

Office of the Deans

Faculty Handbook



NEW MEXICO MILITARY INSTITUTE
Roswell, New Mexico

Approved by the Faculty Senate

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FOREWORD8

SECTION A. FACULTY.....9

- 1. Faculty Defined.....9
 - A.Tenured faculty, including professional full-time librarians,9
 - B.Probationary faculty (faculty members on tenure tracks),9
 - C.Non-tenured faculty (faculty members who are not tenured and are not on tenure tracks) including these positions:9
 - D.Certain Administrators in Faculty Ranks9
 - E.Definition.....10
- 2. General Implications of Faculty Status.....10
 - A.Provisions10
 - B.Voting10
 - C.Committee Membership10
 - D.Required Events and Regalia.....10

SECTION B. TEACHING FACULTY PERFORMANCE EVALUATION 10

- 1. General11
- 2. Categories of Performance Evaluations11
 - A.Formal Evaluation11
 - 1) The formal evaluation requires these instruments:11
 - 2) Formal evaluations are mandatory at these times:.....11
 - 3) Structure of Formal Evaluation.....11
 - 4) Factors to be considered.12
 - 5) Evaluation Completion12
 - 6) Written Rebuttal13
 - 7) Dean’s Comments.....13
 - 8) Non-Renewal13
 - 9) Personnel Filing14
 - B.Informal Evaluation14
 - 1) Structure of Informal Evaluation14
 - 2) Personnel Filing14
 - 3) Unsatisfactory Evaluation15

SECTION C. PERFORMANCE EVALUATIONS OF DEPARTMENT HEAD AND DIVISION ASSOCIATE DEANS HOLDING FACULTY RANK TO INCLUDE EVALUATIONS AS BOTH TEACHING FACULTY AND ACADEMIC ADMINISTRATORS 15

- 1. Structure.....15
 - A.Committee15
 - B.Terms of Appointment15
- 2. Evaluations of Administrative Effectiveness15

3. No Confidence Vote and Request for Non-Renewal of Department Heads/Division Associate Deans	16
4. Right to Answer	16

SECTION D. EVALUATION OF THE VICE DEAN AND ACADEMIC DEAN 16

SECTION E. ACADEMIC RANK PROMOTION POLICY..... 17

1. Philosophy	17
2. Minimal Requirements for Academic Rank.....	17
A.Teaching effectiveness	17
B.Degree level	17
C.Teaching experience at NMMI,	17
D.Professional alertness and growth as indicated by:	17
3. Faculty Promotion	18
A.From Instructor (Captain) to Assistant Professor (Major):	18
B.From Assistant (Major) to Associate Professor (Lieutenant Colonel):	18
C.From Associate (Lieutenant Colonel) to full Professor (Colonel):	18
4. New Faculty Rank	19
5. Promotion Procedures	19
A.Request	19
B.Supervisor's Responsibilities	20
C.Promotion Board	20
D.Subsequent Actions	20
6. Academic Counselor Rank Promotion Policy.....	21
A.Philosophy	21
B.Minimal Requirements for Academic Counselor Rank	21
C.Additional Factors	21
D.Promotion	22
E.New Academic Counselor Rank.....	22
F.Promotion Procedures	22
G.Faculty Identification	23
7. Librarian Rank Promotion Policy	23
A.Philosophy.....	23
B.Minimum Requirements for Librarian Rank.....	23
C.Promotion	24
D.New Librarian Rank.....	24
E.Promotion Procedures.....	25
F.Faculty Designation.....	25

SECTION F. REGULATIONS CONCERNING TENURE OF FACULTY MEMBERS OF NEW MEXICO MILITARY INSTITUTE..... 25

A.Tenured.....	25
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B.Non-tenured.....	25
C.Probationary.....	25
SECTION G. TERMINATION.....	26
1. Voluntary Termination	26
2. Involuntary Terminations	26
3. Non-Re-employment.....	29
4. Reassignment of Duties.....	29
SECTION H. REDUCTIONS IN FORCE (RIF).....	29
1. RIF	29
SECTION I. GRIEVANCE PROCEDURES	31
1. General.....	31
A.Explanation	31
B.Definitions	31
C.General Provisions.....	32
2. Procedure	33
A.Step 1. Division Associate Dean/Department Head Level.....	33
B.Step 2. The Dean's Level.....	34
C.Step 3. Arbitration and President/Superintendent Review Level	34
D.Step 4. Board of Regents' Level.....	35
SECTION J. CLASSROOM FUNCTIONS.....	35
1. Academic Freedom and Professional Ethics.....	35
2. Faculty Teaching Loads.....	36
3. Departmental Course Syllabi.....	37
4. Classroom Discipline and Control.....	37
5. Uniforms.....	38
SECTION K: FINANCIAL CONSIDERATIONS	38
1. Contracts	38
2. Faculty Salaries	39
3. Movement on the Salary Schedule	39

4. Conflict of Interest.....	41
A.Business.....	41
B.Outside Employment.....	41

SECTION L. FACULTY DEVELOPMENT GRANTS/LEAVES..... 42

1. Faculty Development Grants for Faculty or Curriculum Development	42
1) Criteria	42
2) Priorities	43
3) Immediate Payments.....	43
4) Follow-up Procedures.....	44
2. Sabbatical Leaves	44
3. Other Categories of Leave and/or Absences.....	45
A.Leave Without Pay (LWOP)	45
B.Faculty Absences.....	45
1) Personal Leave.....	45
2) Funeral Leave.....	45
3) Sick Leave.....	46
4) Maternity Leave.....	46
5) Other Absences	47

SECTION M. SUBSTITUTE AND PART-TIME INSTRUCTORS..... 47

1. Substitute Instructors.....	47
2. Part-Time Teachers	47
3. Temporary Faculty.....	48
4. Paraprofessional Instructors	48
5. Salaries for Substitute Teachers.....	48

SECTION N. FACULTY SENATE..... 48

SECTION O. WRITING ACROSS THE CURRICULUM..... 49

SECTION P. LEADERSHIP AND ETHICS ACROSS THE CURRICULUM..... 49

1. Leadership Across the Curriculum.....	49
2. Ethics Across the Curriculum.....	49

APPENDIX A. GUIDELINES FOR COURSE SYLLABI..... 51

I. COURSE DESCRIPTION	51
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II. COURSE OUTCOMES	51
III. PROCEDURES	51
IV. TESTING AND ASSESSMENT	51
V. FINAL EXAM	52
VI. DEPARTMENT/DIVISION POLICY ON LATE WORK.....	52
VII. DEPARTMENT/DIVISION POLICY ON ACADEMIC DISHONESTY	52
VIII. COURSE OUTLINE.....	52
IX. ASSESSMENT STATEMENT	52

APPENDIX B. THE CONSTITUTION OF THE FACULTY SENATE..... 53

PREAMBLE.....	53
ARTICLE I	53
A.The Faculty	53
B.Agenda	53
C.Meetings	53
ARTICLE II	54
A.Composition	54
B.Elections	54
C.Responsibility	54
D.Recall.....	54
ARTICLE III	55
A.Officers	55
B.Term of Office	55
C.Duties	55
D.Committees.....	55
ARTICLE IV	56
A.Availability	56
B.Amendments.....	56
ARTICLE V	56
A.Actions and Minutes	56
B.Appeals.....	57
ARTICLE VI	57
A.Faculty Misconduct	57
ARTICLE VII	57
A.By-Laws of the Faculty Senate	57
B.Election Committee.....	57
1) Nomination Procedure	58

2) Election Procedure	58
C.Faculty Status Committee	58
D.Athletic Committee.....	59
E.Scholarship Committee	59
F.Curriculum and Standards Committee	59
G.Faculty Development Grant Committee	60
H.Library Liaison Committee	60
I.Academic Promotion Committee	60
J.Annual Senate Ad Hoc Committee Appointments.....	60
K.Speakers Advisory Committee	61

APPENDIX C. LITERACY STANDARDS..... 62

FOREWORD

The Faculty Handbook of New Mexico Military Institute, adopted by the Board of Regents, is a guide to NMMI operations affecting all faculty.

According to the New Mexico Statutes, quoted below, a faculty member is an officer of New Mexico Military Institute.

21-12-8 Officers to be Governor's aides; rank, uniforms.

For the better government and enforcement of discipline in the New Mexico Military Institute the Superintendent, Commandant of Cadets, Instructors and others designated by the Board of Regents as officers in the New Mexico Military Institute, shall be commissioned as aides-de-camp on the staff of the Governor of the State of New Mexico, with such military rank as the Board of Regents shall prescribe or designate, The Superintendent, Commandant of Cadets, Instructors and others designated by the Board of Regents of the New Mexico Military Institute as officers in the New Mexico Military Institute shall have such rank as may be prescribed by the Board of Regents and shall hold office and rank, as such capacity in said New Mexico Military Institute, and they will be allowed to wear the uniform of their rank while on duty as officers in the New Mexico Military Institute

The role of an academic officer of New Mexico Military Institute demands familiarity with the Operations and Procedures Manual, the Board of Regents Policy Manual the NMMI Catalog, and the Blue Book, which set forth specific standards to be met and enforced by all faculty.

The responsible officer for this handbook is the Academic Dean. Users are encouraged to submit recommendations to improve its clarity or accuracy to the Dean and/or to the Chairman of the Faculty Senate. Changes in the content of the Faculty Handbook shall be made only on recommendation of the Faculty Senate through the Dean and upon the approval of the President/Superintendent.

Changes to the Faculty Handbook will be clearly indicated in the monthly minutes of the faculty senate. Additionally, a change sheet will be distributed by the office of the Academic Dean to faculty members and the Board of Regents at the end of each academic year. The Faculty Handbook should be updated as needed with a complete review of the handbook to take place at least every three years.

SECTION A. FACULTY

1. Faculty Defined

Faculty is any qualified individual who teaches courses generating credit hours, or courses approved by the Curriculum and Standards Committee, who either works for, or is directly responsible to, the Dean of Academics for any element of the academic curriculum. There are four categories of faculty¹:

A. Tenured faculty, including professional full-time librarians,

B. Probationary faculty (faculty members on tenure tracks),

C. Non-tenured faculty (faculty members who are not tenured and are not on tenure tracks) including these positions:

- 1) Athletic coaches who have classroom teaching responsibilities,
- 2) Temporary full-time faculty whose courses generate credit hours and who are hired on one-year, non-tenurable contracts,
- 3) Part-time classroom instructors (not substitute teachers or paraprofessional staff) on contract status,
- 4) All members of the Departments of Military Science (ROTC) and Leadership Education (JROTC) who teach courses which generate credit hours. The Professor of Military Science (PMS) is stipulated to be a faculty member even without a teaching assignment, and
- 5) High School Academic Counselors and Academy Prep Advisors.

D. Certain Administrators in Faculty Ranks.

All Deans may hold academic rank in a teaching discipline, provided (1) academic departments accept them as faculty and assign them teaching duties; and (2) the President/Superintendent approves the Faculty Senate's recommendation for their academic ranks.

¹ Only the first two categories (tenured and probationary faculty) are compensated using the Faculty Salary Schedule.

E. Definition

Faculty refers to tenure-track faculty members from this point forward unless noted.

2. General Implications of Faculty Status

A. Provisions

All faculty members are subject to the provisions of the Board-approved Operations and Procedures Manual.

B. Voting

All faculty members vote when the Faculty Senate rules that an issue shall be decided by ballot or referendum.

C. Committee Membership

Once appointed, all faculty are required to serve as members of standing and ad hoc committees of the Faculty Senate, and on Institute committees and/or study groups, such as those for accrediting agencies.

D. Required Events and Regalia

All faculty are required to attend May Graduation in Regalia and participate in other duties and events assigned by the Dean.

SECTION B. TEACHING FACULTY PERFORMANCE EVALUATION

Evaluation of all faculty shall be for the purpose of (1) improving instruction, (2) furnishing information to support decisions on renewal or non-renewal of contracts, (3) providing a basis for academic promotion and tenure, and (4) suggesting methods to improve a faculty member's professional development. Teaching effectiveness shall be the dominant factor upon which the evaluation is made. Other factors include contributions to curriculum development and academic governance, scholarly achievement, professional development, community support and special contributions to the Institute. Additional factors appropriate to the faculty member's discipline may be considered. Evaluations shall be conducted with the full knowledge of the faculty members being evaluated.

1. General

All faculty will undergo an annual performance evaluation in accordance with the procedures adopted by the Faculty Senate. Non-tenured faculty will be evaluated in accordance with the procedures of their assigned divisions.

2. Categories of Performance Evaluations

A. Formal Evaluation

- 1) The formal evaluation requires these instruments:
 - a. A cover sheet prepared by the Dean for administrative use,
 - b. Standard forms prepared by Division Associate Deans (or forms approved by the Faculty Senate and Dean) to evaluate areas common to all faculty as well as to individual disciplines, and
 - c. Student evaluations.

- 2) Formal evaluations are mandatory at these times:
 - a. Each year for all probationary faculty,
 - b. Every third year for tenured instructors and assistant professors. A FEITA (Funk Excellence in Teaching Award) evaluation shall be considered a formal evaluation for purposes of scheduling the next formal evaluation,
 - c. Every five years for tenured associate and full professors. (A FEITA evaluation shall be considered a formal evaluation for purposes of scheduling the next formal evaluation),
 - d. Whenever faculty members apply for promotion in academic rank, and
 - e. The year following the evaluation of a tenured faculty member, where the evaluation committee recommends that an evaluation be conducted the following year.

- 3) Structure of Formal Evaluation.

A faculty member who is to undergo a formal evaluation shall be so informed by his or her immediate supervisor not later than 15 October of the academic year in which the evaluation will be made. At that time, the faculty member's evaluation committee will be established and consist of three faculty members:

- a. A member selected by the member to be evaluated,
- b. A member selected by the faculty member's immediate supervisor, and
- c. A third member selected by the above two selectees. The third member becomes the chairperson of the evaluation committee. In succeeding evaluations of the same faculty member, no more than one member of the previous committee can serve in the following year on the evaluation committee. Where possible, one member of the committee should come from an academic division other than that of the faculty member being evaluated.

4) Factors to be considered.

These factors must minimally include: (a) the completion of the evaluation form (to be shown to the faculty member), (b) student evaluations from the courses the faculty member teaches during the fall semester of the evaluation period, or if the faculty member teaches one course, student evaluations from sections selected by the peer evaluation committee, (c) written input from the faculty member being evaluated, e.g., letters of support, evidence of performance, transcript additions, professional growth, etc. The committee may consult with the person being evaluated at any time during the evaluation process.

5) Evaluation Completion

The evaluation report shall be completed no later than the spring semester mid-term. The committee chairperson shall permit the faculty member to read the report before it is submitted to the next level. If the report contains matter which the faculty member contests, the report will be accompanied by the faculty member's written rebuttal. The committee must minimally provide appropriate statement(s) which do or do not (a) recommend academic promotion, (b) recommend that a contract be given for the next academic year, (c) recommend remedies for observed deficiencies, if any, and (d) in the case of a tenured faculty member, recommend that another evaluation be conducted the following year.

Then the evaluation, signed by the faculty member and the committee members, together with attachments will be sent to the immediate supervisor for endorsement and/or remarks. In the event the members of the evaluation

committee do not agree on findings and recommendations, the majority will sign the evaluation report with the third member noting his or her exceptions to the findings and recommendations of the majority. If none of the three agree on their findings and recommendations, each will prepare his or her own evaluation report.

6) Written Rebuttal

If the immediate supervisor's endorsement does not support the committee's recommendations, or if the supervisor's remarks or other enclosures are contrary to the committee's findings and recommendations, the faculty member must be informed and given an opportunity to make a written rebuttal.

7) Dean's Comments

The signed evaluation shall be prominently marked "Personnel Confidential," and the Division Associate Dean will deliver the completed report to the Dean's office. The Dean will prepare one duplicate of the report, sign both copies, and return one to the faculty member who was evaluated. If the Dean adds any comment to the report, the faculty member and the committee chairperson will be apprised of the remarks and the faculty member will be permitted to make a written rebuttal.

8) Non-Renewal

If any member of the evaluation committee, the faculty member's immediate supervisor, the Associate Dean, or any Dean recommends that the faculty member's contract not be renewed for the next academic year, the Dean will forward the complete evaluation report to the President/Superintendent, including any written rebuttal from the faculty member.

9) Personnel Filing

A copy of any formal evaluation, along with any written comments or rebuttal, will be maintained in the faculty member's Personnel file in the Personnel office.

B. Informal Evaluation

All faculty are subject to an informal evaluation. Tenure track faculty will only undergo an informal evaluation when a formal evaluation is not required.

1) Structure of Informal Evaluation

This evaluation, performed for faculty whenever a formal evaluation is not required, is prepared by the immediate supervisor of the member being evaluated. Unlike the formal evaluation, this evaluation need not be accompanied by student ratings or completion of the rating form. However, the faculty member may wish to have appended to the forwarded report any appropriate material (transcripts, publications, etc.) which may affect the outcome of the supervisor's report. The faculty member may attach to the report student ratings collected in courses taught during the rating period. Minimally, the supervisor must make a recommendation for or against retention.

If deficiencies are cited, specific remedial suggestions must be offered. The faculty member must see the evaluation and be permitted to provide written rebuttal before the evaluation is forwarded to the Dean. The Dean will prepare a duplicate and sign both copies. If the Dean adds any comment, the faculty member must be permitted to provide written rebuttal.

2) Personnel Filing

A copy of any informal evaluation, along with any written comments or rebuttal, will be maintained in the faculty member's Personnel file in the Personnel office. The report may be examined by (a) the evaluated faculty member, (b) his or her immediate supervisor, (c) the Division Associate Dean,

(d) the Dean, (e) a Faculty Senate Promotion and Tenure Committee, (f) the President/Superintendent, and (g) the Board of Regents.

3) Unsatisfactory Evaluation

If the informal evaluation is found to be unsatisfactory, then a formal evaluation will be required the following year.

SECTION C. PERFORMANCE EVALUATIONS OF DEPARTMENT HEAD AND DIVISION ASSOCIATE DEANS HOLDING FACULTY RANK TO INCLUDE EVALUATIONS AS BOTH TEACHING FACULTY AND ACADEMIC ADMINISTRATORS

Teaching faculty serving as administrators shall be subject to an annual evaluation of their administrative effectiveness.

1. Structure

A. Committee

Insofar as possible, formal evaluation of teaching and administrative effectiveness shall be conducted concurrently by a single committee. The evaluation shall be conducted openly and with full knowledge of the academic administrator being evaluated.

B. Terms of Appointment

Associate Deans and Department Heads have non-tenured, one-year contracts in that position.

2. Evaluations of Administrative Effectiveness

Every year members of each department and division will have an opportunity to design, approve (by simple majority), and complete a performance questionnaire to be returned to the administrator evaluated and forwarded to that administrator's immediate supervisor. The Division Associate Dean shall distribute evaluation forms to faculty members within that division for purposes of evaluating department heads within that division. Department Heads shall distribute forms to faculty within the departments for purposes of evaluating the Division Associate Dean. The distribution and return of these questionnaires shall coincide

with comparable deadlines of formal evaluations. If a Division Associate Dean or Department Head is not to be contracted in that capacity in a subsequent year, he or she should be advised before issuance of contracts.

3. No Confidence Vote and Request for Non-Renewal of Department Heads/Division Associate Deans

At any time, the faculty of the department or division can generate a no confidence vote composed of a majority of the faculty and the faculty may present such vote through the Dean to the President/Superintendent, and request that the President/Superintendent take appropriate action regarding termination or non-renewal of the Department Head or Associate Dean's contract. When a chair vacancy is announced, the opinion of faculty in the department or division (in case of an open division Associate Dean) should be sought by the Dean in considering the successor; however, the President/Superintendent is not bound by a faculty preference or referendum on their selection of a chairperson.

4. Right to Answer

If the Evaluation Committee or the Dean has determined that a Department Head or Division Associate Dean is deficient in carrying out administrative duties, they shall communicate this in writing to the individual being evaluated. This communication shall include suggestions for correction of the deficiencies, and must be attached to the evaluation. This communication must be attached to the evaluation. The Dean will forward his evaluation of administrative ineffectiveness to the President/Superintendent.

SECTION D. EVALUATION OF THE VICE DEAN AND ACADEMIC DEAN

1. The Vice Dean and Academic Dean cannot obtain tenure in those positions.
2. If these two academic administrators have teaching assignments, a teaching effectiveness evaluation will be rendered using the same procedures as described above for faculty.
3. An administrative performance evaluation of the Vice and Academic Dean may be performed, at the option of the President/Superintendent. The Faculty Senate will perform an annual administrative performance evaluation of the Deans and submit the findings to the President/Superintendent no later than midterm of the spring semester.

SECTION E. ACADEMIC RANK PROMOTION POLICY

1. Philosophy

The Institute's policy is to reward continued excellence through promotion. Therefore, promotions will be recommended on the basis of proven ability, acquisition of academic degree(s) and certification, rather than on length of service alone. Recommendations for promotion shall be based on teaching effectiveness, fulfillment of professional responsibilities, contributions to the Institute, professional development, peer evaluation and student evaluation. The performance evaluations of faculty members who are under consideration for promotion must be a part of the forwarded promotion recommendations. Faculty members do not have a property interest in their ranks, nor do they have a legitimate expectancy of academic rank promotions; therefore, they are not entitled to the Hearing Procedure set forth in Section H. Instead, they may pursue the Grievance Procedure.

2. Minimal Requirements for Academic Rank

The following factors will be considered in the selection and promotion of members of the academic faculty:

A. Teaching effectiveness

B. Degree level

An "earned degree" is required. An "earned degree" is one received from a degree program accredited by the appropriate agency of the Council on Post-Secondary Accreditation),

C. Teaching experience at NMMI,

D. Professional alertness and growth as indicated by:

- 1) Reading of journals and appropriate publications to stay abreast of current research and trends,
- 2) Formal studies at universities,
- 3) Work experience, research, in-service training or travel with equivalent educational value, and
- 4) Efficient performance of duties not directly connected with teaching, including:
 - a. Counseling of cadets,
 - b. Maintaining good relations with patrons,
 - c. Sponsorship of extracurricular activities,

- d. Public service on community, state, regional or national levels,
- e. Willingness to participate in and contribute to the varied life of the Institute,
and
- f. College advising, as part of duty assignment.

3. Faculty Promotion

Promotion of faculty members is first considered by the Senate Promotion Board (see 3.c, below) and will be endorsed upon recommendation of the Dean and forwarded to the President/Superintendent. To be promoted, those eligible must meet the following criteria:

A. From Instructor (Captain) to Assistant Professor (Major):

- 1) In addition to the criteria shown in paragraph B above, the candidate must have:
 - a. At least three years in the rank of Instructor and
 - b. An earned master's degree.

B. From Assistant (Major) to Associate Professor (Lieutenant Colonel):

- 1) At least five years in the rank of Assistant Professor and
- 2) A terminal degree in the candidate's discipline, or
- 3) At least seven years in the rank of Assistant Professor with an earned master's degree in the candidate's discipline and experience equivalent to the terminal degree, and
- 4) Evidence of recent professional development by earning at least 15 hours in one's discipline(s) (as acceptable in Section K, 3).

C. From Associate (Lieutenant Colonel) to full Professor (Colonel):

- 1) At least seven years in the rank of Associate Professor and possession of the earned terminal degree (normally the doctoral degree) or equivalent experience in the candidate's discipline in which the professorship is awarded, and
- 2) Evidence of continued professional development and an earned master's degree plus 45 hours in one's discipline(s) (as acceptable in Section K, 3).

4. New Faculty Rank

The assignment of academic rank for faculty new to the Institute shall be consistent with the provisions of the paragraphs of this section.

After evaluating credentials of incoming faculty and conferring with appropriate divisions and/or departments, the Dean will recommend academic rank for new faculty members to the President/Superintendent. After the initial appointment, provisions of Section E govern subsequent promotions.

Degree	Hours Above	Years of Experience	Rank
Master's	15 hours and/or Level III Licensure	10 plus teaching experience	MAJOR / Assistant Professor
Doctorate or Terminal		Less than 7 years teaching experience	MAJOR / Assistant Professor
Doctorate or Terminal		7 plus years teaching experience or Full Professor from another university	LTC / Associate Professor

*Regardless of incoming academic rank, each individual will complete a mandatory 5 year evaluation process. The Academic Dean has authority to assign academic rank for any unusual circumstances.

The above table will only be used for assigning incoming Academic Rank. Once hired, individuals will progress according to the Faculty Handbook promotion policies.

5. Promotion Procedures

A. Request

Prior to October 15 the candidate shall submit a written request for promotion to his or her supervisor. The candidate should be reminded that a formal performance evaluation is required for the year in which the promotion is requested. (See Section B, 2 a (2).)

B. Supervisor's Responsibilities

Upon receipt of a request for promotion, the immediate supervisor will initiate a formal performance evaluation process. In a written response to the candidate, the supervisor will acknowledge receipt of the request and advise the candidate whether the criteria for promotion have been met. If a disqualification is noted, the candidate must be informed of the exact nature of the deficiency, and the candidate shall be provided a written statement, which suggests how the deficiency can be remedied.

C. Promotion Board

The Faculty Senate shall appoint a Promotion Board to consist of five tenured faculty members, including the Vice Dean, who will chair the Promotion Committee. This Promotion Board will also have a sixth voting member who is the candidate's immediate supervisor. In a closed meeting, the Board shall review the candidate's file and shall vote on the candidate's application for promotion. A minimum of four favorable recommendations is required to send a promotion recommendation to the Academic Dean. If the recommendation of the Board is negative, the Board will meet with the Dean to discuss promotion, and the Dean will prepare a letter to the candidate in which the deficiencies are stated, together with course(s) of action which may remedy the deficiencies. Whether the Board recommends promotion or not, the Dean is the final determining authority.

D. Subsequent Actions

Not later than 1 April, the Dean will notify the President/Superintendent of the names of faculty to be promoted, so that their new academic and military ranks are reflected in new employment contracts. The Superintendent will present the promotion list to the Institute Promotion Board for inclusion in its minutes. If candidates are aggrieved by the response to their requests for promotions, they may avail themselves of the Grievance Procedure.

6. Academic Counselor Rank Promotion Policy

A. Philosophy

The policy of the Institute is to reward continued excellence through promotion. Therefore, promotions will be recommended on the basis of proven ability, acquisition of academic degree(s) and certification rather than length of service alone. Recommendations for promotion shall be based on academic counseling effectiveness, fulfillment of professional academic advisement, and professional and peer evaluation. The performance evaluations of academic counselors who are under consideration for promotion must be forwarded with the promotion recommendations.

B. Minimal Requirements for Academic Counselor Rank

- 1) The Academic Counseling non-tenured faculty members are organized into four levels (in ascending order): Academic Counselor I, Academic Counselor II, Academic Counselor III, and Academic Counselor IV.
- 2) The following factors will be considered in selection and promotion of members of Academic Counseling faculty.
 - a. Academic Counseling effectiveness.
 - b. Degree level (an "earned degree" is required. An "earned degree" is one received from a degree program accredited by the appropriate agency of the Council on Post-Secondary Accreditation).
 - c. Academic Counseling experience at NMMI.
 - d. Professional alertness and growth indicated by reading of journals and appropriate publications to stay abreast of current research and trends; formal studies at universities; or in-service training of equivalent educational value.
 - e. Efficient performance of duties not directly connected with counseling, such as maintaining good relations with patrons, or sponsorship of extracurricular activities.

C. Additional Factors

The following additional factors may be considered in the selection and promotion of members of counseling:

- 1) Public service on community, state, regional or national levels.

- 2) Willingness to participate in and contribute to the varied life of the Institute.

D. Promotion

The President/Superintendent and the Board of Regents will approve promotion of counselors upon recommendation of the Dean with validation. The following criteria are to be observed:

- 1) From Academic Counselor I (Captain) to Academic Counselor II (Major): in addition to the criteria shown in paragraph B above, the candidate must have at least three years in the rank of Academic Counselor I, and possess an earned master's degree.
- 2) From Academic Counselor II (Major) to Academic Counselor III (Lieutenant Colonel): at least five years in the rank of Academic Counselor II and the terminal degree in counseling, or at least seven years in the rank of Academic Counselor II with an earned master's degree with evidence of recent professional development by earning at least 15 hours in one's discipline(s) (as acceptable in Section K, 3).
- 3) From Academic Counselor III (Lieutenant Colonel) to Academic Counselor IV (Colonel): at least seven years in the rank of Academic Counselor III and possession of the terminal degree or an earned master's degree plus 45 hours in one's discipline(s) as acceptable in Section K, 3) and demonstrate evidence of continued professional development.

E. New Academic Counselor Rank

The establishment of rank for Academic Counselors new to the Institute shall be consistent with the provisions of the paragraphs of this section. The rank of new Academic Counselors will be recommended by the Dean to the President/Superintendent following appropriate consultation with the new Academic Counselor's division head.

F. Promotion Procedures

Procedures for promotion to Academic Counselor II, III, and IV are identical to those for other non-tenured faculty as found in Section E. 3. (a) through (c).

G. Faculty Identification

Academic Counselors are non-tenured faculty members, and except for promotion procedures, fall under all regulations pertaining to non-tenured faculty. They do not come under the Faculty Salary Schedule.

7. Librarian Rank Promotion Policy

A. Philosophy

The policy of the Institute is to reward continued excellence through promotion. Therefore, promotions will be recommended on the basis of proven ability, acquisition of academic degree(s) and certification rather than length of service alone. Recommendations for promotion shall be based on professional effectiveness; fulfillment of professional responsibilities; contributions to the Institute; professional development; and peer evaluation with input from professional staff, classified staff, and students. These recommendations must accompany performance evaluations of librarians who are under consideration for promotion.

B. Minimum Requirements for Librarian Rank

- 1) Librarians are organized into four levels (in ascending order): Librarian I, Librarian II, Librarian III, and Librarian IV.
- 2) The following will be considered in selection and promotion of librarians.
 - a. Professional effectiveness
 - b. Degree level. An earned degree is required. (An earned degree" is one from a degree program accredited by the appropriate agency of the council on Post-Secondary Accreditation)
 - c. Professional librarian experience at NMMI
 - d. Professional alertness and growth indicated by:
 - i. Reading journals and other publications to stay abreast of current research and trends,
 - ii. Formal studies at universities,

- iii. Travel, work experience, research, or in-service training, and
- iv. Efficient performance of duties not directly connected with librarianship or teaching, including:
 - a) Counseling cadets,
 - b) Maintaining good relations with cadets,
 - c) Sponsorship of extracurricular activities,
 - d) Public service on the community, state, regional, or national level,
 - e) Willingness to participate and contribute to the varied life of the Institute, and
 - f) College advising.

C. Promotion

The President/Superintendent will approve promotion of librarians upon recommendation of the Dean with validation of the following criteria:

- 1) From Librarian I (Captain) to Librarian II (Major). In addition to the criteria in Paragraph B above, the candidate must have at least three years in the rank of Librarian I, and possess an earned master's degree.
- 2) From Librarian II (Major) to Librarian III (Lieutenant Colonel). The candidate must have at least five years in the rank of Librarian II and the terminal degree in library science, or at least seven years in the rank of Librarian II with an earned master's degree with evidence of recent professional development by earning at least 15 hours in his or her discipline(s), acceptable under Section K, 3.
- 3) From Librarian III (Lieutenant Colonel) to Librarian IV (Colonel). The candidate must have at least seven years in the rank of Librarian III; possess the terminal degree or an earned master's degree plus 45 hours in his or her discipline(s), acceptable under Section K, 3, and demonstrate evidence of continued professional development.

D. New Librarian Rank.

The establishment of rank for librarians new to the Institute shall be consistent with the provisions of the paragraphs of this section. The Dean, after conferring with the

Division Associate Dean, shall recommend a placement level to the President/Superintendent.

E. Promotion Procedures.

Procedures for promotion to Librarian II, III, and IV are identical to those for other faculty as found I Section E (3)(a)-(c).

F. Faculty Designation.

Librarians are faculty members, and except for promotion procedures, fall under all regulations pertaining to faculty. They are not part of the Faculty Salary Schedule.

SECTION F. REGULATIONS CONCERNING TENURE OF FACULTY MEMBERS OF NEW MEXICO MILITARY INSTITUTE

1. A specific system of faculty tenure for teachers was adopted for the New Mexico Military Institute, effective 1 July 1970.
2. The contracts provided to faculty members have a line "This is a _____ appointment." Appointments are of several categories:

A. Tenured.

The faculty member is tenured and receives compensation based on the faculty salary schedule.

B. Non-tenured.

The faculty member is not tenured, is not on a tenure track, and compensation is not based on the Faculty Salary Schedule.

C. Probationary

The faculty member is on a tenure track and receives compensation based on the faculty salary schedule.

- 1) Probationary appointments toward tenure extend through the fifth year. With the recommendation of the division and department, newly hired faculty and

previously-tenured returning faculty may be granted up to three (3) years toward tenure.

- 2) High school teachers, those consistently teaching at least 60% of their load in high school classes, will be licensed by the state of New Mexico. Upon initial employment at the Institute, the contract will state that the employee is a high school instructor. If the new employee does not have a license, a specific time for its acquisition will be stipulated in the initial contract. Tenure will not be granted unless a license is acquired. Those who were not initially hired as high school instructors, but who find in time that their primary responsibilities (consistently at least 60%) are in the high school, will be given five years to acquire a license. Granting of tenure will not depend on acquisition of a license.

SECTION G. TERMINATION

1. Voluntary Termination

After the effective date of the contract, all faculty members are expected to fulfill their contracts. Should they elect to terminate their employment prior to the end of the contract period, they may be released by mutual agreement between the Dean and the faculty member. If a faculty member wishes to voluntarily terminate employment after issuance of a contract, but prior to its effective date, the faculty member must give thirty days' notice to the Dean. If a faculty member does not want a contract for the next contract year, the Dean should be notified as soon as possible and prior to the issuance of contracts for the next year.

2. Involuntary Terminations

- A. Definitions. As used in this Faculty Handbook, the term "discharge" means termination effective during the contract term. The term "re-employment" means the issuance of a new contract for the succeeding year.
- B. Probationary faculty members and non-tenured faculty members do not have a right or a reasonable expectation of re-employment. A decision not to re-employ such faculty members is made by the President/Superintendent, for any reason deemed sufficient. Probationary faculty members and non-tenured faculty members have no property

interest in re-employment and are therefore not entitled to notice and a hearing prior to or after the decision not to re-employ for the next contract year.

- C. The President/Superintendent may discharge a probationary or non-tenured faculty member at any time, provided good and just cause exists for the discharge.
- D. The President/Superintendent may recommend the discharge or non-re-employment of a tenured faculty member based upon good and just cause. Such employee is entitled to the Hearing Procedure.
- E. If the President/Superintendent decides to recommend to the Board of Regents the discharge or non-re-employment of a tenured faculty member who is entitled to the Hearing Procedure,
 - 1) The President/Superintendent shall mail or deliver to the faculty member a written Notice of Recommendation of Discharge or Notice of Recommendation of Non-Re-employment setting forth the good and just cause reasons the President/Superintendent believes support the recommendation.
 - 2) Where the good and just cause reasons involve physical or mental impairment and where the faculty member wishes to appeal the President/Superintendent's recommendation, the faculty member must provide the President/Superintendent with a Medical Release authorizing the President/Superintendent or his representative to obtain copies of the faculty member's medical records (including psychiatric or psychological records). The faculty member must also undergo, if requested by the faculty member or the President/Superintendent, a physical or mental evaluation by a physician, psychiatrist, or psychologist chosen by the President/Superintendent. The medical bills associated with such evaluation will be paid by NMMI. Both the President/Superintendent and the faculty member will be entitled to any written or oral reports prepared by the physician, psychiatrist, or psychologist.

Nothing contained herein will preclude the faculty member from obtaining additional physical or mental capacity evaluations by other physicians, psychiatrists, or psychologists of his or her own choosing, at his or her own expense.

F. Hearing Procedure. Should a faculty member, who is entitled to the Hearing Procedure, wish to appeal the President/Superintendent's recommendation of discharge or non-re-employment; the following shall be the procedure.

- 1) The faculty member shall notify the President/Superintendent and President of the Board of Regents, in writing, that he or she desires a hearing before the Board of Regents.
- 2) The written request for hearing shall be postmarked not later than seven days after the date of mailing or delivery of the President/Superintendent's Notice of Recommendation of Discharge or Notice of Recommendation of Non-Re-employment.
- 3) The Board of Regents shall schedule the hearing at its next regular meeting or at a special meeting.
- 4) At such a hearing, the President/Superintendent shall present all evidence for his recommendation for discharge or non-re-employment. The faculty member shall have the right to present any relevant witnesses and evidence he or she may desire.

The President/Superintendent and the faculty member may be represented by legal counsel if they so desire. The Board of Regents shall have the authority to accept, reject, or modify the recommendation of the President/Superintendent by majority vote. The President of the Board of Regents shall notify the President/Superintendent and the faculty member of its decision not more than five days after the hearing. The decision of the Board of Regents shall be final and binding. During the hearing procedure, the faculty member shall remain on a paid status, but may be placed on administrative leave by the President/Superintendent.

- 5) The technical rules of evidence and procedure as recognized by the district courts of the State of New Mexico shall not apply to the Hearing Procedure.

3. Non-Re-employment

When a tenured or probationary faculty member is not to be re-employed for the following contract year, the faculty member shall be notified by the President/Superintendent, in writing, by first class mail, registered or certified, no later than 1 April. Notices shall be considered received on delivery or mailing.

4. Reassignment of Duties

The President/Superintendent may reassign a faculty member to any faculty position, at any time. The affected faculty member has no right or reasonable expectation to remain in a particular faculty position, nor any property interest in remaining in his or her existing position, and therefore is not entitled to the Hearing Procedure when reassigned to other faculty duties by the President/Superintendent with these provisions:

- A. A faculty member who has tenure will retain tenure upon reassignment, and
- B. The faculty member's pay is not reduced.
- C. A probationary faculty member who is reassigned to a non-tenure position will no longer be on a tenure track. Such a faculty member who is later returned to a probationary faculty position will be given credit toward tenure for the prior consecutive years' service as a probationary faculty member. A tenured faculty member who applies for and is accepted in a non-tenure position loses all rights reserved for tenured faculty. Such faculty member who later returns to a faculty position for which tenure is available will be returned to a tenured status.

SECTION H. REDUCTIONS IN FORCE (RIF)

1. RIF

- A. RIF may take place for any one of the following reasons:
 - 1) The Institute is faced with a justifiable lack of work.
 - 2) Any justifiable change in programs.
- B. A RIF affecting any faculty member shall be preceded by written notice to the faculty member and shall state the reason(s) for the termination.

- C. Normal attrition shall be considered prior to any faculty reduction, and temporary and part-time faculty instructors in the program area affected shall be reduced prior to faculty reduction of any other faculty members.
- D. If a RIF occurs, the central consideration will be the needs of the Institute's academic programs. This need is most readily demonstrable based upon the FTE cadet enrollment in courses which comprise a program. Specifically, a faculty member's tenure will not prohibit termination if the academic program is not viable. If a partial RIF is necessary in a given program, then providing the competency of faculty members is relatively equal, faculty seniority in the program affected shall prevail in considering which faculty member(s) shall be terminated. However, program needs for specified faculty competencies shall govern who shall be terminated. Thus, a senior tenured faculty member may be terminated instead of a probationary faculty member if the senior member is unable to meet the teaching needs in the courses that remain after the RIF.
- E. Termination for Reason of Program Change
- 1) Changing educational needs and concepts may require programs to be discontinued or profoundly altered. The Administration periodically requires that program changes be evaluated and concomitant faculty terminations be planned and justified.
 - 2) Program reductions are staffed initially following the recommendations from the Institute's Division Associate Deans in discussions with the Academic Dean. Faculty reduction(s) as affected by program change(s) will be brought to the attention of the Faculty Senate, whose advice will be sought on the impact that a program and/or faculty reduction will cause. However, the decision resides with the President/Superintendent.
- F. Retention Rights for Re-appointment
- 1) Consistent with Affirmative Action guidelines, following termination of employment under a RIF, when subsequent faculty members are to be hired, those positions for which the reduced faculty members are qualified shall be offered first to those faculty members whose contracts were canceled last and continue to be offered through the list of those whose contracts were canceled first.
 - 2) A faculty member who is re-hired under the procedures set forth in this section shall have rank, salary, and all other prior benefits reinstated.

SECTION I. GRIEVANCE PROCEDURES

1. General

A. Explanation

Grievance actions are begun because of the failure to rectify an alleged grievance at the lowest supervisory/administrative level. The faculty and the administration shall work together to secure a resolution of grievances at the lowest administrative level, and at the same time resolve an issue as speedily as possible without disrupting the major mission of the Institute, i.e., the educational process.

B. Definitions

- 1) A "Grievance" is a complaint alleging a violation, misinterpretation, or inconsistent application of any of the provisions of the Operations and Procedures Manual or established rules, practices, policies or procedures of the Institute or applicable State laws. Exceptions to the grievance process include complaints arising out of the non-renewal of contracts, termination, or reduction in force of faculty members.
- 2) "Day" shall mean any day when classes are scheduled to be held or when a faculty member is scheduled to be on campus as provided by his or her Employment Agreement.
- 3) "Grievant" shall mean a faculty member filing a grievance, or a group of such faculty members.
- 4) Administrative personnel herein defined shall be consistent with the definition provided in the above Manuals and shall include the Dean. Division Associate Dean shall be considered administrators for the purpose of grievances filed by or on behalf of faculty members in their divisions. Division Associate Dean shall otherwise be considered faculty members and shall be guaranteed all rights and privileges secured other faculty members to file grievances under the provisions of this procedure.

C. General Provisions

- 1) Proceedings should be as informal and confidential as may be appropriate at the level of the procedure.
- 2) No retaliation shall be taken because of the filing of a grievance.
- 3) If the Division Associate Dean is the grievant, the informal steps shall begin with the Dean.
- 4) The grievant is free to discuss and solve the problem informally with the Division Associate Deans and/or Dean, providing the solution is consistent with established procedures, policies, rules, or laws that may apply.
- 5) The Division Associate Dean is free to engage in normal counseling with the faculty member prior to or after formal filing of written grievance.
- 6) All actions taken in a grievance procedure must further the educational mission of the Institute.
- 7) By mutual agreement the parties may extend the time limit specified in this procedure.
- 8) Grievances not appealed within the time limits of each step shall be considered settled on the basis of the last decision made by the Administration. Should the Administration not answer within the time limit, the grievance shall automatically advance to the next step.
- 9) To avoid numerous grievances on the same subject or event, a single decision may settle all substantially identical grievances, including subsequent grievances filed promptly. A dispute as to whether or not a grievance is covered by a previous decision is subject to a new grievance procedure.
- 10) Every effort should be made to expedite processing. By mutual agreements, the grievances may be advanced to any step.
- 11) All decisions, appeals, and acknowledgments of decisions and appeals shall be in writing.
- 12) Grievance procedures must be initiated within ten (10) days of the alleged event or whenever the faculty member can reasonably be expected to learn of the event.

- 13) If the grievance involves an area of responsibility other than that of Division Associate Dean, the processing shall follow the same steps with appropriate administrative levels being designated by the Dean.

2. Procedure

A. *Step 1. Division Associate Dean/Department Head Level*

If a faculty member is unable to resolve the issue informally with the Department Head, the faculty member or representative may

- 1) Within ten (10) days of the disputed action, present a written grievance to the Department Head and Division Associate Dean. The written grievance shall include these items:
 - a. A clear, concise statement of the nature of the grievance,
 - b. A citation of the official policy alleged to have been violated,
 - c. The violation or person alleged to have caused dissatisfaction,
 - d. The reason why the grievant is not satisfied with the decisions of the Department Head,
 - e. A statement of the remedy the grievant is seeking to achieve,
 - f. The date and signature of the person or representative, and
 - g. Any other pertinent information.
- 2) The Department Head shall provide a written receipt of a copy of the complaint and shall forward the complaint to the Dean within five (5) days. The grievance shall then be discussed between the grievant and/or his representative and the Department Head in an attempt to reach settlement within five (5) days of the Department Head's receipt of the complaint. The Division Associate Dean shall, within five (5) days of the conclusion of said discussion, with the concurring opinion of the Department Head, issue a written decision to the grievant and to all other parties involved for acknowledgment.

B. *Step 2. The Dean's Level*

In the event that no resolution is reached between the Department Head/Division Associate Dean as prescribed in Step 1 of this procedure, the grievant shall give a written appeal notice to the Dean within five (5) days of the Dean's receipt of the Department Head/Division Associate Dean's written statement. The party shall schedule a meeting within ten (10) days from the Dean's receipt of the appeal in an attempt to resolve the issue. Within ten (10) days after the conclusion of the meeting or meetings in Step 2, the Dean shall issue a written decision to the grievant and to the other parties involved for acknowledgment.

C. *Step 3. Arbitration and President/Superintendent Review Level*

- 1) If the grievant is not satisfied with the decision in Step 2, a written demand for advisory arbitration is to be delivered to the President/Superintendent of the Institute within ten (10) days after the grievant's receipt of the Dean's written decision. The parties shall attempt to agree upon an arbitrator from the Institute within five (5) days of the President/Superintendent's receipt of the demand for arbitration; if agreement is not reached, the matter shall be referred to the Faculty Senate, which shall submit three names for consideration of an arbitration panel. If the parties cannot agree on one of the three, the Administration first and then the grievant shall each strike one of the names and the remaining person shall hear and decide the dispute. Such a hearing shall be held within thirty (30) days of the President/Superintendent's receipt of the demand for arbitration, unless the arbitrator's schedule will not accommodate the parties. The arbitrator's written decision shall be issued at the earliest possible time, but not to exceed thirty (30) days after the close of the hearing, and delivered to the President/Superintendent and to all other parties involved.
- 2) The arbitrator shall not have the power to add to, subtract from, or modify any procedures, or rules, policy, or laws, and shall be limited to deciding the alleged violation, misrepresentation, or inequitable application.

- 3) The arbitrator may consider only information or records, which were available at the time the action, arose and led to the filing of the grievance or were used in processing the grievance. Both parties are to have access to evidence and facts to be used.
- 4) The President/Superintendent shall issue a written acceptance, modified acceptance, or rejection of the arbitrator's decision to the grievant and other parties involved within fifteen (15) days of the receipt of the decision which shall be acknowledged by the grievant and other parties.

D. Step 4. Board of Regents' Level

If the grievant is not satisfied with the decision of the President/Superintendent, he or she shall provide written notice of appeal to the Board of Regents for review within ten (10) days after receipt of the President/Superintendent's written decision. If the grievant provides a timely written notice of appeal to the Board of Regents, a hearing shall be scheduled before the Board of Regents at a time to be determined by the Board of Regents. All parties to the grievance shall have a right to be represented by counsel at the hearing before the Board of Regents, to call witnesses, and to present relevant evidence.

The New Mexico Rules of Civil Procedure and Rules of Evidence shall not apply.

The grievant will be notified in writing of the Board's decision within ten (10) days of the hearing. The decision of the Board of Regents shall be final and binding.

SECTION J. CLASSROOM FUNCTIONS

1. Academic Freedom and Professional Ethics

- A. Faculty members are entitled to freedom in teaching, research, and in publication. Within the assigned curricula, they are entitled to classroom freedom consistent with professional norms and expectations. Guided by professional judgment, they must accept responsibility for their classroom presentations and must not abuse their positions.

- B. In public speeches and publications, faculty members should state that they are not spokespersons for the Institute.
- C. Faculty members should be free to join various educational groups or to refrain from joining.
- D. While observing the regulations of the Institute, NMMI faculty, as effective faculty members and scholars, reserve the right to offer criticism and to seek improvement.
- E. When considering termination of service, instructors recognize the effect of the decision upon the programs of the Institute and give due notice of their intentions.

2. Faculty Teaching Loads

The following policies shall serve as guidelines in assigning teaching loads to faculty members. Class preparation, student contact hours and total number of students per teacher should fall within acceptable norms. The minimum number of students required for a class to make as established by the academic divisions in conjunction with the Academic Dean is five (5) students. Any exceptions to this policy must be approved by the Academic Dean.

- A. High School Teachers. Five academic classes or equivalent during each day of the working week shall constitute a standard teaching load for high school teachers.
- B. College Teachers. Five college class sections, or fifteen to sixteen class contact hours, shall constitute a normal teaching load for college teachers.
- C. Teachers assigned to both college and high school classes will have loads prorated accordingly.
- D. Lab class values are as agreed to by the appropriate Division Associate Dean and the Academic Dean.
- E. Part of a faculty member's teaching load includes being available to give extra instruction from 0715 to 0755 four days a week and conclude at 1530.
- F. Faculty Hours. In addition to class and preparation time, faculty members are expected to maintain reasonable office hours. At NMMI, this is interpreted to mean that the faculty should be on campus at least seven hours each day. Currently, the seven hours include the normal academic day lasting from 0715 to 1530. Class and office hour schedules will be posted in classrooms and offices, with counseling or "extra help" sessions noted. Schedule changes should be posted, and the Department Head or

Division Associate Dean must know where to reach the faculty member concerned if schedule adjustments are to be effected. Duplicate copies of all schedules will be furnished to the Dean.

3. Departmental Course Syllabi

Each course taught at the Institute has a syllabus, a copy of which should be available in department offices and the Dean's office. At the beginning of each semester each student registered for a course should be given a copy of the course syllabus or given access via class computer accounts and is responsible for knowing its contents. The syllabus should contain the course goals, prerequisites, text materials required for the course and similar appropriate information. The course syllabi should also contain statements concerning grading procedures and departmental cheating policies. (See also Appendix A).

4. Classroom Discipline and Control

- A. Early in the semester, Instructors should explain their disciplinary policies to their students. Classes should not be left unattended.
- B. Faculty will maintain a record of all absences. Faculty will report all class absences. Faculty members who do not enter their own absences will give a list of absences to their division secretary who will enter them electronically.
- C. The instructor should handle insofar as possible any other situations that require disciplinary measures; however, in the event that the instructor feels that they need assistance, they may confer with the Department Head, the Division Associate Dean, and the Vice Dean (High School Principal) or the Academic Dean in order to deal with classroom problems.
- D. All disciplinary reports will also be routed through the Academic Dean for transmittal to the Commandant's office.
- E. Examples of offenses that should normally be reported to the Commandant are:
 - 1) Insubordination: a cadet refusing to obey a direct order.
 - 2) Late: Not being in the classroom after the starting time. Faculty members who cause a cadet to be late to the next class should provide a note to the cadet for the next instructor to prevent the cadet from being reported late. Making cadets late for their

next class should be avoided. The cadet's departure time and arrival time at the next class should be included in the report to the Commandant.

- 3) "Absent class" means not being in the classroom during any part of the class period.
- 4) Behavior disrupting academic areas. Faculty and staff may remove a disruptive student from an academic area. The student shall be reported to the Commandant as removed from that class for the day with an explanation. If the disruption continues, the instructor should see the Academic Dean to discuss further disciplinary action.
- 5) Disrespect: excessive arguing. Each case should be judged individually.
- 6) Harassing or misusing the old cadet/new cadet system in an academic building.
- 7) Damage: Instructors should report a description of any malicious damage to the Building Supervisor.
- 8) Emotional and psychological problems: These are judgment disciplinary situations and should be reported to the Cadet Counseling Center.
- 9) Academic Dishonesty: Faculty shall handle academic dishonesty cases in accordance with the Honor Manual.

5. Uniforms

- A. See Part 5, Chapter 10, Staff and Faculty Uniforms and Insignia of the O&P Manual.
- B. By direction of the Board of Regents, faculty members are required to wear the military uniform during working hours and whenever their presence is required at an event cadets attend in uniform. This includes duty at NSH. Faculty coaches may wear appropriate athletic dress only during their activity classes and at events cadets are not in uniform.

SECTION K: FINANCIAL CONSIDERATIONS

1. Contracts

- A. Contracts will normally be issued by April 15th, when such is not possible or prudent, individual letters will be issued to each employee expressing the intent of the Institute to re-hire, or otherwise.
- B. When issued, each contract will indicate these items:
 - 1) The base salary and type of appointment,

- 2) The time period of employment, including starting date and ending date,
- 3) Additional salary increments for specific additional work, and
- 4) Other special considerations for services performed while an employee of the Institute.

C. Prospective employees will be expected to review and return their signed contracts within ten days if they intend to accept the employment for the coming year. Failure to return the contract, after one written reminder, will be considered an expression of the employee's intent not to accept employment.

2. Faculty Salaries

- A. The Faculty salary schedule will be established on an annual basis by the Academic Dean in conjunction with the Faculty Senate and the President/Superintendent. The Faculty Salary Schedule is the instrument to pay tenure-track faculty. The Incremental amount remaining in the Faculty Salary Schedule pool shall be used at the discretion of the Dean.
- B. Promotion to Department Head bestows an increment defined by the faculty rate schedule. Those promoted to Division Associate Dean will be issued a ten-month contract and receive an appropriate stipend determined by the Dean. NMMI faculty members teaching an overload based on current policies and guidelines shall receive extra compensation determined by the faculty rate schedule. Faculty members may not receive extra compensation for work described in Section J, No. 2.
- C. Compensation amounts will be reviewed by the Faculty Senate on an annual basis, and any recommendations for increasing these amounts will be made to the Dean of Academics. Approval for an increase in the amount of compensation for either faculty or substitutes does not require approval by the NMMI Board of Regents.

3. Movement on the Salary Schedule

- A. In order to advance on the salary schedule, New Mexico Military Institute faculty members must have earned their bachelor, master, and doctoral degrees from nationally accredited institutions of higher learning appropriate to the degree area.

- B. Faculty members who do not have an earned master's degree may count up to five years of experience toward vertical movement on the salary schedule. This includes years of experience acquired at other accredited secondary or post-secondary schools.
- C. The only undergraduate credit hours that will be accepted for lateral movement on the salary schedule are those recommended by the Division Associate Dean and approved by the Academic Dean for the purpose of preparing for new teaching assignments.
- D. Newly hired faculty with at least an earned master's degree may count as many as 15 years during which they were contracted for full-time instruction at accredited secondary or post-secondary schools for initial placement on the salary schedule.
- E. Two earned master's degrees will be treated as a master's plus 30 course hours.
- F. For lateral movement on the salary schedule, graduate and undergraduate courses in the faculty member's teaching discipline(s), broadly defined, or courses outside the faculty member's teaching discipline(s) require prior written approval of the Department Head, the Division Associate Dean, and the Dean. The duplication of prior completed undergraduate or graduate courses will not be credited for lateral movement on the salary schedule.
- G. The acquisition of a doctoral degree is the final lateral step on the salary schedule.
- H. With prior written approval of the Department Head and Division Associate Dean and prior written approval of the Dean, followed by acceptable documentation, faculty may acquire salary schedule credit beyond the master's degree by taking distance learning courses or attending non-course credit academic conferences, seminars, and workshops. Course credit hours earned via distance learning courses must be listed in "The Independent Study Catalog" of the NUCEA (National University Continuing Education Association). One course credit hour will be granted for every 28 clock hours spent in professional activities at academic conferences, seminars, and workshops. The official record of the clock hours accumulated will be kept in the Dean's office.
- I. For the purpose of setting faculty salaries, official transcripts of all newly completed course work or documentation that course work will be complete by the end of the Spring Semester must be submitted to the Dean by March 1, preceding the issuance of contracts of the next academic year.

- J. Any decision by the Dean may be reviewed by the faculty member presenting additional supporting information for the Dean's consideration. The Dean, however, has final authority in the decision.

4. Conflict of Interest

In compliance with Section 5-12-11 of the New Mexico State Conflict of Interest Act of 1969, New Mexico Military Institute has adopted the following code of conduct for employees:

A. Business

Employees with interests or ownership in a business that does or is likely to do business with the Institute will disclose the nature of said interest or ownership to the President/Superintendent by providing him a statement to that effect, in writing.

B. Outside Employment

Although full-time employees are expected to place the responsibilities and obligations of their positions and assignment with the Institute first, they are permitted to engage in outside work subject to the following conditions:

- 1) Consultation by all faculty and staff: Consistent with the best interest of the Institute, faculty and staff are encouraged to share their expertise and experience with other institutions and agencies as consultants under the following regulations:
 - a. Prior written permission by the immediate supervisor. In the case of faculty, the Division Associate Dean and Academic Dean must approve such arrangements. A copy of the written approval will be forwarded to the Personnel Office for enclosure in the personnel file.
 - b. Time spent in consulting by full-time employees shall not exceed an average of one normal working day per month of their contractual period (academic or

fiscal year). This does not preclude consultation work done on days or times other than normal working hours.

- c. No internal consulting for remuneration will be allowed.
- 2) Employees of the Institute will not enter into any private business operation with members of the Corps of Cadets without prior approval of the Vice President of Finance and Business Processes.
- 3) Activities related to outside employment will not be carried on at the Institute nor will Institute equipment or supplies be used for profit-making activities.

SECTION L. FACULTY DEVELOPMENT GRANTS/LEAVES

1. Faculty Development Grants for Faculty or Curriculum Development

A. Appointed by the Faculty Senate, the Faculty Development Grant Committee (FDGC) will meet monthly to administer the distribution of Faculty Development Grants. Any request by an eligible faculty member for financial assistance will be directed to the FDGC by completing and submitting a Faculty Development Grant Application to the FDGC Chairperson. This application will contain a statement explaining the objective(s) to be realized by the faculty member, with particular reference to the benefit derived by the academic department, along with the endorsement of the applicant's supervisor and Associate Dean. During the months that the FDGC is not available, i.e., summer break, authority to approve FDG applications will be given to the Division Associate Deans and the Academic Dean.

1) Criteria

In reaching decisions on granting professional development funds, the following criteria will be considered:

- a. The proposed activity will directly benefit the NMMI learning mission and the academic department and/or the division of the applicant. This precludes the use of these funds for activities associated with extra-curricular programs.
- b. Preference will always be given to tenured faculty in the distribution of funds.

- c. Monies will not be used simply for the acquisition of advanced degrees. This does not preclude applying professional development funds towards such degrees as long as that work also meets the academic needs of New Mexico Military Institute.
- d. Special consideration will be given to those not recently receiving Faculty Development Grant assistance.

2) Priorities

In reaching decisions on granting professional development funds, the following priorities also will be considered:

- a. First priority. A Department Head or Division Associate Dean has asked the applicant to acquire additional academic hours or additional certification for the purpose of expanding or maintaining course offerings, i.e., quantitative curriculum improvement. The applicant requests funds to participate actively (present a paper, speech, participate on a panel, etc.) in a professional meeting of one's discipline.
- b. Second priority. A Department Head or Division Associate Dean and/or individual applicant feels the need to take additional courses to increase comprehension of subject matter, i.e., qualitative.
- c. Third priority. The applicant requests assistance to attend workshops, conventions or clinics for the sake of intellectual enrichment.
- d. Fourth priority. Courses are required for State certification or additional certification. *High school instructors who are hired without New Mexico certification or a master's degree may apply to gain Faculty Development Grant assistance to obtain that certification or the master's degree.*

3) Immediate Payments

If an approved activity requires immediate payment of allowed expenses, i.e., a registration fee, air fare, and, in some cases, the hotel, the applicant's Division Secretary may make the arrangements and charge the expenses to the FDG account.

As part of the Faculty Development Grant Application, the applicant will sign a statement agreeing to reimburse the FDG account for all charges which have been incurred, if he/she

- a. chooses not to participate in the activity.
- b. is taking a class but does not earn a grade of “C” or better.
- c. is seeking National Board certification but does not submit verification of when the “box” was received.

4) Follow-up Procedures

Each faculty member using professional development funds must complete and submit a Faculty Development Grant Reimbursement and Follow-up Report to the FDGC Chairperson after the activity is finished. If the activity is a class, a grade report showing a grade of “C” or better must be included in the Faculty Development Grant Reimbursement and Follow-up Report. If the activity is work towards becoming a National Board Certified Teacher, the verification of when the “box” was received must be included in the Faculty Development Grant Reimbursement and Follow-up Report. After endorsement by the FDGC Chairperson, the Academic Dean will forward the request for reimbursement to the Business Office for payment.

2. Sabbatical Leaves

A. Concept.

Institutions of higher education have wisely allowed periodic release from teaching duties so that faculty members may find time to keep abreast of developments in their respective disciplines and remain vigorous, open-minded, and intellectually relevant in their professions. Sabbatical leave is an appropriate way of accomplishing these objectives.

- B. A faculty member who has been granted sabbatical funds must submit a summary report of the leave after returning to the Institute. Having returned from sabbatical leave, a faculty member is expected to continue teaching at NMMI, for at least the term of one new employment contract.

Expenditure and accessibility of sabbatical funds has traditionally been used for summer sabbatical leaves. Normally, persons on sabbatical leave should not expect to receive further support from other funds. However, the Committee will entertain requests for these funds to make possible a salaried sabbatical if the applicant would otherwise not be able to accept the salaried sabbatical leave.

3. Other Categories of Leave and/or Absences

A. Leave Without Pay (LWOP)

Leaves of absence to take advantage of educational opportunity are available in which the host institution or funding organization provides a salary for the recipient. This leave is a Leave Without Pay. The Institute makes the faculty member's salary, or a portion thereof, available to the academic department to acquire a teacher to assume the vacated position. However, one or more teachers may be hired to assume the teaching load (and any other duties vacated by the departing faculty member, e.g., assistant athletic coach). The faculty member taking a LWOP must make their intentions known by the midterm of the semester preceding the LWOP. The faculty member will receive every consideration normally accorded to faculty with respect to salary and promotion. In lieu of a performance evaluation during LWOP, the faculty member will provide a report of their activities to the department chairman. If a promotion is requested during the LWOP, the immediate supervisor will process the request.

B. Faculty Absences

1) Personal Leave

In a given academic year, a faculty member may, upon the approval of the affected Department Head and Division Associate Dean, be absent for personal reasons up to three days. The intent is to make available time without loss of pay in order to attend to such matters as family affairs, rest and relaxation. The faculty in the affected person's department must assume the teaching responsibilities of the absent member.

2) Funeral Leave

In the event of a death in the immediate family, the teacher will receive leave of absence with pay. The length of the absence is normally three days; however, additional leave may be negotiated between the instructor and the Division Associate Dean. If other faculty members are available to cover the missed classes, they will do so; otherwise, substitute teacher(s) may be utilized.

3) Sick Leave

- a. Full-time faculty members earn sick leave at the rate of one day for each month of employment. Temporary Part-time and substitute teachers do not acquire sick leave.
- b. Sick leave may be accumulated to a total of ninety (90) working days (720 hours). Any grant of sick leave in excess of three consecutive working days must be supported by a medical certificate or other administratively acceptable evidence. No pay in lieu of unused sick leave shall be made upon termination of employment. Sick leave may be transferred from one area of employment to another in the Institute.
- c. Full-time faculty members may also participate in the sick leave bank.

4) Maternity Leave.

Maternity leave without pay will be granted to full and part-time employees with six months or more continuous service to the Institute, subject to the condition that accumulated sick leave with pay may be used in lieu of maternity leave. Normally, maternity leave is authorized two weeks prior to the anticipated delivery date and can continue four weeks following childbirth. These general time periods can be adjusted upon receipt of a written recommendation from the employee's physician. Upon returning to duty the employee will be reinstated into the previous regular position unless requesting termination in advance. Presumably employment will be continued for the returning employee, but in cases requiring extensions of time, reinstatement into the previously held position will be negotiated on a case-by-case basis.

5) Other Absences

- a. Jury Duty and Subpoenas. Leave of absence for these duties is granted with pay. Service as a volunteer expert witness or other volunteer for court duty does not qualify for this leave of absence. During a faculty member's absence for jury duty or in answer to a subpoena, the losing academic department shall absorb the teaching duty of the absentee, either through use of substitute teachers or by assumption of teaching by faculty members.
- b. Professional Leave. If an academic department head authorizes the absence of a faculty member to attend a professional meeting/seminar/workshop, or other educationally related activity, the department should attempt to cover the absentee's duties.

SECTION M. SUBSTITUTE AND PART-TIME INSTRUCTORS

1. Substitute Instructors

Requests for hiring a substitute teacher are initiated by the Academic Vice Dean in the event of an extended absence (those lasting more than 3 days or those expected to exceed three days). In general, funds are provided to acquire a substitute if the department faculty cannot cover the classes assigned to the absent faculty member. Even in those cases where an absence is authorized, it is preferable to use in-house faculty to cover classes instead of using substitute funds because such funds are limited. Funding for long term substitutes will originate from sources determined by the President/Superintendent and not from the faculty salary fund.

2. Part-Time Teachers

Part-time teachers are contracted to teach an entire course or courses. They neither hold faculty rank nor are on tenure tracks. Their use occurs in such cases as sabbatical leave, LWOP (Leave without Pay), and over-enrollment in courses that cannot be handled by the regular faculty.

Faculty members may assume an overload in courses in one semester, subject to the provision that in a subsequent semester an underload is carried, if they were not paid for the overload. If a course is canceled and the faculty members find themselves with an underload, the Department Head, when applicable, will similarly adjust their load upward the succeeding semester. Part-time instructors do not have a full teaching load, nor are they on tenure tracks.

3. Temporary Faculty

Temporary faculty teach full loads and function as regular faculty members. Unlike regular faculty, they are on a year-to-year, non-tenure contract. Hiring a temporary faculty member three years in succession is evidence that the department needs an FTEF increase, the temporary faculty member shall be given due consideration in filling the vacancy. If hired, satisfactory years at NMMI as a temporary faculty member will shorten the probation period. Temporary faculty members are not on probation, and their academic rank is Instructor.

4. Paraprofessional Instructors

These instructors do not generate credit hours; hence they do not fall under the title of faculty. They are hired by contract to assist a faculty member under such circumstances as a Department Head or Division Associate Dean may specify.

5. Salaries for Substitute Teachers

- A. To be eligible to serve as a substitute teacher at NMMI, the applicant must furnish an official transcript to the Dean showing credit for at least 45 semester hours of applicable college work.
- B. Rates for substitute teachers shall be determined by the Dean of Academics.
- C. To receive credit for the degree pay schedule, a substitute teacher must have on file with the Dean an official transcript showing this degree.

SECTION N. FACULTY SENATE

The Board of Regents and the President/Superintendent of New Mexico Military Institute have authorized a Faculty Senate to be the officially constituted body to represent the Institute's

Faculty (see Appendix B). The Senate functions through responsible standing and ad hoc committees appointed from the faculty and academic staff.

The decisions and recommendations of Senate committees are subject to approval by the Faculty Senate, the recommendations of the Academic Dean, and the approval of the Institute President.

SECTION O. WRITING ACROSS THE CURRICULUM

All NMMI faculty, to the extent practical given the nature of the subject being taught, should afford their students writing experiences, both graded and ungraded, along with the exercise of the kinds of critical thinking skills which the writing process provides. Sloppily and poorly written work should be unacceptable. The NMMI Department of English and the Writing Center serve as resources to all faculty in the important activity of working toward student literacy across the curriculum, both high school and college (see Appendix C, Literacy Standards).

SECTION P. LEADERSHIP AND ETHICS ACROSS THE CURRICULUM

1. Leadership Across the Curriculum

The Leadership Across the Curriculum Initiative invites faculty to highlight leaders, their traits and styles throughout the cadet's academic experience. It encourages the faculty to discuss leaders and their characteristics in every course to the extent practical given the subject being studied. Leadership Across the Curriculum supports the leadership training the cadets receive in the Corps of Cadets and in military leadership classes. Leadership Across the Curriculum will provide cadets with a wealth of real world leadership examples from many career fields and academic areas.

2. Ethics Across the Curriculum

The Ethics Across the Curriculum Initiative invites Faculty to weave ethical concerns throughout the cadet's academic experience. It encourages the faculty to engage the conscience in every course to the extent practical given the nature of the subject being taught. Ethics Across the Curriculum neither supplies nor demands "approved solutions" to tough

problems, but it is intended to foster the development of moral sensitivity and competent moral reasoning in every cadet. The most important part of such an effort is in recognizing moral issues and applying critical thinking skills to the dilemmas they present. There will be no “Pat answers;” the real power of Ethics Across the Curriculum is in wrestling with the process of making personal decisions of moral import in as many subject areas as possible.

APPENDIX A. GUIDELINES FOR COURSE SYLLABI

I. COURSE DESCRIPTION

This should be an amplification of the Catalog course description, to include:

- A. Course number,
- B. Semester and year,
- C. Prerequisites or sequences,
- D. General scope of the course, and
- E. Meeting days, times, and place.

II. COURSE OUTCOMES

- A. Course outcomes as determined by department.

III. PROCEDURES

An explanation of the general format in which the course will be presented, to include:

- A. Texts and supplementary materials,
- B. Learning aids or exhibits,
- C. Format for daily class presentations,
- D. Labs or field trips, and
- E. Assignments and out-of-class activities.

IV. TESTING AND ASSESSMENT

An explanation of the teacher's grading philosophy, testing and assessment procedures, to include:

- A. The frequency of quizzes and major tests,
- B. The relative weight of quizzes and major tests,
- C. The relative weight of mid-term grades and final exams,
- D. Make-up work and extra credit; drops and/or penalties for excessive absences, and
- E. Procedures for calculating final grades
- F. Procedures for Assessment

V. FINAL EXAM

At the end of each semester, a mandatory comprehensive final exam policy to read: At the end of each semester, a mandatory comprehensive final exam or final project shall be administered on the scheduled date, unless an exception is approved by the Academic Dean, and shall be given to all cadets, regardless of their grade in the course. It shall account for no more than 25%, but no less than 15% of a student's final grade.

VI. DEPARTMENT/DIVISION POLICY ON LATE WORK

VII. DEPARTMENT/DIVISION POLICY ON ACADEMIC DISHONESTY

In keeping with academic freedom in the classroom, Division Policies may differ; however, all faculty shall handle academic dishonesty cases in accordance with the Academic Honor Review procedure established by the Commandant.

VIII. COURSE OUTLINE

This is a general outline of the course expressed in appropriate time sequences so the student can understand the overall timing and pace of the course. It should include:

- A. A breakdown of course segments and the time frame within which they are expected to occur,
- B. Timing of major tests, and
- C. Due dates for major assignments.

IX. ASSESSMENT STATEMENT

In fulfilling NMMI's assessment program, all students will be required to complete a variety of feedback tools to provide information to instructors on the efficacy of courses. NMMI expects students to provide honest and thoughtful answers to these assessment tools.

APPENDIX B. THE CONSTITUTION OF THE FACULTY SENATE

PREAMBLE

We the Faculty of the New Mexico Military Institute in order to provide for the educational needs of our students; to sustain and enhance the academic excellence at this Institution; and to promote free and open participation in all matters of concern to the Institute, do hereby establish this Constitution for the Faculty Senate, first authorized by General Milton, Superintendent, on November 18, 1947 and revised March 13, 20013 The Faculty Handbook and Constitution are adopted by the Faculty and approved by the Board of Regents.

ARTICLE I

Domain

A. The Faculty

The Faculty Senate shall provide guidance on all matters of concern to the Institute within the areas of academic policy, faculty affairs, and student affairs.

B. Agenda

The agenda of Faculty Senate meetings shall be determined by requests made by the President/Superintendent and the Dean, reports and recommendations received from the standing and ad hoc committees, items submitted in writing by faculty members to the Chairman of the Faculty Senate, and items introduced from the floor by Senators. Other requests made upon the Faculty Senate shall be acted upon when, in the collective judgment of the Faculty Senate, they warrant action.

C. Meetings

Parliamentary procedure established by the Faculty Senate shall be adhered to closely in Faculty Senate meetings by all members and visitors.

During the school year the Faculty Senate shall meet regularly at a time and place to be designated each year. The Faculty Senate shall meet also by special call of the Chairman or by fifty-one percent consensus of eligible faculty.

Faculty Senate meetings shall be open to interested members of the New Mexico Military Institute staff, faculty, and student body.

ARTICLE II

A. Composition

The Faculty Senate shall comprise of nine members elected from the full-time faculty who have earned academic or counselor rank and are contracted and employed by New Mexico Military Institute. No Senator shall serve successive terms.

B. Elections

Members of the Faculty Senate shall be elected for three-year terms with one-third being elected each year at a faculty meeting the first week in May.

Full-time faculty with academic or counselor rank who are contracted and employed by New Mexico Military Institute are eligible to vote in Senate elections.

In the event that an unfilled term exists, the Chairman of the Faculty Senate shall call a general faculty meeting to elect a replacement for that term.

C. Responsibility

Members of the Faculty Senate are representatives of the faculty, and for opinions, statements, comments, speech or debate relating to questions under discussion by the Faculty Senate, the Senators shall be answerable only to the faculty.

D. Recall

Recall procedures may be initiated against any Senator for cause when approved by two-thirds of the Faculty Senate membership or when requested by two-thirds of the faculty. When initiated by the Faculty Senate, recall is completed when two-thirds of

the faculty approve. When initiated by the faculty, recall is completed when two-thirds of the Faculty Senate approve.

ARTICLE III

A. Officers

From its membership, the Faculty Senate shall elect by simple majority and secret ballot a Chairman, a Vice Chairman, and a Secretary.

B. Term of Office

The term of office for each Faculty Senate officer shall be one year.

C. Duties

The Chairman shall preside at all general meetings of the faculty and Faculty Senate, provide an agenda for the meetings, and serve as Faculty Representative. No Chairman shall serve successive terms. The Chairman is excused from NSH duty.

The Vice-Chairman shall preside in the absence of the Chairman.

The Secretary shall inform the Senators of the time and place for each meeting; publish the agenda for each meeting in advance of the meeting; record the minutes of each meeting; arrange for distribution of the minutes to the Board of Regents, President/Superintendent, staff, and faculty; and incorporate Senate actions into the Faculty Handbook.

D. Committees

The Faculty Senate shall appoint standing committees as described in the Senate by-laws within the first month of the academic year. The Faculty Senate may appoint ad hoc committees as needed for the efficient conduct of its business.

ARTICLE IV

A. Availability

The Constitution shall be printed in the Faculty Handbook.

B. Amendments

This Constitution may be amended in the following ways:

- 1) The written proposal, presented first to the Senate, must be approved by a majority of the Senators, followed by approval of two-thirds of the faculty votes cast.
- 2) This failing, the sponsors may again initiate action by presenting the written proposal for approval by a majority of the faculty, followed by a two-thirds approval of the Senate.

The sponsors of any amendment shall be allowed no more than three speakers; opposition to amendments shall be allowed no more than three speakers.

The written proposal must be presented to the faculty at large at least one week prior to voting.

ARTICLE V

A. Actions and Minutes

Actions recommended by the Faculty Senate are contained in their minutes, which shall be forwarded to the Dean for comment and to the President/Superintendent. The President/Superintendent shall indicate approval/disapproval of those actions. Upon completion of this process, minutes of the Faculty Senate shall be considered a matter of record and policy when approved by the Board of Regents.

B. Appeals

For those actions disapproved, the President/Superintendent shall furnish his objections. The Senate shall reconsider actions disapproved by the President/Superintendent. If, after reconsideration, two-thirds of the Faculty Senate votes for an action with any necessary revisions, it shall be returned to the President/Superintendent. If the President/Superintendent disapproves the second time, then the Senate has the option of forwarding its recommended action through the President/Superintendent to the Board of Regents for final decision.

ARTICLE VI

A. Faculty Misconduct

Any faculty member with a complaint concerning the conduct of another faculty member may request the Faculty Senate to appoint a committee of five unbiased faculty members who are unaffected by the complaint or alleged misconduct. This committee shall hear the case and recommend to the Senate appropriate actions, such as censure, request for administrative action, or no action.

ARTICLE VII

A. By-Laws of the Faculty Senate

The by-laws herein establish the composition and duties of the Standing Committees of the Faculty Senate.

B. Election Committee

Shall be composed of three faculty members.

Shall organize and hold all elections, which require participation by faculty.

Shall provide faculty with a form indicating committees they have served on for three consecutive years and the order of preference for further committee service. These are to be distributed through the division associate dean and presented to the Senate Chairman at the final faculty meeting.

Shall conduct elections for the Faculty Senate according to the following procedures:

1) Nomination Procedure

Five weeks prior to scheduled Faculty Senate elections, the Election Committee shall send a dated nomination form to each faculty member. A faculty member may nominate a qualified person with that person's approval. Self-nominations are also acceptable. Deadline for return of nominations is seven days from the date on the form.

The Election Committee will send a list of nominees to the eligible faculty three weeks prior to the Senate elections. At this time, if a nominee wishes to delete his/her name from the list, he/she should inform the Election Committee within a week. No new nominations will be permitted.

2) Election Procedure

The approved list should be in the hands of the entire faculty one week prior to the Senate elections to allow for absentee voting. The Senate elections shall be by secret ballot. Absentee votes must be submitted to a member of the Election Committee prior to the elections.

Nominees receiving the most votes shall be elected to the vacant Faculty Senate positions on demonstration of a plurality, with the top three vote getters being elected. If a tie occurs, a plurality of all persons in attendance will be used to break it.

C. Faculty Status Committee

Shall be composed of five faculty members as appointed by the Faculty Senate to include one member from each of the following areas: Mathematics and Natural Sciences, Humanities, Social Science and Business Administration, and an at-large

member to represent other faculty. The Dean shall be an ex-officio, non-voting member.

Shall, with the Faculty Senate approval, appoint sub-committees as necessary.

Shall initiate, with a concurrence of the Faculty Senate, reports and reviews of all matters pertaining to conditions of employment of academic faculty, including but not limited to, salary, promotions, grievances, workloads, and tenure.

D. Athletic Committee

Shall be composed of three faculty members, the Academic Dean, Vice Dean, Athletic Director.

Shall propose and maintain a code of athletic standards for New Mexico Military Institute.

Shall recommend criteria for official Institute athletic organizations.

E. Scholarship Committee

The Committee shall operate under the Admissions Office.

Members of the Committee shall be Academic Dean or Vice Dean, Commandant of Cadets, Professor of Military Science, Director of Athletics, Business Manager, Executive Secretary of Alumni Affairs, Executive Director of NMMI Foundation, Director of Financial Aid, and four faculty members to include one representative from SAC appointed by the Senate.

F. Curriculum and Standards Committee

Shall be composed of the Vice Dean (Chair), Associate Deans, and the Faculty Senate Chairman.

Shall recommend new courses; approve prerequisites and sequence of courses.

Shall recommend academic requirements for admission and graduation.

G. Faculty Development Grant Committee

Shall be composed of one faculty member from each academic division.

Shall screen applicants for sabbatical funds and Faculty Development Grants in compliance with eligibility requirement as outlined in the Faculty Handbook.

H. Library Liaison Committee

Shall be composed of five faculty members, one from each academic division.

Shall act as a clearinghouse for faculty/staff concerns regarding the functioning of the library.

Shall make recommendations to Faculty Senate relative to operation of the library.

I. Academic Promotion Committee

Shall be composed of four tenured faculty members not eligible for promotion the year of their appointments.

Shall be chaired by the Vice Dean and selected by the Faculty Senate.

J. Annual Senate Ad Hoc Committee Appointments

Military Promotions Committee - one faculty member.

Affirmative Action Committee - one faculty member

Admissions Committee - one Faculty member. Meet when called by the Director of Admissions. Help in the selection of academically marginal students seeking enrollment.

K. Speakers Advisory Committee

Five faculty members appointed from each of the five academic areas. Coordinate with the President/Superintendent in selection of campus speakers, especially the Commencement speaker.

APPENDIX C. LITERACY STANDARDS

The current literacy standards for NMMI are as follows: Since writing skills and learning are inextricably bound together and since standard English is the medium of instruction at NMMI, faculty should make assignments requiring written responses whenever they can and evaluate the students' written products by the following standard of good writing:

1. Mastery of the form, whether sentence or paragraph, expository essay or report, narration or description, argument or research paper.
2. Content to be clear, developed, and organized, reflective of the student's familiarity with the subject matter and confidence in his findings.
3. Craftsmanship in using the language.
4. Adherence to the norms of grammar. The following should be carefully noted:
 - A. The comma fault (using the comma to separate independent clauses that ought to be separated by a period, a semicolon, or a comma with a coordinating conjunction).
 - B. The run-on sentence (two or more sentences fused when they should be separated by punctuation or a conjunction or both).
 - C. The fragment (an incomplete sentence).
 - D. Incorrect punctuation.
 - E. Misspelling.
 - F. Agreement error between subject and verb or pronoun and antecedent.
 - G. Incorrect use of verb forms.
 - H. Faulty pronoun reference.

Teachers should encourage correct speech and insightful ideas and questions in the classroom and give the students ample opportunity to express themselves orally.

Teachers should promote vocabulary improvement in their classes.

Teachers should encourage students to seek help from the Toles Learning Center.

It is desirable to limit enrollments in classes so that teachers be given the opportunity to evaluate more written work.

All faculty and staff should promote good communication skills among students.
All faculty should promote reading.