

Faculty Rank and Tenure Plan

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1. **Purpose.** The purpose of these policies and procedures is to provide an effective method for rewarding the full-time faculty employees of Eastern New Mexico University-Ruidoso (hereinafter “ENMU-Ruidoso”) by affording them the opportunity to achieve rank and tenure commensurate with their service, competence, and effectiveness.
2. **Policy.** It is understood that the following policies are the bases for the rank and tenure plan, and its attendant procedures, of ENMU-Ruidoso:
 - A. **Priority of Instruction.** Instruction, that is, teaching and student learning, is the highest priority and shall be given the greatest weight in awarding rank and tenure.
 - B. **Stability and Credibility.** The employment stability and professional credibility of ENMU-Ruidoso faculty is essential to faculty development and morale and those shall be prioritized in decisions regarding faculty employment.
 - C. **Academic Freedom.** The faculty employees of ENMU-Ruidoso must be assured of “academic freedom”; that is:
 - (1) They are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject.
 - (2) They are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with ENMU-Ruidoso.
 - (3) They are citizens, members of a learned profession and employees of an educational institution. When they speak or write as citizens they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. They should remember that the public may judge their profession and ENMU-

Ruidoso by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for ENMU-Ruidoso.

In questions involving academic freedom, tenured faculty employees shall have the rights of due process reference in paragraph 2E below.

- D. Professional Development.** Professional development of faculty employees is essential to the success of ENMU-Ruidoso and must be encouraged and assisted within the realm of feasibility. Any professional development endeavor proposed by a faculty member must be considered including assistance with degree advancement, temporary leave or reassignment, etc. ENMU-Ruidoso strives to serve the needs of its students by fulfilling its obligation to ensure continuous improvement of instruction including faculty professional development.
- E. Termination.** Termination of faculty employees is a necessary function of the administration of ENMU-Ruidoso; and terminations occur through resignation, layoff due to staff reduction, or for just cause. In the event of necessary faculty employee layoffs, the retention of ranked and tenured faculty employees shall be given preference. It is understood that termination of employment for just cause must include due process, but that the termination of tenured faculty employees shall include appeals and personal appearances to the governing board and that just cause includes unsatisfactory performance, unprofessional conduct, illegal or immoral acts, and failure to fulfill contractual obligations.
- F. Faculty-Driven.** The process of awarding rank and tenure to faculty employees of ENMU-Ruidoso shall be faculty-driven, reserving the final decisions to appropriate administrative officials.
- G. Uniqueness of Rank Assignments.** After a comprehensive review of community college ranks used across the nation, ENMU-Ruidoso has adopted a unique ranking system suitable to its mission and its best interests.
- H. Fulltime Faculty Rank; Value of both Formal and Experiential Education.** Faculty rank lends credibility to the profession of community college instruction and communicates to every constituent group how valued ENMU-Ruidoso faculty members are to the institution. One powerful characteristic of the community college environment is that most of the faculty not only have a formal education but also possess work experience in the field they teach. ENMU-Ruidoso values both; therefore, faculty rank is a function of faculty qualifications (formal education and work experience) and community college teaching experience.
- I. Faculty Tenure.** Obtaining tenure at ENMU-Ruidoso must be a significant achievement requiring successful completion of rigorous evaluation; and is intended to fulfill the faculty employee's expectation of continuous employment for regular fall and spring terms (or otherwise if so stated) from the date of appointment until retirement, as well as fulfill the expectation of competence and satisfactory performance on behalf of ENMU-Ruidoso.
- J. Evaluation of Faculty; Post-Tenure Review.** Regular evaluation of faculty employees, including post-tenure review of tenured faculty employees, must be a part of the ENMU-Ruidoso instructional regimen.

K. Faculty Compensation. Faculty compensation is a function of the faculty employee's rank and years of experience at ENMU-Ruidoso, the faculty employees' performance, and the financial situation of the college.

The foregoing purpose and policies are implemented by, or reflected in, the following:

GENERAL PROCEDURES

3. Definition of Terms:

- A. **Experience** – Experience is measured in years of community college teaching experience defined as thirty (30) credit hours per year, or the equivalent, at an accredited institution. Other experience may be included if approved by the Academic Work Evaluation (AWE) Committee.
- B. **Qualified Work Experience** - Non-academic work experience determined by the Committee or the Tenure Evaluation Committee (TEC) and in collaboration with the Vice President of Student Learning (VPSL) to be in a field sufficiently related to the instructional duties of the faculty employee
- C. **Faculty** – An ENMU-Ruidoso employee whose primary assignment is instruction and may also include student advising, department administration, and project research. Faculty members are further categorized as follows:
- (1) **Emeritus Faculty** – An honored, retired, regular faculty employee approved by the Eastern New Mexico University Board of Regents and entitled to limited employee privileges as defined by the campus president.
 - (2) **Endowed Faculty** – A fulltime faculty employee in a position funded by an endowment
 - (3) **Non-regular Faculty** – Any faculty employee who does not qualify as Regular Faculty
 - (4) **Regular Faculty** – A fulltime faculty employee eligible for tenure
 - (5) **Resource Faculty** – A temporary, part time faculty employee not eligible for tenure
 - (6) **Tenure Track Faculty** – A non-probationary, non-tenured Regular Faculty employee
 - (7) **Tenured Faculty** – A regular faculty employee who has met the criteria for tenure
 - (8) **Visiting Faculty** – A faculty employee visiting from another post-secondary institution
- D. **Probation** – The first two (2) years of service to ENMU-Ruidoso during which a faculty employee's contract may not be renewed if the employee's immediate supervisor, the VPSL, and the President of ENMU-Ruidoso determine the employee is unsuitable for continued employment. The AWE Committee may recommend a lesser term of probation for approval by the VPSL. Other circumstances may also warrant probation as noted in Appendix Y. A faculty employee is not eligible for tenure while on probation.
- E. **Qualifications** – Qualifications are a measure of formal post-secondary education and qualified work experience. For rank consideration, two (2) years of fulltime, qualified, work experience is equivalent to one (1) year (30 credit hours) of post-secondary education. The AWE Committee

and the VPSL determine whether or not work experience is pertinent to a faculty member's teaching discipline and if it will be included for rank determination.

- 4. Administration; Academic Work Evaluation Committee.** Administrative supervision of these policies and procedures shall be by the VPSL, with oversight by the President of ENMU-Ruidoso; and the regular administration shall be by the AWE Committee, the mission of which is to evaluate faculty employee qualifications, experience, and performance and serve as a recommending body for rank assignment, tenure, and post-tenure reviews.

A. **AWE Committee Objectives.** The objectives of the AWE Committee shall be to:

- (1) Accept faculty employee rank applications and recommend rank assignments;
- (2) Accept faculty employee tenure and post-tenure review portfolios;
- (3) Facilitate the creation of a Tenure Evaluation Committee (TEC) for each applicant;
- (4) Monitor the application, review, and recommendation processes to ensure completion within the time limits prescribed by rank and tenure policy; and
- (5) Receive TEC results and communicate recommendations to the VPSL for final approval by the President of ENMU-Ruidoso and the Board of Regents.

B. **Reporting Structure.** The AWE Committee shall operate as a standing committee of the Academic Council and under the authority of the VPSL.

C. **AWE Committee Membership.** The AWE Committee shall consist of three (3) fulltime faculty employees. New members shall be nominated by the Academic Council during the first meeting of each fall semester and must be approved by the President of ENMU-Ruidoso. Committee members shall serve staggered two-year terms and may not serve more than two contiguous terms.

D. **AWE Committee Responsibilities.** AWE Committee responsibilities shall include, but shall not necessarily be limited to, the following:

- (1) Meet as needed (monthly at a minimum) to collectively accomplish the objectives of the committee;
- (2) Elect a Committee Chairperson and Chair-elect at the first meeting each year;
- (3) Create and distribute a committee activity and deadline calendar at the beginning of each academic year;
- (4) Create and manage TEC's;
- (5) Provide a monthly summary report to the Academic Council; and
- (6) Provide portfolio creation support for tenure track faculty employees as needed.

The VPSL shall assign an administrative assistant to support the committee. The assistant shall record meetings, prepare meeting summaries in the form of written minutes, and prepare summary reports and recommendation documents, collect and distribute forms and portfolios.

E. **AWE Officer Responsibilities.** The responsibilities of the of the AWE Committee officers shall include:

- (1) The Chairperson shall organize tasks, direct committee work, set meeting agendas, conduct meetings, and report to the Academic Council, the VPSL and the President of ENMU-Ruidoso as needed.
- (2) The Chair-Elect shall serve the second year of her or his term as Committee Chairperson, serve as Chairperson in the absence of the Chairperson, assist the Chairperson as needed or otherwise appropriate.

F. **Tenure Evaluation Committees (TECs).** Each tenure applicant shall be evaluated by a three-person committee, which shall work in collaboration with equal voice and equal vote, and which shall assess, evaluate, and make recommendation for tenure approval; and the TEC for each tenure applicant shall be selected in the following manner:

- (1) One committee member must be invited by the applicant and may include a professional from the applicant's field not currently employed by the college;
- (2) One committee member must be appointed by the VPSL; and
- (3) One committee member must be a current AWE Committee member.

The TEC of each applicant must complete the tenure approval process within the time set forth herein in paragraph 9 below.

PROCEDURES FOR RANK

5. **Minimum Rank Requirements.** The following table (Table 1) lists the ranks, from least to most senior, and the baseline requirements for each.

Minimum Requirements		
Rank	Qualifications (formal education & practical experience)	Instructional Experience (yrs)
Instructor	Bachelor's or equivalent	2
Assistant Professor	Master's or equivalent	2
Associate Professor	Doctor's or equivalent	7
Professor	Master's & Doctor's or equivalent	12

Table 1

6. **Assignments of Rank.** Regular Faculty employees may apply for a rank to be determined by their placement in the following chart (Table 2), which is founded upon the baseline requirements in Table 1.

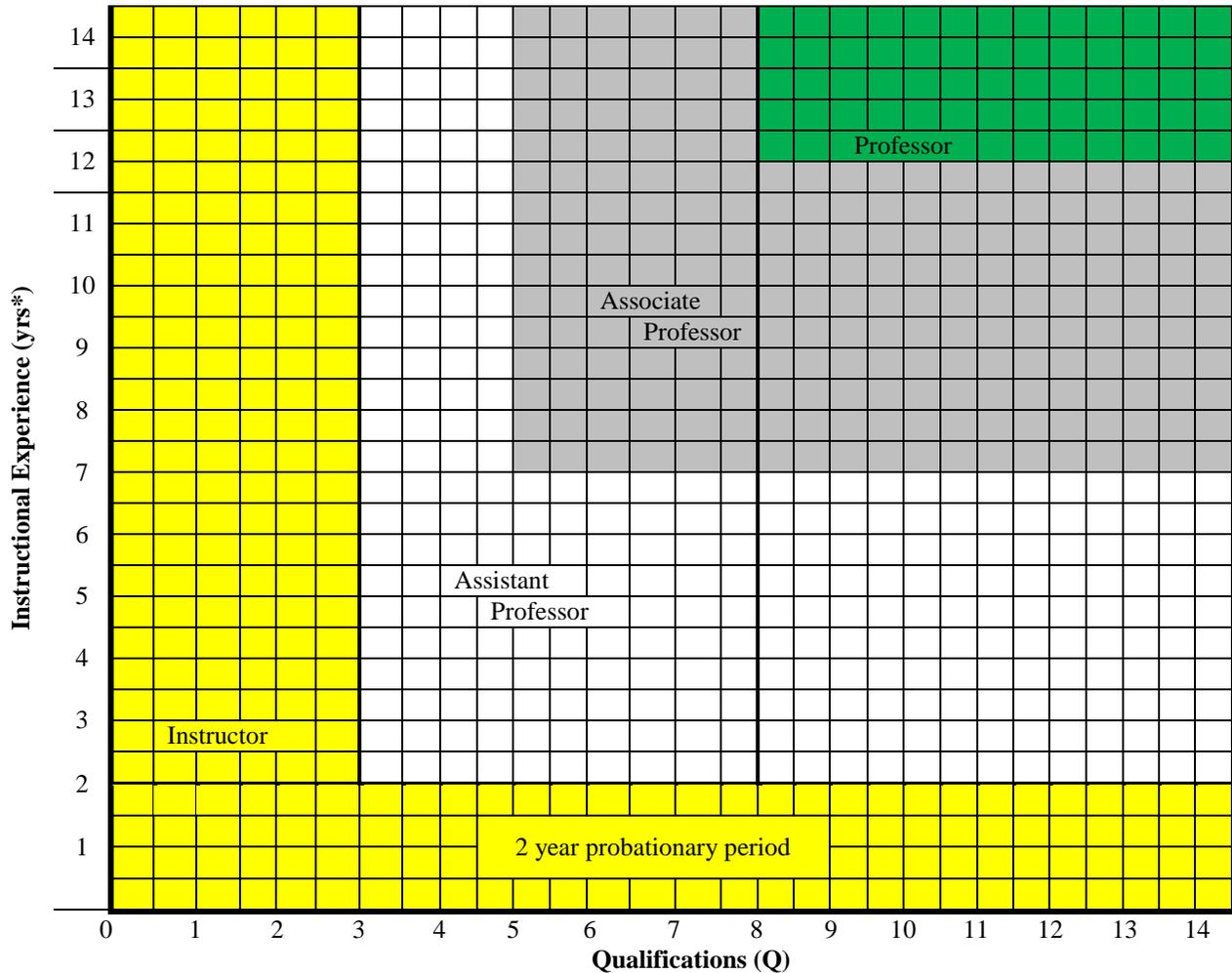


Table 2

*Years are defined as 30 credit hours of instruction.

The following formula is used to calculate qualifications:

$$Q = \text{Degree(s)} + \text{Approved work experience} + \text{Professional development} \quad \text{WHERE}$$

- Degree = 3 on the Qualifications scale for an earned Master's degree
- Degree = 5 on the Qualifications scale for an earned Doctorate degree
- Approved work experience = 1 on the Qualifications scale for each 2 years of work experience in teaching field
- Professional development = 1 on the Qualifications scale for each 30 credit hours beyond highest earned degree

AND/OR

1 on the Qualifications scale for each 480 hours of approved workshops, seminars, conferences, etc. (Rationale: 16 hours of learning per 1 credit and 30 credits per year)

PROCEDURES FOR TENURE

7. **Annual Notices.** Following first notification of a tenured appointment, faculty on tenure (continuous) appointments will receive annual letters of intent including rank, salary, and assignment for the coming academic year.
8. **Criteria for Tenure.** The criteria for obtaining tenure are:
 - A. **Transferability.** Tenure from another institution is not transferrable to ENMU-Ruidoso but the AWE Committee may recommend an accelerated tenure application process. ENMU-Ruidoso administrators also have the flexibility to deem an incoming faculty member tenure-ready and may grant tenure at the end of the second full semester.
 - B. **Application.** Any Tenure Track Faculty employee may apply for tenure by submitting a completed application to the VPSL.
 - (1) A faculty employee with two (2) years of non-probationary teaching experience at ENMU- Ruidoso must apply for tenure or risk being placed on probation.
 - (2) The application must include the semester the applicant anticipates being ready for review and may be completed any time following the applicant's initial probation with ENMU-Ruidoso.
 - (3) The burden to prove satisfactory performance and tenure readiness lies solely with the faculty applicant. Each of the three criteria is weighted to reflect the mission of the College and the strengths of the applicant. They must submit a portfolio that clearly documents performance in each of the following critical areas:
 - a. **Instruction** – Includes proof of student attainment of learning objectives, effective course management, and student support and involvement. (60%)
 - b. **Service** to ENMU-Ruidoso and the community – Includes committee participation, cooperation with peers, staff and administration, and community involvement. (10%-30%)
 - c. **Creativity** – Includes publication, application of innovative and creative endeavors, and any initiative leading to wide public acclaim. (10%-30%)
 - (4) **Peer Instructional Review.** In addition to the portfolio, peer instructional reviews will be conducted to determine the soundness of the applicant's classroom performance. Access to online courses will also be granted for peer reviews.
9. **Tenure Review Calendar.** The tenure review process must begin the first week of a regular semester and must be initiated by the Regular Faculty employee when they submit their portfolio to the Vice President of Student Learning. The tenure review process is considered an urgent personnel decision and must be completed within the sixteen (16) week semester. Flexibility in the tenure review calendar may be permitted, and the review process may be interrupted, for extenuating circumstances by a written appeal submitted to the AWE Committee.
 - Month 1: Portfolio submitted.
 - Month 2: Teaching evaluation by peers, VP of Student Learning, and the AWE Committee.
 - Month 3: Analysis of portfolio and teaching evaluations. The VPSL and the AWE Committee must submit a joint recommendation to the President.
 - Month 4: Presidential approval/denial. Approved applicants will be submitted to the Eastern New Mexico University Board of Regents for final approval at the next regularly scheduled board meeting.

Month 4: Notification of award or denial in writing to the applicant.

- 10. Non-approval of Tenure.** A negative tenure decision must not be the first criticism the faculty member receives. The annual faculty performance review conducted by the employee's supervisor should serve as a potential warning if there is an unfavorable review. Faculty members denied tenure shall be notified in writing by the President of ENMU-Ruidoso (see calendar above) and the following month shall receive a written Professional Growth Plan from their immediate supervisor, endorsed by the AWE Committee and the VPSL.

PROCEDURES FOR POST-TENURE REVIEW

- 11. Triennial Post-Tenure Review.** ENMU-Ruidoso envisions the post-tenure review of tenured faculty as a means of supporting faculty by providing opportunities for professional growth and development. To this end, the performance of tenured faculty shall be reviewed every three years. The three areas critical to the success of a faculty employee: instruction, service, and creativity; must be examined from the date tenure was earned, or from the last post-tenure review. As a desired outcome, the post-tenure review shall identify areas of faculty development needed or desired for fulfillment of professional goals and roles within both their discipline and the college. In addition to this aim of professional growth and development, the post-tenure review is designed to support ENMU-Ruidoso's primary mission as a teaching institution. (See 2D above.)
- A. In the third year following the award of tenure, or last post-tenure review, tenured faculty employees shall be notified by the VPSL that during the next academic year a post-tenure review will be conducted of the faculty member's performance.
 - B. At the beginning of each fall semester, the VPSL shall publish a calendar establishing the dates for each step of the post-tenure review process. The schedule shall provide that the process begin with the start of a regular semester, follow the same timeline as the original tenure application process, and conclude by the end of the same semester.
 - C. The AWE Committee, in collaboration with the VPSL, is responsible for the completion of the post-tenure review. Either party may recruit additional faculty employees or administrators to assist with the review including the immediate supervisor of the employee under review.
 - D. In the year the tenured faculty employee is scheduled for review, he or she shall prepare a review file. This file shall contain a reflective statement by the faculty member describing his or her instruction, service, and creative activity along with all relevant supporting material.
 - E. The faculty member shall submit his or her review file to the OSL within the first month of the review semester. Needed materials and timelines will be distributed to the AWE Committee.
 - D. Reviewing the available materials, the AWE Committee shall then appraise the faculty member's performance and send a written recommendation forward to the VPSL specifically addressing the critical areas of tenure: instruction, service, and creativity.
 - E. The VPSL shall review the recommendations and supporting materials and then make an appraisal of the faculty member's performance and provide a written summary of the review.
 - F. If the faculty member's performance is determined to be satisfactory by the AWE Committee and the VPSL then the VPSL shall forward the final recommendation and rationale, along with those of the AWE Committee, to the President of ENMU-Ruidoso for approval. Upon approval, the review process shall be deemed complete and all documentation including the final summaries will be returned to the faculty employee.
 - G. If both the AWE Committee and the VPSL identify a continual neglect of responsibilities or evidence of persistently poor performance during the period since the last review, the reviewers shall have the opportunity to solicit additional information as needed. If further examination determines that the faculty employee's performance is unsatisfactory, the VPSL must recommend to the President of ENMU-Ruidoso that the employee be placed on probation.

- H. A faculty member who has been recommended for probation shall receive official notification of the same from the President of ENMU-Ruidoso. The faculty employee's immediate supervisor, in collaboration with the AWE Committee and VPSL, must develop a Professional Growth Plan to address teaching deficiencies. Such a plan shall (1) specify areas of needed improvement, and (2) identify supporting programs, personnel, and resources.
- I. If the faculty employee chooses to challenge the probation he/she may direct an appeal to the President of ENMU-Ruidoso.
- J. The President of ENMU-Ruidoso shall review the analysis of the faculty member as well as the recommendations and rationale of the reviewers to determine whether the evidence clearly supports the recommendation.
- K. The President of ENMU-Ruidoso may determine that the faculty member's performance is satisfactory. If so, the tenure review process shall be deemed complete and the faculty member shall be informed in writing. If the President of ENMU-Ruidoso agrees with the original recommendation such decision is final and the faculty employee must proceed with the Professional Growth Plan.
- L. The probationary period may last up to two years. The faculty employee's immediate supervisor and the VP shall follow the Professional Growth Plan and provide timely feedback and progress reports as set forth by the plan.
- M. The Professional Growth Plan concluding activity is a reevaluation. This reevaluation shall focus exclusively on the previously stated and documented performance deficiencies and shall follow the procedures and steps previously set forth with the following adjustment: Should the AWE Committee and the VPSL determine that the employee's performance is still unsatisfactory, he/she will recommend termination of employment for approval by the President of ENMU-Ruidoso. The decision of the President of ENMU-Ruidoso shall be final.

PROCEDURES FOR COMPENSATION REVIEW

- 12. Bases for Compensation.** Regular faculty employee compensation shall be based upon academic rank, instructional experience at ENMU-Ruidoso, and performance.
- 13. Annual Review and Update.** The salary matrix shall be reviewed and updated annually in conjunction with the budgeting process and shall be used as the baseline for faculty compensation.
- 14. Performance Measures.** Faculty performance shall be reviewed and updated annually and based upon measures and goals identified and agreed to by the faculty employee, the VPSL, and the President of ENMU-Ruidoso as being critical to the advancement of the mission of ENMU-Ruidoso and in agreement with performance measures set forth by state and federal mandates.