



Faculty Performance Evaluation Guidelines and Procedures

- Annual Evaluations
- Promotion Applications
- Tenure Applications

Eleventh Version – May 2007

DACC Faculty Council

PREFACE from the Campus Academic Officer

Greetings to all Full-time Faculty,

The Eleventh Version of the “Faculty Performance Evaluation Guidelines and Procedures,” contains a new Section III Evaluation Procedures. The section overviews the documents in Appendix A and the evaluation in Appendix B.

I thank the members of the College Promotion & Tenure Committee for their work on these new instruments. Faculty voted to accept these in October 2006.

Please be aware, faculty, that supervisors or members of P&T committees may request additional documentation from you. Therefore, as you sort through your 2006-07 records in putting together your annual evaluation or promotion or tenure portfolio to decide what to include in it, I recommend that you keep the items you didn't include in a personal documentation file.

Questions on the information contained in this Eleventh Version can be referred to your Department Chair, Program Director, Division Dean or the Associate Academic Campus Officer.

Thank you in advance for your cooperation and professionalism in meeting this year's time lines and procedures.

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I. INTRODUCTION AND DEFINITIONS

Procedures contained herein are designed to provide guidance and pertinent information on faculty evaluations, promotions, and continuous contract (tenure). The next section is taken directly from the New Mexico State University Policy Manual. It outlines the promotion qualifications in order of importance related to the branch campuses. Also included is a description of faculty ranks and specific qualifications for promotion. The remainder of the document covers the Doña Ana Community College promotion and tenure committee structure, procedures, application process, documentation and annual evaluation requirements at DACC.

CEO - Campus Executive Officer.

CAO - Campus Academic Officer.

Division Dean - the Dean of each of the four DACC divisions.

Department Chair or Program Director - faculty member with supervisory responsibilities for a department or program.

College P&T Committee - the elected promotion and tenure committee comprised of a single member elected by each division and a member elected at large.

Division P&T Committee - the elected promotion and tenure committee comprised of members from at least two departments or programs from within the same division.

Annual Evaluation Notebook – Annual notebook contains a faculty member’s self evaluation and supporting documentation of the faculty member’s contributions in instruction, professional development, professional service, and student development and advising during the past academic year. Faculty should refer to Appendix A for a list of the specific items to be included.

Promotion or Tenure Application Portfolio – Application portfolio contains the faculty member’s annual evaluation notebook as well as documents that support his or her promotion or tenure application. Faculty should refer to Appendix A for a list of additional items that must be included in the application portfolio. The annual evaluation notebook and the application for promotion or tenure must be submitted in one binder.

Application Letter – Letter for promotion or tenure written by applicant addressed to the CEO. The letter should describe the candidate’s competence with a well-reasoned summary of the faculty member’s past contributions, ongoing activities, noteworthy accomplishments, and a visionary statement. However, the letter should be focused and to the point. It should emphasize the candidate’s experience that is relevant to the qualifications of the appointment and establish a focus for reading the application.

Letters of Recommendation - Letters submitted by applicant’s direct supervisor and division dean and placed into the portfolio at the time of the annual evaluation conference.

Letters of Reference – Letters solicited by applicant in support of his or her promotion or tenure application. (i.e. letters from colleagues within applicant's division, letters from colleagues from the college, letters from colleagues and individuals from outside the college, letters from students.)

Documentation File – In addition to required documentation for Instruction, Professional development, Professional Service, Student Development and Advising, faculty are allowed 25 additional pages (front/back) in the annual evaluation notebook. An additional 25 pages (front/back) of necessary documentation from hire date to present should be included as the last tab of a promotion or tenure application.

II. QUALIFICATIONS FOR PROMOTION (Tenured and Tenure-track Faculty)

(excerpts from the NMSU Policy Manual, Section 5.88.10, September 8, 2006; italics indicate organization or procedure at DACC)

The working of any fair promotion system requires periodic re-evaluation of all faculty members. *Department Chairs, Program Directors, and Division Deans* shall annually review the performance of division members and advise the *Campus Executive Officer* regarding: (1) change of rank; (2) change of salary with or without change of rank; (3) retention or dismissal of members who have not attained a continuing contract status, and (4) professional improvement. *Division* and College Promotion and Tenure committees also contribute recommendations for promotions.

As re-evaluations are made, it shall be kept in mind that except in very rare cases the granting of continuing contract status implies the possibility of promotion to assistant or associate professor. However, promotion to professor is not implied by the granting of continuous contract. Therefore, as soon as it is realized that qualification for promotion is not likely, a temporarily-appointed faculty member may be released, in the interest of the faculty member and that of the college.

A. Qualifications in Order of Relative Importance

(The following qualifications are listed in the order of their relative importance: teaching is more important than professional service; professional service is more important than other service; other service is more important than research.)

Teaching: This element is commonly considered to include the teacher's knowledge of the field; awareness of and the application of developments in the field; skill in arousing interest and evoking responses in students; skill in stimulating students to think critically, to understand the interrelationship of fields of knowledge and the application of knowledge to human problems; and skill in awakening students to a realization of the social, political, economic, and ethical implications of their study.

Professional Service: This element includes, above all, the faculty member's service with respect to the organization, development, and welfare of the branch campus community college and the university. This element also includes service to any individual or group needing the specific benefits of the faculty member's professional knowledge and skills.

Other Service: This element allows a faculty member to be recognized for service to the general welfare of the community which is interrelated with the welfare of the branch campus community college.

Research: Research or other creative work is not required at the branch campuses. However, those faculty members who produce research and/or creative work should be

encouraged, and such work should be considered for appointment, promotion, and tenure decisions.

B. Specific Qualifications for Promotion

In the following statements of required time in each rank, it should be emphasized that the periods stated are to be considered as minimum and not as maximum, under normal circumstances. It is recognized that the time served in a rank at another institution may be taken into consideration. It is also recognized that the evidence for various fields, to some extent, and standards of judgment cannot be rigidly uniform.

1. Junior Ranks

Instructor: This rank should be given to persons with the necessary education and/or experience to teach within the community college concept.

Assistant Professor: To be considered for this rank, a person must have demonstrated the ability to teach effectively in the person's field. It is strongly believed that a good teacher must constantly remold the course or project materials in light of new knowledge derived from the teacher's own creative scholarship as well as that of others. To be considered for this rank, a person should expect to serve at least 3 years as an instructor under normal circumstances *[submits application at the completion of second year.]* An assistant professor may be expected to have a thorough command of the subject matter of some segment of the general field of the discipline, in addition to a comprehension of the whole.

2. Senior Ranks

Appointment or promotion to either senior rank should represent an implicit prediction on the part of the community college campus that the individual so appointed will make sound contributions to teaching and learning during the remainder of the individual's life. Advancement should occur only after careful investigation of the candidate's promise in teaching, professional service, other service, and, if applicable, research and/or creative service. By this statement, it is meant that serious attention must be given to the caliber of the candidate's professional stature, for this will probably be the key factor in determining the extent to which past performance in teaching and service may be expected to carry on through continuing and enlarged contributions.

Associate Professor: An associate professor occupies a position adjunct to that of the professor. This person's views contribute to branch campus community college policy. The associate professor should have competence and mature outlook over a fairly large part of the professor's whole field. A candidate for an associate professorship is expected to have demonstrated capacities in the lower ranks and should offer evidence that the professor's teaching has kept abreast of times in method and subject matter, that a greater degree of maturity has been attained, and that there has been a retention of interest in competent teaching and service. To be considered for this rank, a person should expect to serve for at least 4 years as an assistant professor under normal circumstances *[submits application at the completion of third year.]*

Professor: Appointment or promotion of individuals to professorships is obviously the most critical step in determining the future of the branch campus community colleges and the university. There should, therefore, be a clear understanding of the functions and qualifications of individuals in this rank. A professor through teaching and service should have demonstrated substantial command of the professor's whole field, sound scholarship, and a mature view of the discipline. Promotion to professor should not be considered to be forthcoming merely because of years of service to the branch campus and the university (it should not be expected based on any number of years as an associate professor) or because a continuous contract is achieved. Rather, a person being considered for a professorship is expected to have maintained all the qualities and conditions required for tenure and for the rank of associate professor. Additionally, a professor should exhibit special stature in the professor's discipline, in leadership, and in both teaching and service.

Full professorship requires both continuing and enlarged contributions at levels that contribute not only to the program discipline, but the college as a whole and beyond. To be considered for this rank, faculty should expect to serve at least 4 years as an associate professor under normal circumstances [submits application at completion of three years.]

3. Effective Dates for Promotions

Recommendations for promotion normally are considered during the spring semester; and the promotion, if approved, is effective at the beginning of the ensuing contract year.

III. EVALUATION DOCUMENTS and APPLICATIONS (See Appendix A.)

A. Annual Performance Evaluations

At the end of each academic year, faculty members must prepare and submit an Annual Performance Evaluation Notebook, which consists of a self-evaluation with supporting documentation and contributions made during the previous academic year. For the specific requirements for each rank, see Appendix A.

This notebook is to be organized into the following four sections:

1. **Instruction** This section of the notebook should contain a one- to two-page narrative, with accompanying documentation, which explains your accomplishments and reports your progress in accomplishing the previous year's goals in the area of instruction. Substantial teaching goals are required each year.
2. **Professional Development** This section of the notebook should contain a one- to two-page evaluative narrative, with accompanying documentation, which explains applicable professional development activities in which you engaged. A substantial professional development goal is required each year.
3. **Professional Service** This section of the notebook should contain a one- to two-page evaluative narrative, with accompanying documentation, which explains professional service activities in which you engaged. A substantial professional service goal is required each year.
4. **Student Development and Advising** This section of the notebook should contain a one- to two- page evaluative narrative, with accompanying documentation, which explains student development and advising activities in which you engaged. This section should include a goal related to student development and advising.

Annual Performance Evaluation Notebooks will be reviewed as provided in the time line in section IV.

B. Promotion or Tenure Application

The candidate will assemble a Promotion or Tenure Application Portfolio for promotion or tenure consideration highlighting his or her major accomplishments and contributions.

The Promotion or Tenure Portfolio should contain the Annual Performance Evaluation as described above and additional material relevant to the rank being requested. (Relevant material is identified in Appendix A.) Supporting documentation of major accomplishments should be no more than 25 pages. These pages can be front and back if desired.

C. Evaluation Instrument (See Appendix B.)

The annual Performance Evaluation Notebook and the Application for Promotion or Tenure Portfolio will be reviewed according to the procedures and time lines in section IV. Each supervisor, administrator, or committee reviewing the evaluations and applications will use the appropriate portions of the Evaluation Instrument shown in Appendix B.

IV. EVALUATION TIMELINES

A. Annual Performance Evaluation (See Appendix D, Table 1 and Appendix H, Portfolio Tracking Document)

May-July

- Tenure-track (non-tenure) and tenured faculty members prepare an Annual Performance Evaluation Notebook and, if applying for promotion or tenure, a Promotion or Tenure Application Portfolio by the date on the letter from the Campus Academic Officer (generally July 15). Faculty may request an extension by submitting a written request to the Division Dean with a copy to the Division P&T Chair, explaining the extenuating circumstances (See Appendix C). This request and the Division Dean's response must be included in the portfolio.
- Division Dean/Department Chair/Program Director will meet with each faculty member to provide recommendations and to finalize goals and objectives. The Division Dean will approve final goals and objectives.

July-December

The Department Chair or Program Director and Division Dean

- complete an evaluation using the appropriate Evaluation Instrument found in Appendix B, noting faculty achievements and progress on individual goals and objectives, as well as documenting problem areas which may impede progress toward promotion or tenure. All comments will be made in writing (and are generally due September 15).
- The Department Chair or Program Director and Division Dean meet with the faculty for the annual evaluation conference (generally by September 30); faculty must sign the evaluation but may submit a written rebuttal to the evaluation to the Campus Executive Officer within 10 business days. A copy, bearing the date stamp, will be forwarded to the Division Dean by the Campus Executive Office. The Division Dean will place the rebuttal in the notebook.
- The Division Dean forwards the completed annual evaluations of tenured faculty not seeking promotion to the Campus Academic Officer for final review and signature (generally by December 15).

B. Pre-Tenure Review (See Appendix D, Table 1 and Appendix H, Portfolio Tracking Document)

September-December

The Division P&T committee:

- reviews completed annual evaluation notebooks of non-tenure and tenure track faculty
- using the appropriate Evaluation Instrument found in Appendix B, prepares a pre-tenure report, signed by each member, (generally by November 15) indicating strengths and weaknesses and a recommendation to the Division Dean indicating whether the faculty should be considered for promotion and/or continuous contract next year.

The Division Dean

- meets with the faculty member to review the Division P & T Committee Report (generally by December 1); a faculty member may submit a rebuttal to the report to the Campus Executive Officer within 10 business days. A copy, bearing the date stamp, will be forwarded to the Division Dean by the Campus Executive Office. The Division Dean places the rebuttal in the notebook.
- forwards the completed notebook with recommendations to the Campus Academic Officer for signature (generally by December 15).

December-February

The Campus Executive Officer consults with the Division Dean and Campus Academic Officer and afterwards makes a final recommendation to the Provost's Office.

Spring

If the temporary contract of the faculty member is not to be renewed, notification will be made to the faculty member:

- three months or more before the end date of their contract for faculty members (Feb.) in their **first year** of service
- six months or more before the end date of their contract for faculty members (Nov.) in their **second year** of service
- one year or more before the end date of their contract for faculty members (May) in their **third or more** years of service.

C. Continuous Contract (Tenure) (See Appendix D, Table 2 and Appendix H, Portfolio Tracking Document)

The following outlines the steps involved in a faculty member applying for continuous contract/tenure. The steps are to be followed in the order listed.

Spring - (Mid-April)

- The Campus Executive Officer informs the faculty member as to eligibility for tenure (generally faculty completing their fifth year of service are eligible).
- A faculty member who does not wish to be considered for a continuous contract (tenure), will notify the Division Dean in writing. A letter of resignation must be included if the faculty member is in the fifth year of service.

May-July

- Tenure track (non-tenured) faculty prepare an Annual Evaluation Notebook and a Tenure Application Portfolio by the date on the letter from the Campus Academic Officer. Faculty may request an extension by submitting a written request (generally by July 15th) to the Division Dean, explaining the extenuating circumstances (See Appendix C). This request and the Division Dean's response must be included in the notebook.
- The Division Dean/Department Chair/Program Director will meet informally with each faculty member to assist in finalizing goals and objectives. The Division Dean will approve final goals and objectives

July-September

The Department Chair or Program Director and Division Dean

- complete an evaluation using the appropriate Evaluation Instrument found in Appendix B, noting faculty achievements and progress on individual goals and objectives, as well as documenting problem areas which may impede progress toward promotion or tenure. All comments will be made in writing (and are generally due August 25). The evaluation is placed in the tenure portfolio.

The Department Chair or Program Director and Division Dean

- each prepare a letter of recommendation addressed to the Campus Executive Officer regarding tenure and add it to the portfolio; the faculty member is given a copy of these letters at the time of the annual evaluation conference; and
- meet with the faculty for the annual evaluation conference (generally by September 2); faculty must sign the evaluation but may submit a written rebuttal to the evaluation to the Campus Executive Officer within 10 business days. A copy, bearing the date stamp, will be forwarded to the Division Dean by the Campus Executive Office. The Division Dean will place the rebuttal in the notebook.

The faculty member/candidate for tenure

- may review all materials in the tenure application portfolio; however, once submitted, nothing can be changed, added, or removed without the candidate's, supervisor's, and Division P&T Committee's knowledge. Addition of documentation must be accompanied by a written, dated memo from the candidate to the Division Dean. The memo is to be placed behind the self evaluation in the candidate's Annual Performance Evaluation Notebook.

The Division Dean

- notifies the Division P&T Chair and College P&T Chair of faculty applying for tenure, and
- forwards the completed tenure application portfolio containing the supervisor's recommendations to the Division P&T Chair (generally by September 16) for tenure evaluation.

September-October

The Division P&T Committee

- reviews the tenure application portfolio
- using the appropriate Evaluation Instrument found in Appendix B, prepares a separate tenure report, indicating strengths and weaknesses and makes a recommendation regarding tenure.

The Chair of the Division P&T Committee:

- surveys other eligible, tenured Division members by secret written ballot, on their support of the committee's recommendation for tenure. The candidate's portfolio will be available from the Division Dean, if requested. Division P&T members exercise their vote in committee only and will not vote in the at-large election. Department Chairs, Program Directors and Division Deans will not vote on faculty assigned to their program, department, or division.
- tallies tenured division faculty votes and prepares a cover memo that includes a summary of the numerical vote and its recommendation (See *Appendix E*). The documents are sent to the Campus Executive Officer with the recommendation of the Division P&T Committee. A summary of the vote of tenured division faculty is NOT included in the candidate's portfolio nor forwarded to the candidate.
- sends a copy of the committee's recommendation and report (generally by October 14) to the Division Dean without including the numerical vote of the committee.
- returns the Tenure Application Portfolio with the Division P&T Committee recommendation to the Division Dean (generally by October 14).

The Division Dean will

- provide the faculty member a copy of the Division P&T report and inform the faculty member of the committee recommendation (generally by October 20). The summary of the vote is not provided to the faculty member. The candidate may submit a written rebuttal to the evaluation (of the Division Committee) to the Campus Executive Officer within 10 business days. A copy, bearing the date stamp, will be forwarded to the Division Dean by the Campus Executive Office. The Division Dean will place the rebuttal in the notebook.
- provide the College P & T Committee with the tenure application portfolios from their division (generally by November 3).

November-December

The College P&T committee

- reviews the tenure application portfolio
- using the appropriate Evaluation Instrument found in Appendix B, prepares a separate tenure report signed by each member (generally by November 23) indicating strengths and weaknesses, and makes a recommendation regarding tenure.

The Chair of the College P&T

- tallies committee member votes and prepares a cover memo to include a summary of numerical vote and its recommendations. The documents are sent to the Campus Executive Officer with the recommendation of the College P & T Committee. A summary of the College P & T vote is not included in the candidate's portfolio nor forwarded to the candidate. Individuals serving on the College P & T Committee who provided a supervisor's letter of recommendation for a candidate will abstain from voting on those candidates. The College P&T Chair will explain the missing signature in the transmittal memo.
- forwards the completed tenure application portfolio to the Division Dean with the recommendation of the College P & T Committee (generally by November 23).

The Division Dean

- provides the faculty member a copy of the College P&T report and informs the faculty member of the committee's recommendation (generally by December 1). The summary of the College P & T Committee vote is not provided to the faculty member. The faculty member may submit a written rebuttal to the College P&T report to the Campus Executive Officer within 10 business days. A copy, bearing the date stamp, will be forwarded to the Division Dean by the Campus Executive Office. The Division Dean will place the rebuttal in the portfolio.
- forwards the portfolio (generally by December 16) to the Campus Executive Officer through the Campus Academic Officer.

January-February

The Campus Executive Officer and Campus Academic Officer

- prepare a recommendation.
- forward to the Provost or designee all recommendations, along with those of the P&T Committees and the Division Dean.

Spring

- The Provost or designee will meet with the Campus Executive Officer to review recommendations.
- The Provost will approve/disapprove each application and send that information to the President.
- The Provost will issue a continuous contract if approved and send it to the Campus Executive Officer, who will then notify the candidates. In case of a negative decision, the Provost will issue a notice of non-renewal.

D. Promotion (see *Appendix D, Table 2 and Appendix H, Portfolio Tracking Document*)

The following outlines the steps involved in a faculty member applying for promotion. These are to be followed in the order listed.

Spring - (Mid-April)

- The Campus Executive Officer informs the faculty member in writing as to eligibility for promotion
- An eligible faculty member may make a written request asking the Division Dean to place the faculty member's name on the promotion list for consideration
- The Division Dean will be notified in writing by a faculty member who does not wish to be considered for promotion.

May-July

- Eligible faculty prepare an Annual Evaluation Notebook and Promotion Application Portfolio by the date on the letter from the Campus Academic Officer (generally July 15th). Faculty may request an extension by submitting a written request (generally July 1) to Division Dean with copies to the Division and College P&T committee chairs explaining the extenuating circumstances (*See Appendix C*). This request and the Division Dean's response must be included in the portfolio.
- Division Dean/Department Chair/Program Director will meet informally with each faculty member to assist in finalizing goals and objectives. Division Dean will approve final goals and objectives.

July-September

The Department Chair or Program Director and Division Dean

- complete an evaluation, using the appropriate Evaluation Instrument found in Appendix B, noting faculty achievements and progress on individual goals and objectives, as well as documenting problem areas which may impede progress toward promotion or tenure. All comments will be made in writing (and are generally due August 25). The evaluation is placed in the promotion application portfolio.

The Department Chair or Program Director and Division Dean

- each prepare a letter of recommendation addressed to the Campus Executive Officer regarding promotion and add it to the portfolio; the faculty member is given a copy of these letters at the time of the annual evaluation conference;
- meet with the faculty for the annual evaluation conference (generally by September 2); faculty must sign the evaluation but may submit a written rebuttal to the evaluation to the Campus Executive Officer within 10 business days. A copy, bearing the date stamp, will be forwarded to the Division Dean by the Campus Executive Office. The Division Dean will place the rebuttal in the portfolio.

The faculty member/candidate for promotion

- may review all materials in the promotion application portfolio; however, once submitted, nothing can be changed, added, or removed without the candidate's, supervisor's, and Division P&T Committee's knowledge. Addition of documentation must be accompanied by a written, dated memo from the candidate to the Division Dean. The memo is to be placed behind the self evaluation in the candidate's Annual Performance Evaluation Notebook.

The Division Dean

- notifies the Division P&T Chair and College P&T Chair of faculty applying for tenure
- forwards the completed promotion application portfolio containing the supervisor's recommendations to the Division P&T Chair (generally by September 16) for promotion evaluation.

September-October-November

The Division P&T Committee

- reviews the promotion application portfolio, and
- using the appropriate Evaluation Instrument found in Appendix B, prepares a separate promotion report, indicating strengths and weaknesses and makes a recommendation regarding promotion.

The Chair of the Division P&T

- surveys other eligible, tenured Division members of equal or higher rank (by secret written ballot), on their support of the committee's recommendation for tenure. The candidate's portfolio will be available from the Division Dean, if requested. A Division P&T member may vote in committee only and will not receive an additional at-large ballot. Department Chairs, Program Directors and Division Deans will not vote on faculty assigned to their department, program, or division.
- tallies faculty votes and prepares a cover memo to include a summary of numerical vote and its recommendations (*See Appendix E*). The memo and Division P&T Committee recommendation are sent to the Campus Executive Officer. A summary of the vote is NOT included in the candidate's portfolio nor forwarded to the candidate. Since Department Chairs and Program Directors serving on the College P&T abstain from voting on faculty assigned to their area, they will not sign the committee recommendation or report.
- sends a copy of the committee's recommendation and report (generally by October 14) to the Division Dean without numerical vote
- returns the Promotion Application Portfolio with the Division P&T Committee recommendation to the Division Dean (generally by October 14).

The Division Dean will

- provide the faculty member a copy of the Division P&T Committee report and inform the faculty member of the committee recommendation (generally by October 19). The summary of the vote is not provided to the faculty member. The candidate may submit a written rebuttal to the evaluation (of the Division P&T Committee) to the Campus Executive Officer within 10 business days. A copy, bearing the date stamp, will be forwarded to the Division Dean by the Campus Executive Office. The Division Dean will place the rebuttal in the portfolio.
- provides the College P & T Committee with the promotion application portfolios (generally by November 3).

November-December

The College P&T committee

- reviews the promotion application portfolio.
- using the appropriate Evaluation Instrument found in Appendix B, prepares a separate promotion report signed by each member (generally by November 23) indicating strengths and weaknesses, and makes a recommendation regarding promotion.

The Chair of the College P&T

- tallies committee member votes and prepares a cover memo to include a summary of numerical vote and its recommendations (*See Appendix F*).

The documents are sent to the Campus Executive Officer with the recommendation of the College P & T Committee. A summary of the vote is not included in the candidate's portfolio or forwarded to the candidate. Individuals serving on the College P & T Committee who provided a supervisor's letter of recommendation for a candidate will abstain from voting on those candidates. The College P&T Chair will explain the missing signature in the transmittal memo.

- returns the completed promotion application portfolio to the Division Dean with recommendations (generally by November 23)

The Division Dean

- provides the faculty member a copy of the College P&T report and informs the faculty member of the committee's recommendation (on about December 1st). The summary of the vote is not provided to the faculty member. The faculty member may submit a written response to the College P&T report to the Campus Executive Officer within 10 business days. A copy, bearing the date stamp, will be forwarded to the Division Dean by the Campus Executive Office. The Division Dean will place the response in the portfolio. In case of negative recommendation, the candidate may request withdrawal in writing of the application portfolio without prejudice.
- forwards the portfolio (generally by December 16) to the Campus Executive Officer through the Campus Academic Officer

January-February

The Campus Executive Officer:

- prepares a recommendation, and
- forwards to the provost or designee all recommendations, along with those of the P&T Committees and the Division Dean

Spring

- The Provost or designee will meet with the Campus Executive Officer to review recommendations.
- The Provost will approve/disapprove each application and send information to the President.
- The Provost will prepare an official report of promotions and send it to the Campus Executive Officer, who will then notify the candidates. In case of a negative decision, the Provost will inform the candidate in writing.

V. PROMOTION AND/OR TENURE COMMITTEES

A. College Promotion and/or Tenure (P&T) Committee

1. Membership

The committee will be made up of five tenured members. One faculty member is elected from each division and one faculty member is elected at-large. At least two of the members must be senior-ranked faculty. Division Deans will not serve on this committee. Department Chairs and Program Directors are eligible to serve on this committee; however, they will not evaluate faculty they currently supervise.

In cases of promotion, members must hold equal or higher rank than the rank to which the candidate is to be promoted. If there are not a minimum of three eligible committee members, the College P&T Chair will appoint other eligible faculty to serve.

Members of a Division P&T Committee cannot serve concurrently on the College P&T Committee.

2. Term

Members will be elected for a three-year term which will begin in a fall semester. Members cannot be elected for consecutive terms. Terms of the members shall be staggered.

3. Election

The tenured/tenure-track faculty of the college will elect the members of the College P&T Committee. All eligible faculty should have a biographical sketch on their website.

The current College P&T Committee will hold an election by the end of the spring semester and will report the results to the faculty and administration. In case of a tie, an immediate run-off election will be held.

The Chair will be elected by the College P&T Committee prior to the end of the academic year. The Chair may request release time from one fall semester course from the Division Dean. The Chair will be a voting member of the committee.

A committee member unable to participate will vacate the position, either through resignation or a vote of committee members. The Chair may ask a member to resign or call for a vote to remove the member. In the event of a tie vote, the Campus Academic Officer will break the tie. Should the membership of the committee fall below five members, the College P&T Chair will appoint a replacement.

4. Responsibilities of the College P&T Committee

- to review and make recommendations on all Promotion and Tenure applications
- to revise all evaluation policies and procedures.
- to maintain confidentiality of all materials, discussions, and decisions

- to follow all P&T procedures to assure consistent, equitable application of adopted policies
- to serve as consultant to Division P&T Committees during P&T process and the pre-tenure review
- to help coordinate with Campus Academic Officer the training and dialog of College P&T committee members, Division P&T committee members and Division Deans

5. Responsibilities of the Chair of College P&T

- to coordinate scheduling of promotion, tenure, and pre-tenure evaluations with Division P&T Chairs
- to receive, secure, and return all Annual Performance Evaluation Notebooks or Promotion or Tenure Application Portfolios
- to emphasize confidentiality of proceedings and recommendations
- to coordinate the writing of evaluations for promotion/tenure
- to ballot and tally results for electing members of the Division P&T Committees at the end of the spring semester and to communicate the results to the Divisions
- to ballot and tally results for electing members to replace those rotating off the College P&T and to communicate the results to the Divisions
- to keep voting records for an entire year for all division/college elections in case a position is vacated
- to include a copy of the College P&T report in the Annual Performance Evaluation Notebook for each candidate before returning the notebook to the Division Dean
- to work with Faculty Council Executive Committee on P&T issues as needed
- to prepare a document with recommendations for revisions to the evaluation process

B. Division Promotion and Tenure Committee

1. Membership

The committee shall be made up of four elected, tenured faculty members representing more than one department or program. At least three members will review each notebook. Division Deans will not serve on this committee. Department Chairs and Program Directors may serve on their division committee; however, they will not evaluate faculty assigned to their department or program. In cases of promotion, members must hold equal or higher rank than the rank to which the candidate is to be promoted.

Should a committee member be unable to participate, he/she will vacate the position, either through resignation or a vote of committee members. The Chair may ask a member to resign or call for a vote to remove the member. In the event of a

tie vote, the Chair of the College P & T Committee will break the tie. Faculty from outside the division can be elected if there are not enough tenured faculty. If there are not a minimum of three eligible committee members, the Division P&T Chair will appoint other eligible members to serve.

2. Term

Members will be elected for two-year staggered terms that will begin in the fall semester.

3. Election

The tenured/tenure-track faculty of the division will elect the members of the Division P&T Committee.

The College P&T Committee will hold an election for each Division P&T Committee by the end of the spring semester and will report the results to the faculty and administration. In case of a tie, an immediate run-off election will be held.

The Chair will be elected by the Division P&T Committee prior to the end of the academic year. The Chair may request release time for up to one fall semester course from the Division Dean. The Chair will be a voting member of the committee.

4. Responsibilities of the Division P&T Committee

- to review and make recommendations on all Promotion and Tenure applications in the division
- to perform the pre-tenure review by making recommendations on temporary contracts in the division
- to be available for consulting with faculty members on P&T issues
- to maintain confidentiality of all materials, discussions, and decisions

5. Responsibilities of the Chair of Division P&T Committee

- to coordinate scheduling of promotion, tenure, and pre-tenure evaluations so that Promotion or Tenure Application Portfolios are reviewed prior to pre-tenure notebooks
- to receive, secure, and return all Annual Performance Evaluation Notebooks or Promotion or Tenure Application Portfolios
- to emphasize the confidentiality of proceedings and recommendations
- to schedule promotion or tenure evaluations by Division P&T members
- to schedule pre-tenure reviews by Division P&T members
- to coordinate the writing of evaluations for promotion or tenure
- to coordinate the writing of evaluations for pre-tenure review
- to work with Faculty Council Executive Committee on P&T issues as needed

VI. APPEALS/GRIEVANCE PROCEDURES

Procedures for appeals and grievance follow the university policies and can be found in the NMSU policy manual, Chapter 4. The Website:
www.nmsu.edu/manual/Chapter4.pdf

Appendices

- A. Evaluation Documents and Applications
- B. Evaluation Instrument
- C. Request for an Extension
- D. Time-Line at a Glance

Table 1: Pre-Tenure and Annual Evaluations

Table 2: Promotion or Tenure Portfolio

- E. Transmittal Memorandum from Division P&T Chair
- F. Transmittal Memorandum from College P&T Chair
- G. Division Ballot
- H. Portfolio Tracking Document

Appendix A, Evaluation Documents and Applications

October 2006

I N S T R U C T O R

EXPECTATIONS OF AN INSTRUCTOR

This rank should be given to persons with the necessary education and/or experience to teach within the community college.

REQUIRED AREAS

Instruction

This section of the notebook should contain a one- to two- page evaluative narrative, with accompanying documentation, which explains your accomplishments and reports your progress in accomplishing the previous year's goals in the area of instruction. Provide sufficient evidence to demonstrate that you devote most of your time in the area of teaching. Required documentation

- two syllabi and course content guides
- student evaluations
- supervisor observations (if not available, reason must be addressed)
- examples of assessment and retention activities and tools
- evidence of development of course materials
- Suggested examples of evidence
 - evidence of new curriculum development
 - examples of critical thinking materials
- Goals for this section must include
 - two teaching goals, one of which will assess a student learning outcome

Substantial teaching goals are required each year.

Professional Development

This section of the notebook should contain a one- to two- page evaluative narrative, with accompanying documentation, which explains professional development activities in which you engaged.

- Suggested examples of evidence
 - document applicability of professional development related to teaching
- A goal for this section could include
 - a plan for further professional development related to teaching
 - a plan for further professional development by attending local, regional and/or national conferences
 - a plan for further professional development in area of expertise

A substantial professional development goal is required each year.

Professional Service

This section of the notebook should contain a one- to two- page evaluative narrative, with accompanying documentation, which explains professional service activities in

which you engaged. Professional service is not required until the second year.

Suggested examples of evidence

- service on committees/taskforces within the college
- professional service to the community
- presentations given at professional meetings

Include at least one substantial professional service goal in first annual notebook.

Student Development and Advising

This section of the notebook should contain a one- to two- page evaluative narrative, with accompanying documentation, which explains student development and advising activities in which you engaged.

- Required documentation
 - document office hours
- Suggested examples of evidence
 - document advising activities
 - advising student clubs
 - referral to student support services
 - recruitment
 - job and co-op placement efforts
 - letters of support/recommendation for students
 - service learning

This section should include a goal related to student development and advising.

Additional Documents for Annual Pre-tenure Review

- all self-evaluations from hire date to present
- all supervisor evaluations from hire date to present
- all promotion and tenure committee reports from hire date to present

Organize self-evaluations, supervisor evaluations, and committee reports into sub-sections by year.

ASSISTANT PROFESSOR

EXPECTATIONS OF AN ASSISTANT PROFESSOR

To be considered for this rank, a person

- *must demonstrate the ability to teach effectively in his/her field
It is strongly believed that a good teacher must constantly remold the course or project materials in light of new knowledge derived from his/her own creative scholarship, as well as that of others.*
- *should expect to serve at least three (3) years as an instructor under normal circumstances*
- *may be expected to have a thorough command of the subject matter of some segment of the general field of the discipline, in addition to a comprehensive understanding of the field as a whole*

REQUIRED AREAS

Instruction

This section of the notebook should contain a one- to two- page evaluative narrative, with accompanying documentation, which explains your accomplishments and reports your progress in accomplishing the previous year's goals in the area of instruction. Provide sufficient evidence to demonstrate that you devote most of your time in the area of teaching.

- Required documentation
 - two syllabi and course content guides
 - student evaluations
 - supervisor observations (if not available, reason must be addressed)
 - examples of assessment and retention activities and tools
 - evidence of development of course materials
- Suggested examples of evidence
 - evidence of new curriculum development
 - examples of critical thinking materials
- Goals for this section must include
 - two teaching goals, one of which will assess a student learning outcome

Substantial teaching goals are required each year.

Professional Development

This section of the notebook should contain a one- to two-page evaluative narrative, with accompanying documentation, which explains professional development activities in which you engaged. An assistant professor is expected to participate in at least one applicable professional development activity each year.

- Suggested examples of evidence
 - document applicability of professional development related to teaching
- A goal for this section could include
 - a plan for further professional development related to teaching
 - a plan for further professional development by attending local, regional and/or national conferences
 - a plan for further professional development in area of expertise

A substantial professional development goal is required each year.

Professional Service

This section of the notebook should contain a one- to two-page evaluative narrative, with accompanying documentation, which explains professional service activities in which you engaged. An assistant professor is expected to participate in at least one applicable professional development activity each year.

- Required documentation
 - leadership and participation on DACC committees
- Suggested examples of evidence
 - service on committees/taskforces within the college
 - professional service to the community
 - presentations given at professional meetings

A substantial professional service goal is required each year.

Student Development and Advising

This section of the notebook should contain a one- to two- page evaluative narrative, with accompanying documentation, which explains student development and advising activities in which you engaged.

- Required documentation
 - document office hours
- Suggested examples of evidence
 - document advising activities
 - advising student clubs
 - referral to student support services
 - recruitment
 - job and co-op placement efforts
 - letters of support/recommendation for students
 - service learning

This section should include a goal related to student development and advising.

Additional documents if applying for promotion to Assistant Professor

If applying for promotion to assistant professor, include in a separate section:

- letter of eligibility from the DACC CEO
- application letter addressed to DACC CEO
- up-to-date curriculum vitae
- appropriate letters of reference
- all self-evaluations from hire date to present
- all supervisor evaluations from hire date to present
- all promotion and tenure committee reports from hire date to present
- all student evaluation reports from hire date to present
- additional relevant and necessary documentation from hire date to present, not to exceed 25 pages

Organize self-evaluations, supervisor evaluations, committee reports and student evaluations into sub-sections by year.

T E N U R E

TENURE

A faculty member must apply for tenure at the end of the fifth year of teaching at the college. If approved, tenure becomes effective in the Fall semester of the upcoming academic year.

A continuous appointment is not a matter of right, but is made after the provisional period has been completed successfully, providing the individual's services are needed.

REQUIRED AREAS

Instruction

This section of the notebook should contain a one- to two- page evaluative narrative, with accompanying documentation, which explains your accomplishments and reports your progress in accomplishing the previous goals in the area of instruction, commensurate with your rank.

- Required documentation
 - two syllabi and course content guides
 - student evaluations
 - supervisor observations (if not available, reason must be addressed)
 - examples of assessment and retention activities and tools
 - evidence of development of course materials
- Suggested examples of evidence
 - evidence of new curriculum development
 - examples of critical thinking materials
- Goals for this section must include
 - teaching goals, one of which will assess a student learning outcome

Substantial teaching goals are required each year.

Professional Development

This section of the notebook should contain a one- to two-page evaluative narrative, with accompanying documentation, which explains applicable professional development activities appropriate to your rank in which you engaged.

- Suggested examples of evidence
 - document applicability of professional development related to teaching and/or leadership
 - document research/publications
- A goal for this section could include
 - a plan for further professional development related to teaching
 - a plan for further professional development by attending local, regional and/or national conferences
 - a plan for further professional development in area of expertise

A substantial professional development goal is required each year.

Professional Service

This section of the notebook should contain a one- to two-page evaluative narrative, with accompanying documentation, which explains professional service activities appropriate to your rank in which you engaged, including leadership activities.

- Required documentation
 - leadership and participation on DACC committees
- Suggested examples of evidence
 - service on committees/taskforces within the college
 - professional service to the community
 - presentations given at professional meetings
 - professional awards
- Suggested examples of leadership
 - chair of committees/taskforces within the college
 - chair of committees/taskforces outside of the college
 - administrative accomplishments an/or requirements
 - work on implementation of college/department/program initiatives
 - committee participation at the national, state, regional level

A substantial professional service goal is required each year.

Student Development and Advising

This section of the notebook should contain a one- to two- page evaluative narrative, with accompanying documentation, which explains student development and advising activities in which you engaged.

- Required documentation
 - document office hours
- Suggested examples of evidence
 - document advising activities
 - advising student clubs
 - referral to student support services
 - recruitment
 - job and co-op placement efforts
 - letters of support/recommendation for students
 - service learning

This section should include a goal related to student development and advising.

Additional documents required when applying for tenure

If applying for tenure, include in a separate section:

- letter of eligibility from the DACC CEO
- application letter addressed to DACC CEO
- up-to-date curriculum vitae
- appropriate letters of reference
- all self-evaluations from hire date to present
- all supervisor evaluations from hire date to present
- all promotion and tenure committee reports from hire date to present

- all student evaluation reports from hire date to present
- additional relevant and necessary documentation from hire date to present, not to exceed 25 pages

Organize self-evaluations, supervisor evaluations, committee reports and student evaluations into sections by year.

ASSOCIATE PROFESSOR

EXPECTATIONS OF AN ASSOCIATE PROFESSOR

An associate professor occupies a position adjunct to that of the professor. This person's views contribute to branch campus policy. It must be assumed that he/she has competence and mature outlook over a fairly large part of his/her whole field. A candidate for an associate professorship is expected to

- *demonstrate capacities in the lower ranks and should offer evidence that his/her teaching has kept abreast of times in method and subject matter*
- *attain a greater degree of teaching maturity*
- *demonstrate a retention of interest in competent teaching and service*
- *serve for at least four (4) years as an assistant professor under normal circumstances.*

Note: If the candidate has only an associate degree, it may be an expectation that they complete a Bachelor's Degree prior to promotion to the senior ranks

REQUIRED AREAS

Instruction

This section of the notebook should contain a one- to two- page evaluative narrative, with accompanying documentation, which explains your accomplishments and reports your progress in accomplishing the previous goals in the area of instruction. Substantial teaching goals are required each year.

- Required documentation
 - two syllabi and course content guides
 - student evaluations
 - supervisor observations (if not available, reason must be addressed)
 - examples of assessment and retention activities and tools
 - evidence of development of course materials
- Suggested examples of evidence
 - evidence of new curriculum development
 - examples of critical thinking materials
- Goals for this section must include
 - three teaching goals, one of which will assess a student learning outcome

Substantial teaching goals are required each year.

Professional Development

This section of the notebook should contain a one- to two-page evaluative narrative, with accompanying documentation, which explains applicable professional development activities in which you engaged.

- Suggested examples of evidence
 - document applicability of professional development related to teaching and/or leadership
 - document research/publications
- A goal for this section could include
 - a plan for further professional development related to teaching

- a plan for further professional development by attending local, regional and/or national conferences
- a plan for further professional development in area of expertise

A substantial professional development goal is required each year.

Professional Service

This section of the notebook should contain a one- to two-page evaluative narrative, with accompanying documentation, which explains professional service activities, including leadership activities, in which you engaged.

- Required documentation
 - leadership and participation on DACC committees and activities
- Suggested examples of evidence
 - service on committees/taskforces within the college
 - professional service to the community
 - presentations given at professional meetings
 - professional awards
- Suggested examples of leadership
 - chair of committees/taskforces within the college
 - chair of committees/taskforces outside of the college
 - serve on division/college promotion and tenure committees
 - administrative accomplishments and/or requirements
 - work on implementation of college/department/program initiatives
 - committee participation at the national, state, regional level

A substantial professional service goal is required each year.

Student Development and Advising

This section of the notebook should contain a one- to two- page evaluative narrative, with accompanying documentation, which explains student development and advising activities in which you engaged.

- Required documentation
 - document office hours
- Suggested examples of evidence
 - document advising activities
 - advising student clubs
 - referral to student support services
 - recruitment
 - job and co-op placement efforts
 - letters of support/recommendation for students
 - service learning

This section may include a goal related to student development and advising.

Additional documents if applying for promotion to Associate Professor

If applying for promotion to associate professor, include in a separate section:

- letter of eligibility from the DACC CEO
- application letter addressed to DACC CEO
- up-to-date curriculum vitae
- appropriate letters of reference

- all self-evaluations from hire date or last promotion to present
- all supervisor evaluations from hire date or last promotion to present
- all promotion and tenure committee reports from hire date or last promotion to present
- all student evaluation reports from hire date or last promotion to present
- additional relevant and necessary documentation from hire date to present, not to exceed 25 pages

Organize self-evaluations, supervisor evaluations, committee reports and student evaluations into sections by year.

P R O F E S S O R

EXPECTATIONS OF A PROFESSOR

Appointment or promotion of individuals to professorships is obviously the most critical step in determining the future of the college. A professor through teaching and service should have demonstrated substantial command of her/his whole discipline. Promotion to professor should not be considered to be forthcoming merely because of years of service to the college or university. A person being considered for professorship is expected to

- *maintain all the qualities and conditions required for tenure and for the rank of associate professor*
- *exhibit special stature in her/his discipline, in leadership and in both teaching and service*
- *continue to serve at levels which contribute not only to the program discipline but the college as a whole*
- *serve at least four (4) years as an associate professor (under normal circumstances)*

REQUIRED AREAS

Instruction

This section of the notebook should contain a one- to two- page evaluative narrative, with accompanying documentation, which explains your accomplishments and reports your progress in accomplishing the previous goals in the area of instruction.

- Required documentation
 - two syllabi and course content guides
 - student evaluations
 - supervisor observations (if not available, reason must be addressed)
 - examples of assessment and retention activities and tools
 - evidence of development of course materials
- Suggested examples of evidence
 - evidence of new curriculum development
 - examples of critical thinking materials
- Goals for this section must include
 - three teaching goals, one of which will assess a student learning outcome

Substantial teaching goals are required each year.

Professional Development

This section of the notebook should contain a one- to two-page evaluative narrative, with accompanying documentation, which explains applicable professional development activities in which you engaged.

- Suggested examples of evidence
 - document applicability of professional development related to teaching and/or leadership
 - document research/publications
- A goal for this section could include
 - a plan for further professional development related to teaching

- a plan for further professional development by attending local, regional and/or national conferences
 - a plan for further professional development in area of expertise
- A substantial professional development goal is required each year.

Student Development and Advising

This section of the notebook should contain a one- to two- page evaluative narrative, with accompanying documentation, which explains student development and advising activities in which you engaged.

- Required documentation
 - document office hours
- Suggested examples of evidence
 - document advising activities
 - advising student clubs
 - referral to student support services
 - recruitment
 - job and co-op placement efforts
 - letters of support/recommendation for students
 - service learning

This section may include a goal related to student development and advising.

Professional Service

This section of the notebook should contain a one- to two-page evaluative narrative, with accompanying documentation, which explains leadership and professional service activities in which you engaged. A professor is expected to provide continuous leadership and service to the college and/or community.

- Required documentation
 - leadership and participation on DACC committees
- Suggested examples of evidence
 - service on committees/taskforces within the college
 - professional service to the community
 - presentations given at professional meetings
 - professional awards
- Suggested examples of leadership
 - chair of committees/taskforces within the college
 - chair of committees/taskforces outside of the college
 - service on division/college promotion and tenure committees
 - administrative accomplishments and/or requirements
 - work on implementation of college/department/program initiatives
 - committee participation at the national, state, regional level
 - membership and/or participation on boards, state agencies, or non-profit organizations
 - awards in the area of leadership
 - writing grants
 - mentoring new faculty

A substantial professional service goal is required each year.

Additional documents if applying for promotion to Professor

If applying for promotion to professor, include in a separate section:

- letter of eligibility from the DACC CEO
- application letter addressed to DACC CEO
- up-to-date curriculum vitae
- appropriate letters of reference
- all supervisor evaluations from last promotion to present
- all promotion and tenure committee reports from last promotion to present
- all student evaluation reports from last promotion to present
- additional relevant and necessary documentation from hire date to present, not to exceed 25 pages

Organize self-evaluations, supervisor evaluations, committee reports and student evaluations into sections by year.

Appendix B, Evaluation Instruments

27 October 2006

EVALUATION INSTRUMENT Supervisor's Evaluation Division P&T Committee College P&T Committee

This form is to be used by all supervisors, administrators and committees to evaluate annual notebooks submitted by those who hold the rank of instructor.

INSTRUCTOR

Faculty Name _____

Years of service at this rank _____

AREA OF INSTRUCTION			
REQUIRED ACTIVITIES/DOCUMENTATION	Yes	No	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
• Two syllabi and course content guides			
• Student evaluations			
• Supervisor observations			
• Examples of assessment and retention activities/tools			
• Evidence of development of course materials			
Additional Documentation			
Goals			
• Two teaching goals, including an assessment goal			
IN THE AREA OF INSTRUCTION, THIS FACULTY MEMBER: <p style="text-align: center;">NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____</p>			
RATIONALE:			

A R E A O F P R O F E S S I O N A L D E V E L O P M E N T			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	NO	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Applicable professional development activity			
Goal (one required)			
IN THE AREA OF PROFESSIONAL DEVELOPMENT, THIS FACULTY MEMBER: NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____ RATIONALE:			

A R E A O F P R O F E S S I O N A L S E R V I C E			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	NO	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
One professional service activity (required second year)			
Goals (one required)			
IN THE AREA OF PROFESSIONAL SERVICE, THIS FACULTY MEMBER: NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____ RATIONALE:			

A R E A O F S T U D E N T D E V E L O P M E N T A N D A D V I S I N G			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	NO	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Documentation of office hours			
Additional examples of evidence			
Goals (one required)			
IN THE AREA OF PROFESSIONAL SERVICE, THIS FACULTY MEMBER: NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____ RATIONALE:			
RECOMMENDATION ON PROMOTION:			
<i>(APPROPRIATE SIGNATURES)</i>			

EVALUATION INSTRUMENT Supervisor's Evaluation Division P&T Committee College P&T Committee

This form is to be used by all persons/committees to evaluate annual notebooks submitted by those who hold the rank of Assistant Professor, and portfolios for those seeking promotion to the rank of Assistant Professor.

ASSISTANT PROFESSOR

Faculty Name _____ Years of service: as instructor if applying for promotion ____ as assistant professor if annual notebook ____

<i>A R E A O F I N S T R U C T I O N</i>			
REQUIRED ACTIVITIES/DOCUMENTATION	Yes	No	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
• Two syllabi and course content guides			
• Student evaluations			
• Supervisor observations			
• Examples of assessment and retention activities/tools			
• Evidence of development of course materials			
Additional Documentation			
Goals			
• Two teaching goals, including an assessment goal			
IN THE AREA OF INSTRUCTION, THIS FACULTY MEMBER:			
NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____			
RATIONALE:			

A R E A O F P R O F E S S I O N A L D E V E L O P M E N T			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	NO	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Applicable professional development activity			
Goal (one required)			
IN THE AREA OF PROFESSIONAL DEVELOPMENT, THIS FACULTY MEMBER:			
NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____			
RATIONALE:			

A R E A O F P R O F E S S I O N A L S E R V I C E			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	NO	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
One professional service activity			
Goals (one required)			
IN THE AREA OF PROFESSIONAL SERVICE, THIS FACULTY MEMBER:			
NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____			
RATIONALE:			

A R E A O F S T U D E N T D E V E L O P M E N T A N D A D V I S I N G			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	NO	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Documentation of office hours			
Additional examples of evidence			
Goals (one required)			

IN THE AREA OF PROFESSIONAL SERVICE, THIS FACULTY MEMBER:			
NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____			
RATIONALE:			

<i>A D D I T I O N A L D O C U M E N T A T I O N F O R A P P L I C A T I O N S T O A S S I S T A N T P R O F E S S O R</i>			
ADDITIONAL DOCUMENTATION REQUIRED FOR PROMOTION	Yes	No	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Letter of eligibility from CEO			
Application letter addressed to CEO			
Curriculum vitae			
Appropriate letters of recommendation from supervisors			
Appropriate letters of reference			
All self-evaluation from hire date to present			
All supervisor evaluations from hire date to present			
All P&T Committee reports from hire date to present			
All student evaluations reports from hire date to present			
Additional relevant and necessary documentation from hire date or last promotion to present			
RECOMMENDATION ON PROMOTION:			
<i>(APPROPRIATE SIGNATURES)</i>			

EVALUATION INSTRUMENT Supervisor's Evaluation Division P&T Committee College P&T Committee

This form is to be used by all persons/committees to evaluate portfolios submitted by those seeking tenure. The narrative and supporting documentation is to be commensurate with the rank of the faculty member applying for tenure.

TENURE

Faculty Name _____ Hire date as tenure-track faculty _____

<i>A R E A O F I N S T R U C T I O N</i>			
REQUIRED ACTIVITIES/DOCUMENTATION	Yes	No	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
• Two syllabi and course content guides			
• Student evaluations			
• Supervisor observations			
• Examples of assessment and retention activities/tools			
• Evidence of development of course materials			
Additional Documentation			
Goals			
• Teaching goals, including an assessment goal			
IN THE AREA OF INSTRUCTION, THIS FACULTY MEMBER:			
NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____			
RATIONALE:			

A R E A O F P R O F E S S I O N A L D E V E L O P M E N T			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	NO	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Applicable professional development activity			
Goal (one required)			
IN THE AREA OF PROFESSIONAL DEVELOPMENT, THIS FACULTY MEMBER:			
NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____			
RATIONALE:			

A R E A O F P R O F E S S I O N A L S E R V I C E			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	NO	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
One professional service activity (required second year)			
Goals (one required)			
IN THE AREA OF PROFESSIONAL SERVICE, THIS FACULTY MEMBER:			
NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____			
RATIONALE:			

A R E A O F S T U D E N T D E V E L O P M E N T A N D A D V I S I N G			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	NO	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Documentation of office hours			
Documentation of advising activities			
Additional examples of evidence			
Goals (one required)			
IN THE AREA OF PROFESSIONAL SERVICE, THIS FACULTY MEMBER:			
NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____			
RATIONALE:			

<i>A D D I T I O N A L D O C U M E N T A T I O N F O R A P P L I C A T I O N S F O R T E N U R E</i>			
ADDITIONAL DOCUMENTATION REQUIRED FOR PROMOTION	YES	NO	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Letter of eligibility from CEO			
Application letter addressed to CEO			
Curriculum vitae			
Appropriate letters of recommendation from supervisors			
Appropriate letters of reference			
All self-evaluation from hire date to present			
All supervisor evaluations from hire date to present			
All P&T Committee reports from hire date to present			
All student evaluations reports from hire date to present			
Additional relevant and necessary documentation from hire date to present			
RECOMMENDATION ON TENURE:			
<i>(APPROPRIATE SIGNATURES)</i>			

EVALUATION INSTRUMENT Supervisor's Evaluation Division P&T Committee College P&T Committee

This form is to be used by all persons/committees to evaluate annual notebooks submitted by those who hold the rank of Associate Professor, and portfolios for those seeking promotion to the rank of Associate Professor.

ASSOCIATE PROFESSOR

Faculty Name _____ Years of service: as assistant professor if applying for promotion ____ as associate professor if annual notebook ____

<i>A R E A O F I N S T R U C T I O N</i>			
REQUIRED ACTIVITIES/DOCUMENTATION	Yes	No	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
• Two syllabi and course content guides			
• Student evaluations			
• Supervisor observations			
• Examples of assessment and retention activities/tools			
• Evidence of development of course materials			
Additional Documentation			
Goals			
• Three teaching goals, including an assessment goal			
IN THE AREA OF INSTRUCTION, THIS FACULTY MEMBER: <div style="text-align: center;"> NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____ </div>			
RATIONALE:			

A R E A O F P R O F E S S I O N A L D E V E L O P M E N T			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	NO	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Applicable professional development activity			
Goal (one required)			
IN THE AREA OF PROFESSIONAL DEVELOPMENT, THIS FACULTY MEMBER:			
<p style="text-align: center;">NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____</p>			
RATIONALE:			

A R E A O F P R O F E S S I O N A L S E R V I C E			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	NO	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
One professional service activity (required second year)			
Goals (one required)			
IN THE AREA OF PROFESSIONAL SERVICE, THIS FACULTY MEMBER:			
<p style="text-align: center;">NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____</p>			
RATIONALE:			

A R E A O F S T U D E N T D E V E L O P M E N T A N D A D V I S I N G			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	NO	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Documentation of office hours			
Additional examples of evidence			
Goals (one required)			
IN THE AREA OF PROFESSIONAL SERVICE, THIS FACULTY MEMBER:			
<p style="text-align: center;">NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____</p>			
RATIONALE:			

A D D I T I O N A L D O C U M E N T A T I O N F O R A P P L I C A T I O N S T O A S S O C I A T E P R O F E S S O R			
ADDITIONAL DOCUMENTATION REQUIRED FOR PROMOTION	Yes	No	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Letter of eligibility from CEO			
Application letter addressed to CEO			
Curriculum vitae			
Appropriate letters of recommendation from supervisors			
Appropriate letters of reference			
All self-evaluation from hire date or last promotion to present			
All supervisor evaluations from hire date or last promotion to present			
All P&T Committee reports from hire date or last promotion to present			
All student evaluations reports from hire date or last promotion to present			
Additional relevant and necessary documentation from hire date or last promotion to present			
RECOMMENDATION ON PROMOTION:			
<i>(APPROPRIATE SIGNATURES)</i>			

EVALUATION INSTRUMENT Supervisor's Evaluation Division P&T Committee College P&T Committee

This instrument is to be used by all persons/committees to evaluate annual notebooks submitted by those who hold the rank of Professor, and portfolios for those seeking promotion to the rank of Professor.

PROFESSOR

Faculty Name _____ Years of service: as associate professor if applying for promotion ____ as professor if annual notebook ____

<i>A R E A O F I N S T R U C T I O N</i>			
REQUIRED ACTIVITIES/DOCUMENTATION	Yes	No	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
• Two syllabi and course content guides			
• Student evaluations			
• Supervisor observations			
• Examples of assessment and retention activities/tools			
• Evidence of development of course materials			
Additional Documentation			
Goals			
• Three teaching goals, including an assessment goal			
<p>IN THE AREA OF INSTRUCTION, THIS FACULTY MEMBER:</p> <p style="text-align: center;">NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____</p> <p>RATIONALE:</p>			

A R E A O F P R O F E S S I O N A L D E V E L O P M E N T			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	No	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Applicable professional development activity			
Goal (one required)			
IN THE AREA OF PROFESSIONAL DEVELOPMENT, THIS FACULTY MEMBER:			
NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____			
RATIONALE:			

A R E A O F P R O F E S S I O N A L S E R V I C E			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	No	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
One professional service activity (required second year)			
Goals (one required)			
IN THE AREA OF PROFESSIONAL SERVICE, THIS FACULTY MEMBER:			
NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____			
RATIONALE:			

A R E A O F S T U D E N T D E V E L O P M E N T A N D A D V I S I N G			
REQUIRED ACTIVITIES/DOCUMENTATION	YES	No	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Documentation of office hours			
Additional examples of evidence			
Goals (one required)			
IN THE AREA OF PROFESSIONAL SERVICE, THIS FACULTY MEMBER:			
NEEDS IMPROVEMENT _____ MEETS EXPECTATIONS _____ EXCEEDS EXPECTATIONS _____			
RATIONALE:			

ADDITIONAL DOCUMENTATION FOR APPLICATIONS TO PROFESSOR			
ADDITIONAL DOCUMENTATION REQUIRED FOR PROMOTION	Yes	No	COMMENDATIONS/CONCERNS/RECOMMENDATIONS
Letter of eligibility from CEO			
Application letter addressed to CEO			
Curriculum vitae			
Appropriate letters of recommendation from supervisors			
Appropriate letters of reference			
All self-evaluation from hire date or last promotion to present			
All supervisor evaluations from hire or last promotion date to present			
All P&T Committee reports from hire date or last promotion to present			
All student evaluations reports from hire date or last promotion to present			
Additional relevant and necessary documentation from hire date to present			
RECOMMENDATION ON PROMOTION:			
<i>(APPROPRIATE SIGNATURES)</i>			

Appendix C: Request for Extension

Promotion/Tenure/Evaluation Notebook and Portfolio

Request for an Extension

I, _____, due to the extenuating circumstances detailed below, am requesting an extension of my notebook and/or portfolio until _____ (date).

Extenuating Circumstance for Granting of Extension (attach additional page if necessary):

(faculty member)

(date)

9 Approved

9 Disapproved

(Division Dean)

(date)

XC: Division Dean
Chair, Division P&T
Chair, College P&T
File

Appendix D: Table 1

**PRE-TENURE REVIEW AND
ANNUAL PERFORMANCE EVALUATIONS
TIME-LINE* AT A GLANCE**

		Action	From	To
July	Jul 01	Requests for Extensions Due	Candidate	Division Dean
	Jul 05	Extensions Approved / Denied	Division Dean	Candidate
	Jul 15	Rebuttals to Refused Extension Requests Due	Candidate	CEO
	Jul 15	Notebooks Due	Candidate	Division Dean
	Jul 18	Notebooks Due to Department Chair	Division Dean	Dept. Chair
	Jul 26	Refusals for Extensions Upheld or Overturned	CEO	Candidate
	Jul 29	Notebooks Due - if Extension Rebuttals Denied	Candidate	Division Dean
Aug	Aug 16	Notebooks Due - if Extension Granted or Rebuttal Upheld	Candidate	Division Dean
Sept	Sep 15	Department Chair Evaluations Due	Department Chair	Division Dean
	Sep 30	Department Chair & Division Dean meet with Candidates to Review Supervisor Evaluation	Division Dean	Candidate
Oct	10 days after meeting	Rebuttals to Evaluations Due	Candidate	CEO
	Oct 17	Notebooks due to Division P & T Chair	Division Dean	Division P & T Chair
Nov	Nov 15	Division P & T Committee Reports Due	Division P & T Chair	CEO, Division Dean
Dec	Dec 01	Division Dean meets with Candidates to Review Report	Division Dean	Candidate
	10 days after meeting,	Rebuttals to Division P & T Report	Candidate	CEO
	Dec 15	CAO receives Notebooks	Division Dean	CAO

* Dates that fall on a weekend or holiday become effective the next business day.

Appendix D: Table 2

PROMOTION/TENURE EVALUATIONS

TIME-LINE* AT A GLANCE

		Action	From	To
July	Jul 01	Requests for Extensions Due	Candidate	Division Dean
	Jul 05	Extensions Approved / Denied	Division Dean	Candidate
	Jul 15	Rebuttals to Refused Extension Requests due	Candidate	CEO
	Jul 15	Notebooks Due	Candidate	Division Dean
	Jul 18	Notebooks Due to Department Chair	Division Dean	Department Chair
	Jul 26	Refusal for Extensions Upheld or Overturned	CEO	Candidate
	Jul 29	Portfolios Due - if Extension Rebuttals Denied	Candidate	Division Dean
Aug	Aug 16	Portfolios Due - if Extension Granted or Rebuttal Upheld	Candidate	Division Dean
	Aug 25	Department Chair Evaluations Due	Department Chair	Division Dean
Sept	Sep 02	Department Chair and Division Dean meet with Candidates to Review Portfolio	Department Chair and Division Dean	Candidate
	10 days after meeting	Rebuttals to Evaluation due	Candidate	CEO
	Sep 16	Portfolios due to Division P & T Chair	Division Dean	Division P & T Chair
Oct	Oct 14	Division P & T committee reports due	Division P & T Chair	CEO, Division Dean
	Oct 20	Department Chair & Division Dean meet with Candidates to Review Report	Division Dean	Candidate
	10 days after meeting	Rebuttals to Division P & T Report	Candidate	CEO
Nov	Nov 3	College P & T Chair receives portfolios	Division Dean	College P & T Chair
	Nov 23	College P & T committee reports due	College P & T Chair	CEO, Division Dean
Dec	Dec 01	Division Dean meets with Candidates to Review Report	Division Dean	Candidate
	10 days after meeting	Rebuttals to College P & T Reports	Candidate	CEO
	Dec 16	CAO receives portfolios	Division Dean	CAO
Dec - Feb		CEO, CAO prepare recommendations	CEO & CAO	
Spring		Provost & CEO & CAO review recommendations	Provost & CEO & CAO	
Spring		Provost approves or disapproves	Provost	

* Dates that fall on a weekend or holiday become effective the next business day.

MEMORANDUM

To: Campus Executive Officer
From: Your Name, Chair Division P&T Committee
Date:
Subject: Promotion/Tenure of Candidate's Name

The (division name) Division Promotion and Tenure Committee consisting of name, division, name, division, and I have evaluated (candidate's name) in the areas of Instruction, Student Development, Professional Development, and Professional Service. The committee recommends / does not recommend for promotion to RANK/TENURE.

The Committee members voted ____ in support of promotion/tenure and ____ in non-support.

The vote of other eligible faculty members in the division was ____ in support of promotion/tenure and ____ in non-support.

CC: Division Dean

Important Note: The division vote is to be kept confidential. The candidate does NOT receive a copy of the vote. The total vote (as noted above) includes the vote of the division committee and the eligible division members. Division committee members vote only once--within the committee.

MEMORANDUM

To: Campus Executive Officer
From: Your Name, College Promotion and Tenure Committee Chair
Date:
Subject: Promotion / Tenure of Candidate's Name

The College Promotion and Tenure Committee, consisting of name/division, name/division, name/division, name/division, and I have evaluated CANDIDATE in the areas of Instruction, Student Development, Professional Development, and Professional Service. The committee recommends / does not recommend for promotion to RANK/TENURE.

The Committee members voted ____ in support of promotion/tenure, and ____ in non-support.

CC: Division Dean

Important Note: In this memo the Chair can specify any problems encountered while dealing with this candidate's portfolio. For example, the memo can explain why a committee member's signature might be missing, if the candidate's response to an evaluation exceeded the 10 business days allowed, or if anything was added to the portfolio. A candidate may add material if the Chair asks for it specifically and notifies the College P&T Committee that they may review the additional material.

M e m o r a n d u m

To: Tenured/eligible Faculty from (division name)
From: Your Name, Chair of the (division name) P&T Committee
Date:
Subject: Vote on (tenure or promotion to RANK) of (faculty member's name)

As a tenured/eligible faculty member of the (division name) Division, you are eligible to vote on tenure and on promotion to a rank equal to or lower than your own rank.

Please vote by returning the ballot (lower portion of this memo) by **DATE**. Use the attached envelope addressed to **YOUR NAME**, Chair of the Division P&T Committee.

The promotion or tenure application portfolio for (candidate's name) is available in the division office. Before voting, you are encouraged to review the portfolio which may be checked out through the division secretary. It is imperative that all materials and deliberations be kept confidential. If you have any questions concerning this matter, you may contact me.

The (date) Division P&T Committee recommends (or does not recommend) that (candidate's name) be granted tenure (or promotion to rank).

_____ I support the P&T Committee's recommendation that (candidate's name) be granted (or not be granted) tenure or promotion to (rank).

_____ I do **NOT** support the P&T Committee's recommendation that (candidate's name) be granted (or not be granted) tenure or promotion to (rank).

Please return this to **YOUR NAME** by **DATE**. Thank you.

<p>Important Note: Division Deans and Department Chairs/Program Directors (supervisory to the candidate) do not vote since they will each make an independent recommendation.</p>
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Appendix H: Portfolio Tracking Document

DACC Faculty Promotion/Tenure/Evaluation Portfolio
Report Tracking Document

(Maintain in the candidate portfolio. Provide copy for candidate with each additional signature(s).)

Annual Evaluation (Pre-Tenure & Tenure) Promotion Application Tenure Application

Candidate _____

Received by Division Secretary _____ Date _____

Date Delivered to: Department Chair /
Program Director

Date ____/____/____

Initials of:
Division Dean _____ DC/PD _____

Date Delivered to: Division Dean

Date ____/____/____

Initials of:
Division Dean _____ DC/PD _____

Date of Faculty Evaluation Conference with
Department Chair/Program Director and
Division Dean

Faculty Signature _____
Rebuttal: Yes No

Date ____/____/____

Initials of:
Division Dean _____ DC/PD _____

Date Delivered to: Division P&T Committee

Applicable to portfolios for:

- Applicants for Promotion
- Applicants for Tenure
- Annual review of Pre-tenure

Date ____/____/____

Initials of:
Division Dean _____ Div P&T Chair _____

Date Delivered to: Division Dean

Date ____/____/____

Initials of:
Division Dean _____ Div P&T Chair _____

Date of Review of Division P & T's Report
and Recommendation(s):

Faculty Signature _____
Rebuttal: Yes No

Date ____/____/____

Initials of:
Division Dean _____

Date Delivered to: College P&T Committee
(Applicable only to Applications for Promotion
and/or Tenure)

Date ____/____/____

Initials of:
Division Dean _____ Col. P&T Chair _____

Date Delivered to: Division Dean

Date ____/____/____

Initials of:
Division Dean _____ Col. P&T Chair _____

Date of Review of Division P & T's Report
and Recommendation(s):

Faculty Signature _____
Rebuttal: Yes No

Date ____/____/____

Initials of:
Division Dean _____

Date Delivered to Campus Academic
Officer

Date ____/____/____

Initials of:
Division Dean _____ CAO _____

Date Delivered to Division Dean

Date ____/____/____

Initials of:
Division Dean _____ CAO _____

Date Delivered to Faculty

Date ____/____/____

Faculty
Signature _____

NOTEBOOK AND/OR PORTFOLIO REPORT TRACKING DOCUMENT
INSTRUCTIONS/CLARIFICATION

On the date the notebook and/or portfolio is received by the division secretary, the secretary will enter on the cover page the date received and provide a copy to the faculty member. The Division Dean will meet with the faculty member to review each report. Each meeting is to occur in a timely manner to allow the faculty member to submit a rebuttal, to any of the reports, and have it inserted into the notebook prior to the next level of review. Receipt of each report is indicated by the faculty member's signature and the immediate supervisor's initials.

The faculty member is to be given a copy of the tracking form each time additional signatures are added.

From the date of signing, the faculty member has ten (10) business days to submit a rebuttal, to the office of the Campus Executive Officer (CEO), which is to be date stamped by the Administrative Assistant with the day of receipt. The original of the rebuttal will be retained by the CEO and a copy, bearing the date stamp, will be forwarded to the Division Dean. It will be the responsibility of the Division Dean to place the rebuttal into the notebook prior to the next level of review. The date stamp applied to the rebuttal will be recognized as the official date of receipt. Any rebuttal received after ten (10) business days will not be placed into the notebook for consideration by any subsequent review committees.