignation effective at the end of the following academic year.
- 2) Individual faculty members make the decision whether to apply for promotion; however each April, Division Heads will inform faculty of their promotion eligibility in relationship to the “highly recommended timeline” in the policy; that is, that candidates apply at the beginning of the 3rd year in that rank if the faculty member believes they have satisfied the prerequisites for the higher rank (see 5.90.3.5 and all of 5.90.4 in the NMSU Community College Promotion and Tenure Policy).
- 3) Candidates applying for promotion will inform their Division Head of their candidacy, in writing, no later than May 1 (the promotion portfolio would be submitted during the following academic year and promotion, if granted, would be for the next academic year after that).
- 4) The Division Head will initiate the tracking/routing record for promotion and/or tenure, after receiving official word from the faculty member that they will pursue promotion and/or tenure. **(See Appendix E for Tracking/Routing forms.)**
- 5) Early in October, Candidates for promotion and/or tenure submit a complete and comprehensive promotion and /or tenure portfolio covering the relevant years (for promotion---all years since last promotion portfolio; for tenure---all years since hire) to the Division Head.

(See Appendix C-1 for promotion and/or tenure portfolio layout and the NMSU-A Promotion and Tenure webpage for more specific timelines)

- 6) The Division Head will review the portfolio with each faculty member in his/her division. After reviewing the portfolio, the Division Head will meet with the faculty member and either recommend or not recommend the faculty member for promotion and/or tenure. The Division Head will include the letter of recommendation in the promotion and/or tenure portfolio and a copy of the letter will be given to the faculty member. Finally, the Division Head will inform the faculty member that the faculty member has 10 working days to write a rebuttal.
- 7) **If a faculty member disagrees** with the Division Head’s evaluation, the faculty member has ten

working days to write a rebuttal addressed to the President that is included in the portfolio.

- 8) Once a faculty's portfolio has been reviewed by the Division Head, it is to be made available for viewing by all faculty in the Division Head's office or a similarly secured location. The Division Head's letter is not included in the portfolio during viewing; however, faculty members are encouraged to make comments at this time and to forward those comments to the Chair of P & T committee. Documents should be available for viewing for at least two weeks, in accordance with the calendar determined by the P & T Committee.
- 9) After the faculty member has been allowed 10 working days, to rebut the Division Head's letter, and after the entire faculty have been given the opportunity to review all portfolios, the portfolio will be forwarded to the P & T committee. The P & T Committee will review the portfolio.
- 10) The Chair of the P & T committee will build into the calendar an "examination/voting" meeting. At this meeting the committee will fill out the Promotion and/or Tenure Evaluation form and the committee will vote to either recommend or not recommend the faculty member for promotion and/or tenure. Only members of the P & T committee who hold tenure will review and vote on tenure portfolios. In addition, the Chair of the P & T committee will report the results of the vote on the evaluation form. **(See Appendix C-2 for Promotion and/or Tenure Evaluation forms: P & T committee).**
- 11) The Candidate will be supplied with a copy of the evaluation and is informed of the right to rebut.
- 12) **If a faculty member disagrees** with the P& T committee's evaluation, the faculty member has ten working days to write a rebuttal addressed to the President that is included in the portfolio.
- 13) After the faculty member has been allowed 10 working days and the possibility to rebut the Promotion and Tenure committee's recommendation, the P & T committee will forward the portfolio to the VPAA.
- 14) The VPAA will review the portfolio and the recommendations of the Division Head and the P & T Committee. The VPAA will either recommend or not recommend the Faculty member for promotion and/or tenure. A copy of the evaluation will be supplied to the candidate and the candidate is informed of the right to rebut
- 15) **If a faculty member disagrees** with the VPAA's evaluation, the faculty member has ten working days to write a rebuttal addressed to the President that is included in the portfolio.
- 16) After the faculty member has been allowed 10 working days to rebut the VPAA's s recommendation, the VPAA will forward the portfolio to the President.
- 17) The President will review the portfolios and the recommendation of the VPAA, P & T committee, and the Division Head. The President will either recommend or not recommend the faculty member for promotion and/or tenure.
- 18) The President will complete the final review and endorsement. If all recommendations are positive, the President will inform the Provost of the positive recommendation for the promotion and/or tenure. If any of the recommendations are negative, the VPAA will forward the Faculty member's Promotion and/or Tenure Portfolio to the Provost for final action. In all cases, the Provost issues the Tenure Letter.

5.87.1 Annual Performance Evaluation as Post-Tenure Review

- 1) Tenured faculty members' annual performance evaluation is labeled the Post-Tenure Review. This Post-Tenure Review shall weight the five areas of 1) teaching and related activities, 2) creative and scholarly work including professional development, 3) extension and outreach, 4) service and 5) leadership; all in proportion to the percentage each category is given in the faculty member's allocation of effort for a given year.

Annual Performance Evaluation Portfolio as Post-Tenure Review: This document is to showcase the Faculty member's performance and achievements. This report includes:

- **the complete allocation of effort statement;**
- **the narrative of accomplishments (2-page maximum in each of the performance areas including progress towards completion of goals preferably pasted in the indicated box on an unsigned final allocation of effort form);**
- **student evaluations for the year**

Documentation is not required for tenured faculty. However, documentation needs to be available upon request. Faculty must be given adequate notice for any documentation request and adequate time to respond.

(See Appendix B-1 for the Annual Performance Evaluation Portfolio layout)

- 2) Administrators who hold tenured faculty rank are reviewed on the performance of their faculty duties. Administrators who have no assigned faculty duties will not be reviewed under this policy.

5.87.2 More Complete Post-Tenure Reviews

If, in the judgment of a superior, the annual review for a tenured faculty member shows a serious deficiency in the performance of that faculty member, the superior shall inform the faculty member in writing of the deficiency as well as recommend actions the faculty member might take to address the issue. If the deficiency or deficiencies continue for two or more years and if the faculty member has not taken the corrective actions, one of two possible courses of action may ensue:

- 1) The faculty member may request that the superior submit the record of poor performance and suggested actions to the other tenured faculty members for consideration in a more complete review, or
- 2) If the faculty member does not request the review, the superior may initiate such a review with the concurrence of a majority of the tenured faculty.

The more complete review shall have the aim of

- 1) identifying strengths and weaknesses of the faculty member in the five areas of teaching and related activities, 2) creative and scholarly work including professional development, 3) extension and outreach, 4) service and 5) leadership; all in proportion to the percentage each category is given in the faculty member's allocation of effort for a given year.
- 2) The review will be undertaken by the P & T committee.
- 3) Student evaluations must be considered when evaluating the faculty member's teaching, along with other factors.
- 4) If the reviewers conclude that the faculty member's performance is not seriously deficient, the

faculty member shall be so informed and a statement of the finding placed in the faculty member's personnel file.

- 5) If serious deficiency is found, a specific remedial program shall be developed in consultation with the faculty member that includes procedures, criteria for evaluating progress, and a reasonable timetable. If the faculty member's teaching needs improvement, such a program might include participation in programs offered by the Teaching Academy, mentoring by a recipient of teaching awards, intensive study of videotaped classroom sessions, etc. When research and publication needs improvement, collaboration with another faculty member and participation in workshops on publishing might be indicated. However, in accordance with NMSA 1978, Section 21-1-7.1, part E (1), any remedial effort can be no shorter than two years in length.

5.87.4 Enhancement Program

Whether or not a tenured faculty member accepts the recommendation to participate in a teaching or scholarly work enhancement program, and whether or not the member performs well in the program, the faculty member's performance will be judged on subsequent teaching and scholarly work according to NMSU Policy Manual Chapter 5

5.87.5 Frequency of Review

The more complete review shall not be initiated for any tenured faculty member more frequently than once every five years.

5.87.6 Persistent Teaching Deficiencies

If a tenured faculty member's teaching deficiencies are considered by the executive vice president and provost to be very serious and to have been uncorrected at the conclusion of the agreed time period, and further, if there is evidence that the faculty member's teaching performance has deteriorated since the award of tenure such that the faculty member's teaching performance is now typically unsatisfactory, the executive vice president and provost shall recommend loss of tenure for the faculty member in question.

If tenure is to be revoked, the University shall follow the processes specified in Section 5.98 for Involuntary Termination of a Continuous Contract, subject to the safeguards of Section 4.25.

The Promotion & Tenure Committee

The P & T committee will consist of four faculty from each division--three senior tenure-track faculty from each division (if three senior tenure-track faculty are not available, then one may be junior faculty to serve in place), and one senior college-track faculty from each division (if senior college-track is not available then junior faculty can serve in place). Members are elected from each division in the spring semester, with terms beginning the following fall semester. The election is the responsibility of the Chair of the P & T committee. Division Heads are ineligible to serve on the P & T committee. The term of committee membership will be three years.

- 1) Faculty members elected to P & T committee may serve no more than two consecutive terms.
- 2) The chair, vice chair, and secretary will be elected from this body of nine. The chair and vice-chair must be senior tenured professors. The Chair only votes in case of a tie. Officer elections will be held every two years, unless an emergency arises and an officer must step down from his or her elected position.
- 3) In cases when there are not enough full professors to vote on full professor promotion portfolios, all full professors on the campus will be asked to participate, review, and vote on the full professor portfolios. Note: College faculty vote only on promotion for non-tenured track faculty. Only tenured faculty may vote on tenure decisions.

- 4) During meetings, Robert Rules of Order will be used and members of Promotion & Tenure Committee will be obligated to follow procedures of Executive Session.
- 5) If a member has any conflict of interest with any candidate, the member will recuse themselves from all deliberation on that candidate.
- 6) Members who permanently are unable to serve should resign. The chair may also call a vote to remove a member. Vacancies can be remedied by P & T committee appointment until an election can be held.
- 7) The Chair may request reassigned time from one course from the appropriate supervisor.
- 8) The Duties of the P & T committee are:
 - A) To advise the NMSU-A administration on issuance of temporary and/or continuous contracts to tenure track faculty and promotions of regular faculty;
 - B) To advise the administration on the evaluation of annual performance of pre-tenured faculty;
 - C) To assist faculty on preparing promotion and tenure documents; and
 - D) To advise tenured faculty on how to improve performance that leads to two consecutive “does not meet expectations” ratings. (See 5.90.5.3 for details)