



NMSU Library
BE BOLD. Shape the Future.
lib.nmsu.edu

NMSU Library Promotion and Tenure Policy

Approved Summer 2024

Lakshmi M. Reddi

Table of Contents

I.	Overview	3
II.	Standards of Performance	4
A.	General Qualifications for Promotion and Tenure	4
1.	General.....	4
2.	Credit for Prior Service.....	5
3.	Extending the Probationary Period.....	5
B.	Criteria for Promotion and Tenure	5
1.	Librarianship.....	6
2.	Scholarship and Creative Activity.....	7
3.	Service.....	9
4.	Extension and Outreach.....	10
C.	Specific Qualifications for Promotion by Ranks	11
	<i>See ARP 6.51 for descriptions of qualifications by rank.....</i>	13
III.	Roles and Responsibilities of Participants in the Promotion and Tenure Process	13
A.	Candidate	13
B.	Department Head	14
C.	Library Promotion and Tenure Committee Chair	15
D.	Library Promotion and Tenure Committee Vice Chair.....	16
E.	Library Promotion and Tenure Committee Members	16
F.	Dean of the Library	17
IV.	Library Promotion and Tenure Committee	17
A.	Charge	18
B.	Membership and Election.....	18
C.	Guidelines for Selection of External Faculty	19
D.	Special Meetings	19
E.	Committee Procedures	19
1.	Conflicts of Interest and Recusal.....	19
3.	Committee Voting.....	20
V.	Procedures for Promotion and Tenure.....	20
A.	Confidentiality.....	20

B.	Annual Procedures.....	20
1.	Temporary Contract Renewal	20
2.	Tenure and/or Promotion Application.....	21
C.	External Review Letters and Selective Portfolios.....	22
D.	Additions, Changes, and Deletions of Information in Candidate’s Files	23
E.	Withdrawal Rights.....	24
F.	Appeals.....	24
G.	Outcomes.....	24
H.	Post-Tenure Review	25
VI.	College Faculty.....	25
A.	Professorial Ranks	25
B.	Annual Performance Evaluation	25
C.	Criteria and Evaluation.....	25
D.	Portfolio Preparation	26
E.	Committee Guidelines	26
F.	Appeals and Withdrawals	26
VII.	Guidelines for Submitting an Annual Contract Renewal and Tenure/Promotion Portfolio.....	26
A.	Portfolio Requirements (<i>ARP 9.35 Part 6, A</i>).....	27
B.	Documentation File (<i>ARP 9.35 Part 6, B</i>).....	27
VIII.	Procedures for Amendments	28
	Appendix A—Library Promotion and Tenure Policy History	29

NEW MEXICO STATE UNIVERSITY LIBRARY PROMOTION AND TENURE POLICY

I. Overview

Promotion and tenure decisions are the means by which NMSU rewards and retains its most valued scholars, sustains excellence in its instructional disciplines, and fulfills its mission to advance knowledge. The selection and retention of faculty members are of utmost importance to the quality of the university, the achievement of university goals, and the future of the institution. (*Administrative Rules and Procedures of NMSU*, 9.32). The quality of faculty accomplishments in librarianship, scholarship and creative activity, service, and extension and outreach (collectively referred to as the Four Areas of Faculty Effort), largely determines the quality of the university as a whole. The processes involved in promotion and tenure must be fair, transparent, and participatory.

Library faculty members at New Mexico State University are expected to meet the University requirements for academic appointment, promotion and tenure considerations, and contract renewal. University requirements are specified in the *Administrative Rules and Procedures of NMSU* (hereafter referred to as *ARP*). Library promotion and tenure guidelines are in compliance with the *ARP*. Guidelines and procedures in the *ARP* take precedence in the event a change causes non-compliance by the Library document.

The pertinent section of the *ARP* for all University faculty is *Chapter 9 – Performance Evaluation, Promotion and Tenure*.

The Library Promotion and Tenure Policy will be reviewed at least every three years and updated as necessary. The policy is developed collaboratively by the tenure and tenure-track faculty and college academic administration, and approved by the Provost and Chief Academic Officer. The library faculty senator will be a member of the committee revising the policy (*ARP 9.34 Part 2 B, and 9.34 Part 3 E*) and a college faculty member may serve as an ex-officio member.

If the policy should change during a faculty member's pre-tenure or pre-promotion period or since the last time the faculty member was promoted, the faculty member will choose one of the policies for evaluation purposes. The candidate will indicate in the designated electronic portal the preferred version of the policy when the candidate's portfolio is submitted. Once the candidate chooses a later version, the candidate cannot revert to an earlier version.

Confidentiality in the Promotion and Tenure process is necessary to protect and ensure that the evaluation of candidates is honest, thorough, and supportive. All faculty members and staff involved should always uphold a high standard of confidentiality, which includes conversation and evaluation outside of official meetings and any documentation, printed and in electronic form. Committee members will not discuss cases outside of the committee. Maintaining

confidentiality is a commitment which extends beyond one's participation in the promotion and tenure process; it is to be respected throughout one's employment with the university.

All staff members who have a role in preparing documents or accessing the designated electronic portal, currently Workflow by Watermark Faculty Success (February 2024), are expected to practice confidentiality. Questions from those not eligible to participate in the review or candidates in the Promotion and Tenure policy may be answered only if they relate to the review procedures (for example, the timeline for the review, and materials considered in the review). Issues relating to the content of reviews are not to be discussed outside of meetings of the review committee or meetings of the faculty participating in the review (ex. Department Head, candidate, etc.)

Any documentation within the designated electronic portal, or any new system adopted, will serve as the official record of Promotion and Tenure documentation. Any written or printed materials duplicated from the system are also subject to the same standards of confidentiality and should only be retained in accordance with the University records retention policy (*ARP 14.10*).

A glossary of terms used in NMSU rules on faculty evaluation, promotion and tenure, as reflected in this document, can be found in *ARP 9.30, Part 2*.

II. Standards of Performance

Each candidate is judged against the standards presented in the *ARP* and the *Library Promotion and Tenure Policy*. The review process does not permit comparison with other individuals.

Candidates for tenure or promotion must be judged on their performance of the duties assigned to them, following agreed-upon allocations of effort. In the promotion and tenure process, the quality of professional performance and competence in carrying out one's assigned responsibilities in support of the Library's informational, instructional, organizational, access, service, and preservation goals is of primary importance. The integrity of the process relies upon consultation by groups and individuals with successively broader views of the mission of the University, and participation by the involved faculty member who has an opportunity to seek redress for perceived violations of policy, rules or procedure which might unfairly affect the outcome (*ARP 9.32, Part 2*). In order to achieve fairness, transparency, and broad-based participation, all of the parties must base decisions on the documentation called for by this policy.

A. General Qualifications for Promotion and Tenure

1. General

a. Tenure

Tenure is granted in recognition of excellence in the performance of job responsibilities, continuous growth and development as a librarian, a willingness and ability to assume increasing responsibility, and commitment to the profession. The granting of tenure signals the Library's

willingness to make a long-term commitment to the faculty member, with the expectation that the faculty member will continue to grow and to contribute to the Library, the University, and the profession. In most cases the granting of tenure implies the possibility of promotion.

b. Promotion

Promotion is awarded for performance appropriate to the higher rank with evidence that supports the presumption that continuing contributions will be made at levels expected of the new rank. Pursuing the rank of professor is optional. It is not based on any number of years of service at the rank of associate professor. Academic rank is not dependent upon position or responsibility. (See *ARP 9.33 – The Professorial Ranks*)

The award of promotion and/or tenure is based on documented evidence of sustained growth and contributions in the areas of librarianship, scholarship and creative activity, service, and extension and outreach as indicated in the candidate's allocations of effort. A progressive record of accomplishments in all areas supports an expectation that growth, contribution, and service will continue.

Assistant professors on the tenure-track are hired on a yearly, renewable contract for a maximum of seven years.

During the sixth year, assistant professors typically are evaluated for promotion and tenure simultaneously, having submitted their portfolio at the beginning of that year.

However, an assistant professor may elect to apply for tenure or promotion at any time with the written approval of department head and dean or their equivalents. If this early tenure application is not successful, the candidate's contract is not renewed. A faculty member may only apply for tenure once. (See *ARP 9.33 Part 2—Assistant Professor; ARP 9.35 Part 2C*)

2. Credit for Prior Service

Faculty members with previous professional experience in librarianship, scholarship, service, extension and outreach, and/or administration at another institution may have some or all of that experience taken into consideration on appointment at NMSU. (See *ARP 9.35 Part 2A*)

3. Extending the Probationary Period

The probationary period may be extended upon written request of the faculty member under certain circumstances as described in *ARP 9.35 Part 2B*.

4. Full and Part-Time Employment

Rules for promotion and tenure differ for full and part-time employees. (See *ARP 9.35 Part 2D*)

B. Criteria for Promotion and Tenure

The criteria to be considered for promotion and tenure, differing only in degree in each rank, are:

- librarianship
- scholarship and creative activity
- service
- extension and outreach

Serious attention must be given to performance in these areas of faculty effort. The relative importance of each of these areas varies according to specific job duties and the cumulative allocation of effort statements from the candidate's annual performance evaluations. Each area is vital to the library's ability to achieve its mission, and the performance of a faculty member will be viewed as an indication of future contributions. (See *ARP 9.31, Part 3.A*)

Leadership is an important component of a faculty member's overall performance; however, leadership must not be considered as a separate area to be evaluated. Rather, when applicable, its value should be considered in how it affects performance in one or more of the Four Areas of Faculty Effort. (See *ARP 9.31 Part 3B*)

1. Librarianship

The New Mexico State University Library places the highest value on the element of librarianship. The category of librarianship is equivalent to the teaching and advising category of the university's faculty promotion and tenure policy (See *ARP 9.32 Part 8*). Faculty members must demonstrate professional competencies appropriate to their areas of responsibility. Characteristically, this element may include, but is not limited to:

- organization of knowledge
- understanding of technology as it relates to the information field
- teaching and advising and reference consultation
- library management
- service delivery
- building collections

Although areas of expertise for library faculty are diverse, effectiveness in librarianship is an essential criterion for tenure and for advancement in rank. Continuing professional education is also included in the element of librarianship in the candidate's portfolio. Service to the Library, whether it is position-related or in furtherance of the goals of the library, shall be included in the category of Librarianship.

For nine-month faculty, any work performed while on a summer contract must be clearly identified.

Evaluation of Librarianship

Librarianship is a complex and multifaceted activity. Documentation of effectiveness in librarianship should demonstrate a command of the candidate's area of responsibility and continuous growth in those areas.

Evaluation of Teaching

Faculty members who teach credit courses must provide evidence of evaluation of teaching (See *ARP 9.31* Part 3 C 2). For faculty who teach single, non-credit bearing sessions, evidence of teaching effectiveness is optional. Because teaching is complex and multifaceted, several forms of evidence should be used to assess teaching effectiveness. Forms of evidence used to assess teaching will be weighted according to their appropriateness. Materials appropriate for evaluating teaching should include:

1. Evidence from the instructor (e.g. demonstration of command of subject matter, continuous growth, the ability to organize material and convey it effectively to students)
2. Evidence from other professionals (e.g. documentation of peer evaluation of teaching)
3. Evidence from students (e.g. solicited and unsolicited student feedback, student course evaluation forms)
4. Evidence of student learning (e.g. assessment of student learning, assessment of course learning outcomes)

2. Scholarship and Creative Activity

This element includes the faculty member's documented record of achievement in scholarship and creative activity.- At least some of these achievements are expected to focus on librarianship, information technology, or archives topics (See *ARP 9.31 Part 3D*).

Scholarly and creative activity is broadly defined as academic endeavors that will establish the faculty member as an expert, leading to the generation and dissemination of new knowledge. This knowledge should be subject to critique or review and shared with peers through written publications, oral presentations, improved methodologies, program developments or other advances in professional practice.

Irrespective of the differences between specializations, there is an expectation that scholarly and creative activities contribute to the creation of new knowledge recognized, accepted, and applauded (e.g., through peer-reviews) by a community of peers, researchers, and educators. The faculty member will be evaluated on the success of the scholarly and creative activity, the efforts extended to disseminate the knowledge gained. Scholarship may fall into any of the four domains of scholarship as defined by Boyer¹:

¹ Boyer, E. L. (1990). *Scholarship reconsidered: Priorities of the professoriate*. Carnegie Foundation for the Advancement of Teaching.

- The scholarship of discovery involves processes, outcomes, and the commitment to disciplined inquiry and exploration in the development of knowledge and skills (e.g., quantitative analysis of data entry mistakes made in a citation index).
- The scholarship of teaching involves dynamic, reciprocal, and critically reflective processes among teachers and learners at the University and in the community in which their activity and interaction enriches and transforms knowledge and skills, taught and learned (e.g., applying multimedia learning theories to online instruction techniques).
- The scholarship of engagement refers to the many and varied ways to responsibly offer and employ knowledge and skills to matters of consequence to the University and the community (e.g., drawing upon interactions with high school History Day students to propose how universities can help incoming students better prepare for college level library research).
- The scholarship of integration is the process by which knowledge and skills are assessed, interpreted, and applied in new and creative ways to produce new, richer, and more comprehensive, insights, understanding, and outcomes (e.g., an analysis of open access costs and benefits within a given disciplinary field).

Products developed through these processes are public, open to review, and available for use by others. Scholarship and creative activity can take many forms, including but not limited to the following:

- publication in either traditional or non-traditional venues generally subject to peer review or other qualitative review
- conference presentations
- recognition by others of contributions to scholarship and creative activity
- contributions of new information or understanding to librarianship
- technology-based scholarship and creative activity
- grant proposals
- exhibitions

The Library recognizes the individual faculty member's academic freedom to engage in scholarly and creative activities within their area(s) of expertise, in any of the four scholarships of discovery, librarianship/teaching, engagement and integration. Although the four scholarships will be viewed with equal importance, faculty must have published scholarly articles in peer-reviewed journals as part of their scholarly activities. At least some of the articles must relate to the areas of library, information technology, or archival science.

Evaluation of Scholarship and Creative Activity

Evaluation of scholarly activity and outcomes, regardless of funding source, must consider the faculty member's allocation of effort, as well as the following criteria adapted from Diamond²:

- The activity's purposes, goals, and objectives are clear. The objectives are realistic and achievable. It addresses important questions in the field.
- The activity reveals a high level of discipline-related expertise. The scholar brings to the activity a high level of relevant knowledge, skills, artistry, and reflective understanding.
- Appropriate methods are used for the activity, including principles of honesty, integrity, and objectivity. The methods have been chosen wisely and applied effectively. It allows for replication or elaboration.
- The activity achieves its goals and its outcomes have significant impact. It leads to new avenues of exploration for the scholar and for others.
- The activity and outcomes have been presented appropriately and effectively to its various audiences.
- The activity and outcomes are judged meritorious and significant by the scholar's peers.
- The scholar has critically evaluated the activity and outcomes and has assessed the impact and implications on the greater community, the community of scholars, and the scholar's own work. The scholar uses this assessment to improve, extend, revise, and integrate subsequent work.

Numerical scoring schemes such as simple counts of publications or pages in publications, even if weighted by some other measure such as a journal impact factor, are not an acceptable substitute for thorough, thoughtful, critical and constructive evaluation of the products of scholarly activity. Relying exclusively on any numerical formula is discouraged in decisions regarding promotion and tenure.

3. Service

This element includes the faculty member's documented evidence of service contributions made to the University, the community, and the profession.

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

(See *ARP 9.31 Part 3F*)

Characteristically, this element includes, but is not limited to:

- active participation and leadership in library or archives or position-related professional organizations on the local, state, national, or international level
- service contributions to the organization and development of the University
- service to the community through activities that draw upon professional knowledge and skills

Evaluation of Service

The type and amount of service that a faculty member performs should be determined in consultation with the appropriate administrator(s) and documented in the annual allocation of effort statement(s). All relevant service activities of a faculty member should receive appropriate consideration in promotion and tenure decisions. Service contributions are to be evaluated based on the contribution of the faculty member and how they draw upon the faculty member's professional expertise. (See *ARP 9.31 Part 3 F*)

4. Extension and Outreach

This element includes the faculty member's documented efforts in collaborative work designed to develop and maintain relationships between the University and the public. (*ARP 9.31 Part 3E*)

Components of extension and outreach include:

- developing programs based on locally identified needs, concerns, and/or issues; targeting specific audiences
- setting goals and objectives for the program
- reviewing current literature and/or research for the program
- planning appropriate program delivery
- documenting changes in clientele knowledge, behaviors, attitudes, and/or skills
- conducting a reflective critique and/or evaluation of the program
- validation of the program by peers and/or stakeholders
- communicating results to stakeholders and decision makers

Evaluation of Extension and Outreach

The type and amount of extension and outreach that a faculty member performs should be determined in consultation with the appropriate administrator(s) and documented in the annual allocation of effort statement(s). Because extension and outreach work is collaborative by nature, faculty should provide evidence of collaboration with whomever necessary to identify local needs, garner resources, discover and adapt new knowledge, design and deliver programs, assess clientele skill changes, and communicate program

results. Collaborative effort should also include networking with other university faculty in identified areas of program discovery, development, and delivery.

Faculty must provide evidence of extension and outreach following guidance from the above bulleted points for components of extension and outreach. The documentation should provide evidence that the work is creative and intellectual, is communicated to stakeholders, and that it impacts stakeholders and the region.

C. Specific Qualifications for Promotion by Ranks

(See Table I)

1. For academic librarians, the minimum required terminal professional degree is a master's degree from a program accredited by the American Library Association or from a program in a country with a formal accreditation process as identified by ALA's Human Resource Development and Recruitment Office.[1] No additional degrees are required for promotion to associate or full professor. (**ARP 9.33 – The Professorial Ranks**)
2. For academic archivists, the minimum required terminal professional degree is a master's degree in a subject area related to archival practice, to include graduate archival coursework and practicum experience or certification by the Academy of Certified Archivists.[2] No additional degrees are required for promotion to associate or full professor. (**ARP 9.33 – The Professorial Ranks**)

[1] Association of College and Research Libraries. (2018). *Statement on the terminal professional degree for academic librarians*. <http://www.ala.org/acrl/standards/statementterminal>

[2] Society of American Archivists. (2020). *So you want to be an archivist: Educational requirements*. <https://www2.archivists.org/careers/beanarchivist>

Table I

Criteria	Assistant Professor	Associate Professor	Professor
Librarianship	Demonstrate potential for success in librarianship	Demonstrate strong knowledge base appropriate to area of responsibility Make strong contributions as a member of the faculty to departmental and library-wide goals, objectives, and operations	Demonstrate substantial command of librarianship within their specialization and a general command of librarianship as a whole. Maintain sustained professional growth Provide outstanding professional leadership
Scholarship and Creative Activity	Demonstrate potential for success in scholarship and creative activity	Establish a scholarly publication record including peer reviewed publications. At least some of these must be related to librarianship or the archives profession. Demonstrate beneficial impact Achieve recognition in area of contribution	Maintain substantial, sustained record, including peer reviewed publications. At least some of these must be related to librarianship or the archives profession. Achieve recognition as expert in area of contribution
Service	Demonstrate potential for success in service	Demonstrate progressive development in service contributions	Contribute substantial service of significance Maintain sustained service record Provide leadership

Extension and Outreach (may not be applicable to all candidates)	Demonstrate potential for success in extension and outreach	Make strong contributions to meet community needs Collaborate to create professional and productive relationships with the community Demonstrate beneficial impact	Maintain professional and productive relationships with the community Provide leadership
---	---	--	---

See **ARP 6.51** for descriptions of qualifications by rank

III. Roles and Responsibilities of Participants in the Promotion and Tenure Process

(See **ARP 9.35, Part 5**)

Individuals and committees carry out their responsibilities in a timely manner adhering to the Library Promotion and Tenure Timetable issued by the Dean of the Library. It is the responsibility of all participants in the promotion and tenure process to become thoroughly acquainted with both the *Library Promotion and Tenure Policy* and the *University Promotion and Tenure Policy*.

This section refers to the process for promotion and tenure. For temporary contract renewal procedures, see Section V.B.1.

A. Candidate

(See **ARP 9.35, Part 5 A**)

1. Maintains a portfolio with a curriculum vitae and a cumulative personal record of the activities and accomplishments affecting the application for promotion and/or tenure.
2. Reviews their personal portfolio in relation to the criteria for promotion and/or tenure and seeks guidance, including mentoring, from senior faculty and the Department Head.
3. Provides the Department Head with a draft of the portfolio prior to the formal portfolio submission for promotion and/or tenure on a date agreed upon with the Department Head.
4. Applies for tenure by electronic upload to the designated electronic portal in the fall of the candidates fifth year, or other time as previously negotiated, their portfolio including all elements outlined in Section VII B. as well as the documentation files. If a faculty member/candidate does not apply for tenure in the fifth year, or extended year as appropriate, and does not submit a resignation letter, the faculty member’s employment will terminate with the expiration of the current annual “Temporary Contract.”

5. During the spring semester prior to applying for promotion and/or tenure, candidates provide the Department Head with a list of at least three potential external reviewers from whom letters of evaluation may be requested. The candidate also may provide the Department Head with a list of people they do not wish ~~not~~ to be reviewers. It is recommended that a candidate has a diverse set of reviewers to get the most complete picture of the candidate's performance. Letters from external reviewers are only required for tenured and tenure-track faculty, not college faculty (See **ARP 9.35, Part 5 A**).
6. In cases when additions, changes, or deletions to the portfolio are needed, makes these changes in the designated electronic portal. (See Section V. D. Additions, Changes, or Deletions of Information in Candidate's Files and **ARP 9.34 Part 3 W**)
7. Requests corrections of factual errors that are contained in any part the portfolio, (See **ARP 9.35, Part 5, A 7-8**).
8. May request extension or reduction of the probationary period in accordance with **ARP 9.35, Part 2B and C**.
9. In accordance with the **ARP 9.35, Part 7**, may request that the review process be terminated at any time prior to review by the Provost and Chief Academic Officer.
10. Submits portfolio to the Dean on the date as specified in the annual *Library Promotion and Tenure Timetable*.

B. Department Head

(includes Associate Dean as Direct Supervisor)

(See **ARP 9.35, Part 5 B**)

1. Establishes and monitors a process for a tenured faculty member to mentor the candidate in developing the best case for promotion and/or tenure.
2. In faculty annual performance evaluations, includes written details relating to assigned duties in librarianship, scholarship and creative activity, service, extension and outreach, and allocation of effort. The evaluations also include a separate statement addressing progress toward tenure and toward promotion, including steps that should be taken to strengthen the faculty member's case.
3. Ensures that each candidate receives information about available mentoring programs during the first year. Strongly encourages participation in at least one program offered on campus or externally and provides support in seeking potential mentors as part of those programs. Follows up with each candidate to review and address any needs for additional mentoring.
In appropriate circumstances, explores with each candidate the need for a time extension or reduction. If both agree, the Department Head, seeks permission from the Dean of the Library to extend or reduce the probationary period. (See **ARP 9.35, Part 2B and C**).
4. Provides assistance and guidance to candidates for promotion and/or tenure. Reviews each candidate's portfolio to ensure its completeness and compliance with university policy and, where needed, makes recommendations for improvement prior to the submission of the portfolio.

5. Writes an independent recommendation concerning each candidate's case for promotion and/or tenure in relation to the criteria for promotion and tenure. This recommendation may be in support of or against supporting either promotion, tenure, or both. It should address the strengths and weaknesses, and the level and nature of the candidate's accomplishments.
6. Provides candidates with a copy of their independent recommendation. This notification must occur prior to submitting their recommendation for inclusion in the candidate's portfolio via the designated electronic portal.
7. Submits their independent recommendation via the designated electronic portal.
8. Selects a list of potential external reviewers and contacts them. The Department Head must contact at least one reviewer from the candidate's list, provided they are qualified to be reviewers based on the unit's policy (See *ARP 9.34 Part3 AA4*). The Department Head must ensure those contacted to review the candidate's portfolio do not have a conflict of interest. If there is a perceived conflict of interest, the Department Head needs to justify why the reviewer has no conflict. If the Department Head contacts someone on the candidate's list of people they do not wish to be a reviewer, the Department Head needs to justify the importance of selecting the reviewer. For detailed procedures on external review letters, see *V. C. External Review Letters and Selective Portfolios*
9. If a candidate for contract renewal, tenure, or promotion should report directly to the Dean of the Library during the candidate's year of application, the Associate Dean of the Library will serve in the role of department head to the candidate for the purposes of the application and write a letter of recommendation.

If, for some reason, the Associate Dean of the Library cannot undertake this role, the Chair of the Promotion and Tenure Committee, with the concurrence of the Dean, shall appoint someone to write the department head's letter of recommendation. The individual chosen shall have had at least two years of experience as a department head and be tenured but need not currently be a department head. The person chosen will have access to the candidate's portfolio and will not be eligible to participate in the Library Promotion and Tenure Committee's deliberations. The department-head-substitute will provide assistance to the candidate in preparing the candidate's portfolio and make and receive copies of documents as outlined in the responsibilities of the department head.

C. Library Promotion and Tenure Committee Chair

1. Calls and conducts all meetings of the Library Promotion and Tenure Committee.
2. Serves as the official representative and spokesperson for the Committee.
3. Calls for the election of committee members before the end of the Spring Semester.
4. Records the Committee's vote totals for each candidate in the recommendation submitted by the Committee via the designated electronic portal.
5. Appoints, when needed, a subcommittee to consider the promotion of College Faculty.
6. Reviews conflicts of interest within the Committee.

7. Submits the Committee's recommendation-via the designated electronic portal for inclusion in the candidate's portfolio.
8. Calls and conducts orientations and workshops relevant to the promotion and tenure process.
9. Serves as the contact person between the Library Promotion and Tenure Committee and faculty search committees.
10. Calls meetings of the Committee to meet with faculty interview candidates and submits the Committee's recommendation for rank and tenure, and potential years of credit for prior service to the Dean with copies to the search committee chair and the members of the Library Promotion and Tenure Committee.
11. Maintains the annual list of Library Promotion and Tenure Committee members in order to track number of successive terms served.

D. Library Promotion and Tenure Committee Vice Chair

1. Assumes the Chair's responsibilities in the Chair's absence.

E. Library Promotion and Tenure Committee Members

1. Know and adhere to all procedures as stated in the *ARP*, the *Library Promotion and Tenure Policy*, and other relevant documents.
2. Adhere to the highest levels of confidentiality in accordance with the confidentiality statement in both *I. Overview* and *IV E.1* of this document and the *ARP 9.32 - 9.35*.
3. Completely read all candidate files, attend meetings, and actively contribute to discussions.
4. Evaluate the candidate according to the *Library Promotion and Tenure Policy*.
5. Consider the candidate's assigned duties in librarianship, scholarship and creative activity, service, extension and outreach in relation to the allocations of effort specified in the candidate's portfolio.
6. As a committee of the whole, make recommendations to the Dean of the Library pertaining to faculty members who are seeking promotion and/or tenure based on the candidate's portfolio and criteria.
7. May submit a minority candidate recommendation in cases where committee recommendations lack consensus. (See *ARP 9.34 Part 3 R*)
8. Follow voting and recusal procedures outlined in *Section IV E.2-3* of this document.
9. Participate in orientations and workshops relevant to the promotion and tenure process.
10. Formally participate in the candidate search committee process to share information on the Library's promotion and tenure process and to make recommendations to the Dean of the Library on rank and tenure when hiring new faculty.
11. Fulfill the above responsibilities when making recommendations for the renewal of temporary contracts of tenure-track faculty.

F. Dean of the Library

1. Ensures that the *Library Promotion and Tenure Policy* is reviewed and updated at least every three years and that the policy complies with University policies, rules and procedures and has been approved by the Provost and Chief Academic Officer.
2. Ensures that the Library has a mentoring process for tenure-track faculty as well as a system of annual performance evaluation for all faculty. (See *ARP 9.35 Part 5 E. 2*)
3. Provides initial information, timelines, and copies of all guidelines regarding promotion and tenure expectations and policies to all new and continuing faculty members on a regular basis.
4. At the end of the spring semester, distributes the Library Promotion and Tenure Timetable to all faculty.
5. Informs faculty of the rights to due process, appeal and informal processes for conflict resolution in promotion and tenure.
6. Based on department head recommendation, recommends candidate requests for extensions or reduction of the probationary period to the Provost and Chief Academic Officer. (See *ARP 9.35 Part 2 B & C*)
7. Ensures the inclusion of the Department Head's and the Library Promotion and Tenure Committee's recommendations in the candidate's portfolio.
8. Responds, if necessary, to a request to add information and gives reasons for action taken. See *V.D.1 Additions, Changes, and Deletions of Information in Candidate's Files*
9. Makes independent recommendation pertaining to promotion and tenure. To do this, considers:
 - a. candidate's Core Document and Documentation File
 - b. recommendation of the Library Promotion and Tenure Committee
 - c. recommendation of the Department Head
10. Notifies candidates of the recommendations of the Library Promotion and Tenure Committee and of the Dean of the Library. This notification must occur prior to passing the portfolio on to the Provost and Chief Academic Officer.
11. Places independent recommendation in the candidate's portfolio.
12. Forwards a copy of the Dean's recommendation to the Department Head and the Chair of the Library Promotion and Tenure Committee. Also forwards to the Department Head the recommendation of the Library Promotion and Tenure Committee.
13. Meets with the Provost and Chief Academic Officer regarding promotion and tenure cases.
14. Ensure that the candidate and all promotion and tenure review advisory recommending bodies (Department Head, Library Promotion and Tenure Committee, and Provost and Chief Academic Officer) have knowledge of any changes to the portfolio.

IV. Library Promotion and Tenure Committee

A. Charge

As specified in the *ARP 9.34 Part 1B*, the Library does not use a departmental promotion and tenure committee; rather, promotion and tenure procedures are conducted following the University guidelines for a college promotion and tenure committee.

The Library Promotion and Tenure Committee makes advisory recommendations to the Dean of the Library on temporary contract renewal, and promotion and/or tenure. It also makes written advisory recommendations to the Dean of the Library on rank and tenure for candidates who interview for faculty positions.

B. Membership and Election

1. The Library Promotion and Tenure Committee consists of five tenured Library faculty members who are not concurrently serving as deans. Department Heads may serve on the Committee, but they may never participate in the discussion or voting on a candidate from their own departments because the Department Head will have already made a recommendation on such a candidate. The Chair of the Promotion and Tenure Committee is responsible for calling elections for membership to the committee. The Committee is elected before the end of the spring semester or as soon as possible at the beginning of the fall semester with terms beginning as soon as the election is completed at the start of the fall semester. All tenured and tenure-track faculty are eligible to vote in the election. Elections follow Library Policy #006: Library Faculty – General Election Procedures. If there are not enough tenured Library faculty members to meet Committee requirements, the Guidelines for Selection of External Faculty (see *Section IV C.* of this document) will be followed. For the constitution of a promotion subcommittee for college faculty see *Section VI.E.*
2. If a member of the Committee becomes ineligible to serve, an interim election will be held to fill the vacancy for the remainder of the term. Interim elections follow Library Faculty General Election Procedures.
3. Members are elected for a two-year term and serve staggered terms. Members may serve up to three successive terms.
4. Within the first month of the fall semester, the Chair of the previous year's Committee, or a designated substitute, will call a meeting of the Library Promotion and Tenure Committee with the Dean of the Library. At this meeting, the Committee elects its Chair and Vice Chair. The Chair will report the election results to the Dean of the Library.
5. When considering applications for promotion, members of the Committee reviewing the application must hold a rank equal to or higher than the requested rank. If there are not enough Library faculty of the appropriate rank(s), on the Promotion and Tenure Committee, the Chair of the Committee shall ask Library faculty member(s) of the appropriate rank who are not members of the Committee to serve on a subcommittee for the promotion. If the result is that there are still insufficient Library faculty of the appropriate rank who can serve on a subcommittee for promotion, the Guidelines for Selection of External Faculty will be followed (see *Section IV. C.* of this document).

C. Guidelines for Selection of External Faculty

If there are not five Library faculty who meet the criteria for membership on the Committee or who are eligible to consider applications for promotion as noted above, the following procedures will be followed. If external college faculty are needed, they will be chosen by the same process as detailed below.

1. The Chair of the P&T committee will report to the Dean, the appropriate department head(s), and the candidate(s) regarding the status of the selection process.
2. Early in the fall term, the Chair of the Library Promotion and Tenure Committee will send a memorandum to the Deans or Associate Deans, as appropriate, at the New Mexico State University main campus requesting the recommendation of one or two tenured faculty members of the required rank from the college who would be willing to serve on the Library Promotion and Tenure Committee as an external faculty member.
3. The external faculty will be determined by a random drawing by the Library P&T Committee.

D. Special Meetings

In addition to meetings for the purpose of evaluation and review, the Chair may schedule a series of meetings for orientation and information sharing.

1. The Library Promotion and Tenure Committee should meet to discuss policies and procedures at a time separate from the review of individual candidates.
2. The Library Promotion and Tenure Committee should hold an orientation session for all faculty. The purpose of the meeting is to discuss guidelines for preparing the portfolio (See *Appendix A, Guidelines for Developing and Submitting a Promotion/Tenure Portfolio*), answer questions, and offer the services of members of the Committee as advisors in preparing documentation.

E. Committee Procedures

Deliberations and voting of the Promotion and Tenure Committee will be conducted in closed session only among committee members. Committee members can attend sessions by a confidential electronic method with permission of the committee chair. Committee members must take part in the deliberations in order to vote.

1. Conflicts of Interest and Recusal

Committee members have the responsibility to avoid actual conflicts of interest or the appearance of conflicts of interest.

- a. Prior to deliberations, the Chair will review with the Committee the matter of conflict of interest. Any member of the Committee who has a conflict of interest with respect to a case will recuse for that particular case by submitting a written memo to the Chair with a copy to the relevant department head and the Dean of the Library.

- b. Conflicts of interest are defined as any case where an objective outsider would reasonably suspect a conflict of interest which would result in an inability to be objective and fairly assess the candidate's record. (See *ARP 3.13*)
- c. Recusals will be included in the vote count reported to the Dean of the Library.

2. Committee Voting

- a. All members of the Committee present at the meeting will vote unless a written recusal has been submitted to the chair. No abstentions are allowed.
- b. At least three committee members are required for portfolio review and voting,.
- c. Committee members may vote in person, or by an appropriate confidential electronic method with the permission of the committee chair.
- d. No absentee or proxy votes are permitted.
- e. All voting is confidential and conducted by secret ballot.
- f. The vote will be recorded and forwarded to the Dean of the Library by the Chair in a letter of recommendation for each candidate being reviewed.

V. Procedures for Promotion and Tenure

A. Confidentiality

All promotion and tenure documents and deliberations are strictly confidential. Any individual suspecting a breach of confidentiality must provide evidence in writing to the Dean of the Library. See *I. Overview* for definition of confidentiality

B. Annual Procedures

In the fall of each academic year the Library Promotion and Tenure Committee will consider the complete portfolio of each candidate for temporary contract renewal, tenure, and/or promotion. After careful deliberation, the Committee will submit a recommendation of each candidate under review to the Dean of the Library according to the Library Promotion and Tenure Timetable. This report must address the documentation of the areas of faculty effort supported by the candidate's allocation of effort.

1. Annual Temporary Contract Renewal

For temporary contract renewal, the following steps are followed. Refer to the Library Promotion and Tenure Timetable for specific deadlines.

- a. Newly hired faculty with no credit toward tenure do not submit portfolios in their first full academic year. Newly hired faculty with credit toward tenure submit portfolios in their first academic year.

- b. Candidates submit their portfolio via the University's designated electronic portal. (See *Appendix A, Guidelines for Developing and Submitting a Promotion/Tenure Portfolio*, for submission and documentation requirements.)
- c. The candidate's Department Head reviews and considers the portfolio and makes a written recommendation to the Dean of the Library for inclusion in the candidate's portfolio. The Department Head's recommendation is available for candidate viewing via the University's designated electronic portal.
- d. The Library Promotion and Tenure Committee reviews and considers the portfolio and the Department Head's recommendation, votes, and prepares a recommendation for the Dean of the Library, which will include any minority reports submitted.
- e. The Chair of the Library Promotion and Tenure Committee submits the recommendation, any minority reports, the Committee's vote, including recusals and absences, via the designated electronic portal.
- f. The Dean of the Library consults with the appropriate Department Head to discuss candidates under review.
- g. The Dean of the Library reviews and considers the portfolio and makes a recommendation.
- h. The Dean of the Library follows established University procedures for communicating with the Provost and Chief Academic Officer regarding renewal or non-renewal of contract.
- i. The candidate receives official notification regarding contract renewal/nonrenewal from the University administration.

2. Tenure and/or Promotion Application

For tenure and/or promotion applications, the following steps are followed. Refer to the Library Promotion and Tenure Timetable for specific deadlines.

- a. The candidate submits a list of potential external reviewers to the Department Head. (See
- b. *Section V.C. External Review Letters and Sample Portfolios*)
- c. The candidate submits their portfolio via the designated electronic portal. (See *VII, Guidelines for Developing and Submitting a Promotion/Tenure Portfolio*, for submission and documentation requirements.)
- d. The candidate's Department Head reviews and considers the portfolio, and submits a recommendation via the designated electronic portal to the candidate's portfolio, Department Head supplies a copy of this recommendation to the candidate before submission.
- e. The Library Promotion and Tenure Committee reviews and considers the portfolio and the Department Head's recommendation, then votes and writes a recommendation, which includes any minority reports submitted.
- f. The Chair of the Library Promotion and Tenure Committee submits the recommendation via the designated electronic portal, any minority reports, and the Committee's vote, including recusals and absences. The Dean of the Library and the candidate's Department Head as well as the candidate can view the recommendations via the designated electronic portal.

- g. The Dean of the Library consults with the appropriate Department Head to discuss candidates under review.
- h. The Dean of the Library reviews and considers the portfolio and writes a recommendation.
- i. The Dean of the Library shares the Dean's recommendation and the Library
- j. Promotion and Tenure Committee's recommendation to the candidate. The Dean of the Library also shares a copy of the Dean's recommendation to the Department Head and the Chair of the Library Promotion and Tenure Committee.
- k. The Dean of the Library follows established University procedures for communicating the independent recommendations of the Department Head, the Promotion and Tenure Committee, and the Dean of the Library to the Provost and Chief Academic Officer. (See *ARP 9.31 Part 5F*)
- l. j. The candidate receives official notification of the Provost and Chief Academic Officer's decision from the University administration.

C. External Review Letters and Selective Portfolios

Documentation for candidates who are applying for promotion and/or tenure must contain at least three solicited external (outside of the NMSU Library) letters reviewing the candidate's representative documentation in the areas of scholarship and creative activity, service, and, where applicable, extension and outreach. Additional unsolicited letters of support will be accepted and considered for review.

The process should follow these steps:

Candidates' Responsibilities

1. Before the end of spring semester prior to fall promotion and tenure portfolio submission, candidates give their department head a list of at least three people whose stature is such that they should be able to write an informed, objective evaluation without a conflict of interest. The list will include a brief statement as to why the candidate selected each external reviewer. (See *ARP 9.35 Part 5 A5 & A9*)
2. Candidates are responsible for compiling a selective portfolio for inclusion in the packet sent to external reviewers. The candidate's selective portfolio will include:
 - a. the candidate's executive summary and curriculum vita as submitted to the Promotion and Tenure Committee
 - b. representative items from the candidate's research, publication, and creative activity, and service from the period of time under review
 - c. a copy of the Library's Promotion and Tenure Policy

The candidate supplies the department head with the selective portfolio to be sent to external reviewers. (See *ARP 9.35 Part 5 B.9*)

Department Head Responsibilities

1. The Department Head, in consultation with the Library Promotion Tenure Committee will have the option to add names to the list of external reviewers.

2. The Department Head, in consultation with the Promotion and Tenure Committee, will select a list of potential External Reviewers and will contact them. The Department Head must contact at least one reviewer from the candidate's list provided that they are qualified to be reviewers based on the unit's policy. The Department Head must ensure those contacted to review the candidate's Portfolio do not have a conflict of interest. If there is a perceived conflict of interest the Department Head needs to justify why the reviewer has no conflict. If the Department Head contacts somebody on the candidate's list of people they wish not to be a reviewer, the Department Head needs to justify the importance of selecting the reviewer.
3. The Department Head will contact the external reviewers asking if they would participate in the promotion or tenure process by serving as an external reviewer. After receiving positive responses, the Department Head will write an official letter to each external reviewer.
4. The Department Head will add their cover letter to the selective portfolio packet and send it all to the external reviewers.

Instructions to reviewers shall also include:

- a request for a brief statement regarding the individual's qualifications for serving as a reviewer
 - a request that the reviewer indicate the relationship between the candidate and reviewer
 - notification that the candidate will have an opportunity to read the letter of assessment
 - notification that third parties may review letters in the event of an investigation into a tenure or promotion decision
5. Replies from the external reviewers are sent to the Department Head.
 6. If fewer than three letters are received from the chosen external reviewers, the Department Head will ask the candidate to provide additional names. If the candidate is unable to do so, the Department Head will add more names and seek expedited letters of review. This procedure is to be repeated as necessary. The portfolio to be considered by the Department Head, the Promotion and Tenure Committee, the Dean, and the Provost and Chief Academic Officer must contain at least three external review letters. (See *ARP 9.35 Part 5 E.*)
 7. The Department Head will upload the external review letters via the designated electronic portal.

Dean's Responsibilities

1. The Dean of the Library is responsible for ensuring that the candidate and all promotion and tenure review advisory recommending bodies (Department Head, Library Promotion and Tenure Committee and Provost and Chief Academic Officer) have knowledge of any changes to the portfolio.

D. Additions, Changes, and Deletions of Information in Candidate's Files

1. The candidate must submit a request to the Dean of the Library to add, change, or delete information in the candidate's portfolio after the deadline for submission. This request can occur up until the Dean's review of the candidate. If the request is to add or change information, the candidate will include a copy of the new or changed information with the request. The request should include the rationale for the change. Appropriate changes

typically include information related to a publication, presentation, and/or significant service activity or award and changes of this nature will normally be approved and a written reason provided if the request is denied.

2. The Dean of the Library will add new information to the candidate's portfolio by having the new or changed information filed in the appropriate place(s) as designated by the candidate.
3. The Dean of the Library is responsible for ensuring that the candidate and all promotion and tenure review advisory recommending bodies (Department Head, Library Promotion and Tenure Committee and Provost and Chief Academic Officer) are informed in writing of any changes to the portfolio.
4. Evaluators may request additional information. All requests must be made in writing and transmitted to the candidate, whose written response will be added to the candidate's portfolio.

E. Withdrawal Rights

1. A candidate may withdraw from consideration at any time prior to the final signature of the Provost and Chief Academic Officer. A candidate shall prepare a letter requesting withdrawal from further consideration. The letter shall be transmitted to the dean or comparable administrator. All documents shall be returned to the candidate and nothing relating to the application for promotion and/or tenure shall be placed in the candidate's personnel file. (See **ARP 9.35 Part 7 A**)
2. Withdrawal in Fifth Year of Service: If the candidate is in the fifth year of service, withdrawal from consideration for tenure must be accompanied by a letter of resignation submitted to the dean or comparable administrator no later than the end of the fifth-year contract period. The resignation shall be effective no later than the end of the sixth-year contract period. If a faculty member does not apply for tenure in the fifth year, or extended year as appropriate, and does not submit a resignation letter as contemplated by this rule, the faculty member's employment will terminate with the expiration of the current annual ("Temporary") contract. (See **ARP 9.35 Part 7 B**)

F. Appeals

1. In accordance with the **ARP**, advisory recommendations are not grievable; only violations of procedure can be grieved.
2. Appeals for violation of procedure are conducted according to guidelines in the **ARP 9.35, Part 9**.

G. Outcomes

1. If the decision is in favor of tenure and/or promotion, the effective date is at the beginning of the upcoming contract year.
2. If the decision is in favor of tenure and/or promotion, it is the policy of the university that all promotions shall include a salary increase, irrespective of other salary increases. (See **ARP 7.32**); however, contingencies apply to this rule (See **ARP 7.30**)
3. If the decision is not in favor of tenure, the Department Head will give a signed Contract Status Form to the candidate for signature acknowledging notification of non-renewal. (See **ARP 9.35, Part 8**)

4. If the decision is not in favor of promotion, the Provost and Chief Academic Officer will inform the candidate in writing. (See *ARP 9.35, Part 8*)

H. Post-Tenure Review

The Post-Tenure Review rule ensures that all tenured faculty members will receive an annual review and that those with either exceptionally fine performance or serious deficiencies in one or more areas will be identified. For a tenured faculty member who receives two successive unsatisfactory annual reviews with identified and uncorrected serious deficiencies, this rule provides a mechanism to establish a remedial program for correcting the deficiencies. (See *ARP 9.36*)

VI. College Faculty

(See *ARP 6.03, Part 2, B.2; ARP 6.35, Part 1; ARP 9.30, Part 2.C; ARP 9.32 Part 9*)

A. Professorial Ranks

College Faculty may hold the ranks of assistant, associate, and full professor and are eligible for promotion from one rank to another. They are not eligible for tenure. A College Faculty position can be converted to a tenure-track position when sufficient recurring funds are available and a national search is conducted. (See *ARP 9.32 Part 9*)

B. Annual Performance Evaluation

College Faculty performance will be reviewed annually by the Department Head and Dean using the same guidelines as used by tenure-track and tenured faculty. College Faculty do not submit an annual portfolio to the Library Promotion and Tenure Committee. (See *ARP 9.31*)

C. Criteria and Evaluation

The promotion of College Faculty follows the same pattern and criteria as the promotion of tenure-track and tenured faculty, with a few additional exceptions besides the general principle that provisions on tenure do not apply to College Faculty.

1. College faculty do not apply for tenure.
2. For their promotion file, college faculty do not require external review letters for their promotion file (See *ARP 9.35, Part 5, A.5*)
3. College faculty are not required to demonstrate sustained professional growth in the area of Scholarship and Creative Activity. They may take part in this area, but it is not a requirement.
4. For promotion, College faculty are expected to demonstrate sustained professional growth in the areas of Librarianship and Service.

Evaluation of College Faculty for promotion should focus on the specific responsibilities of the faculty member's position and the way they have been carried out. Since College Faculty members' duties generally emphasize librarianship much more than the other criteria, the allocation of effort statement on the college faculty member's annual performance evaluation and the basic job description are critical in the evaluation of the portfolio.

D. Portfolio Preparation

When a College Faculty member applies for promotion, the faculty member submits a portfolio following the provisions outlined in *Section VII. Guidelines for Developing and Submitting a Promotion/Tenure Portfolio*. The Department Head, Dean of the Library, and Provost and Chief Academic Officer follow the same procedure used for tenure-track and tenured faculty promotions.

E. Committee Guidelines

The Chair of the Library Promotion and Tenure Committee will appoint a subcommittee consisting of three members of the Library Promotion and Tenure Committee and at least one elected library College Faculty members who holds at least the same rank as that for which the College Faculty member is applying. (See **ARP 9.34 Part 1 C**)

If necessary, a College Faculty member external to the Library may be selected using the procedure outlined for obtaining external members of the Library Promotion and Tenure Committee. These College Faculty members of the promotion subcommittee shall have the same rights and privileges in the subcommittee's work as the tenured members of the Library Promotion and Tenure Committee. (See **ARP 9.34 Part 1 C**)

F. Appeals and Withdrawals

College Faculty members applying for promotion have the same rights and ability to appeal or withdraw their portfolio from consideration that tenured and tenure-track faculty members possess.

VII. Guidelines for Submitting an Annual Contract Renewal and Tenure/Promotion Portfolio

The candidate is responsible for submitting their annual contract renewal or promotion/tenure portfolio via the designated electronic portal per the annual calendar provided by the Provost and Chief Academic Officer's office.

A. Sample Portfolios

Sample portfolios will be provided at the request of the candidate. Portfolios may be requested from tenured library faculty. If the portfolios of actual persons are used, written permission must be obtained from the owner of the portfolio.

B. Portfolio Requirements (See *ARP 9.35 Part 6, A*)³

Promotion/Tenure Application	Annual Contract Renewal (pre-tenure)
Documentation re: prior credit for tenure, extensions, or reductions (if applicable)	Documentation re: prior credit for tenure, extensions, or reductions (if applicable)
Executive Summary	
Curriculum Vitae	Curriculum Vitae
Annual Performance Evaluations Since Date of Hire (Numerical Rankings Excluded)	Annual Performance Evaluations Since Date of Hire (Numerical Rankings Excluded)
Annual Progress Reviews for Contract Renewal from Department Head	Annual Progress Reviews for Contract Renewal from Department Head
Annual Progress Reviews for Contract Renewal from Promotion & Tenure Committee	Annual Progress Reviews for Contract Renewal from Promotion & Tenure Committee
Annual Progress Reviews for Contract Renewal from Dean	Annual Progress Reviews for Contract Renewal from Dean
Finalized Allocations of Effort for Each Year	Finalized Allocations of Effort for Each Year
External Review Letters	
Library's current mission statement (<i>ARP 9.35 Part 6 A. 8</i>)	Library's current mission statement (<i>ARP 9.35 Part 6 A. 8</i>)
P&T Policy and Year that Submitted Portfolio Follows	P&T Policy and Year that Submitted Portfolio Follows

B. Documentation File (See *ARP 9.35 Part 6. B*)

The documentation file consists of supplementary materials provided by the candidate related to the areas of faculty activity. If this is an application for tenure, the candidate is to include evidence of contributions since starting at NMSU, plus evidence from other institutions if credit

³ The current version (3/2024) of the University's Administrative Rules and Procedures (ARP) section on portfolio preparation by candidate (ARP 9.35 Part 6) represents a print-based practice prior to the introduction of Workflow, the current designated electronic portal. That section of the ARP stipulates that the candidate's portfolio requires certain elements that are no longer relevant based on Workflow's structure and functions and, thus, are not included in the table below. These include (1) a routing form with signatures; (2) a cover sheet indicating the candidate's name, current rank, department, and college; (4) a table of contents. In addition, (3) any written documentation generated throughout the promotion and tenure process, including the numerical vote counts of the promotion and tenure committees is not included as a separate item because this information is included in the Workflow section *Annual Progress Reports from the Promotion and Tenure Committee*.

for prior service is applicable. If this is an application for promotion, then the candidate is to include evidence of contributions since the last promotion or tenure review.

All items in the documentation file must be referenced in the curriculum vitae (CV) and organized so that they are easily accessible and that their relationship to activities in the CV are clear. Please refer to current instructions for document file submission.

1. The documentation file may include but is not limited to the following:
 - a. Publications
 - b. Submitted or in-press publications
 - c. Unpublished reports
 - d. Conference presentations, workshops, webinars
 - e. Planning documents
 - f. Instructional materials
 - g. In-house manuals
 - h. Exhibitions
 - i. In-house project materials
 - j. Grant applications
 - k. Solicited and unsolicited letters of support

VIII. Procedures for Amendments

The Library Promotion and Tenure Policy is developed collaboratively by the tenured faculty, the tenure-track faculty, the college faculty, and the Library Administration. It is approved by the Provost and Chief Academic Officer

1. College rules and procedures for promotion and tenure will be reviewed by a college committee which will include the Library Faculty Senator. (See *ARP 9.24 Part 3 E*)
2. Any member of the Library faculty may propose amendments to the policy.
3. The proposal for amendment must include the proposed language change and commentary on the reason for the change.
4. Proposals are submitted to the Chair of the Promotion and Tenure Committee.
5. The Chair of the Promotion and Tenure Committee will call at least two meetings of all faculty to discuss the proposal(s). At least two working days prior to the first meeting, all faculty will receive written notification of the meeting and the proposed amendment(s).
6. Voting on the proposed amendment(s) will follow Library Faculty General Election Procedures. Each proposed amendment will be voted on separately. Extensive revisions to the Promotion and Tenure Policy will follow the above procedures but will be voted on in their entirety.
7. The results of the vote(s) are subject to final approval by the Provost and Chief Academic Officer (See *ARP 9.34 Part 2 B*)
8. New amendments become effective at the beginning of the next academic year.

Appendix A—Library Promotion and Tenure Policy History

The original version of the Library’s *Promotion and Tenure Policy* was adopted in the summer of 1985. This document was the result of work by a committee composed of all tenured library faculty holding the rank of assistant professor or above.

In 1988, an ad hoc committee of tenured library faculty was appointed by Dr. Hiram Davis, Dean of the Library, to bring the *Promotion and Tenure Policy* into alignment with the practices of other academic units on campus. The resulting document was then considered and revised by the Library Promotion and Tenure Committee. Both committees were guided by the provisions of the New Mexico State University *Administrative Policies and Procedures Manual*, the *Faculty Handbook 1988-1989*, and the “Model Statement of Criteria and Procedures for Appointment, Promotion in Academic Rank, and Tenure for College and University Librarians,” *College and Research Libraries News*, May 1987. The revised policy was approved in November, 1988.

In 2002, Dr. Elizabeth Titus, Dean of the Library, established a task force of all library faculty to review the criteria for promotion and tenure, and the procedures for evaluating promotion and tenure applications. The task force was also charged with ensuring that the *Library Promotion and Tenure Policy* was in compliance with the *New Mexico State University Policy Manual* and with simplifying and clarifying the language of the document. The document was approved by faculty vote in April 2005. In 2006, four amendments were approved by faculty vote and incorporated into the document, effective at the beginning of academic year 2007-2008.

In fall 2007, Dr. Elizabeth Titus, Dean of the Library, appointed a committee that undertook to align the *Library Promotion and Tenure Policy* with the New Mexico State University Promotion and Tenure Policy approved in 2007. The revision was approved on April 16, 2008.

In fall, 2008, revisions were made to the policy following recommendations on the Provost’s Advisory Group on P & T Guidelines.

In spring 2010, ten amendments were approved by faculty vote, and incorporated into the document effective August 2010.

In spring 2011, the procedures for those applying for promotion or tenure were separated from those who are up for contract renewal. The amendment also clarified how those up for contract renewal receive the recommendations of the department head and P&T Committee.

Effective August 2013, the number of staggered terms that could be served was defined. Section IV B.3. Members are elected for a two year term and serve staggered terms. Beginning August 2013 members may serve up to three consecutive terms.

In spring 2015, a proposed amendment to III.B providing for situations where a candidate for tenure or promotion reports directly to the Dean of the Library and a proposed amendment in the case of insufficient number of external review letters were voted on by the library faculty and passed.

In spring 2016, Appendix B.2 was amended to direct candidates to include the complete article in accompanying materials; Appendix C was amended to comply with the Provost's directive regarding dossier order and tab labeling; Section 2.B.1. was updated with additional language about identifying work performed under a summer contract. Also, the policy index was discontinued because the document is electronically available and therefore searchable.

In spring 2018, the Library Promotion and Tenure Policy was updated to ensure compliance with updates to the Administrative Rules and Procedures of NMSU, to be effective August 13, 2018.

In spring 2021, the Library Promotion and Tenure Policy was updated to clarify the final degree requirements for archivists as well as selection procedures for external faculty.

In spring 2024, the Library Promotion and Tenure Committee conducted a major revision to the Promotion and Tenure Policy, focusing on four areas: compliance with NMSU Administrative Rules & Procedures and documenting that alignment in the library's policy; changing from a print-based process to an electronic one; adding clarity in writing style; and providing clarity on points of confusion experienced over the years by either library tenured and tenure-track faculty, department heads, or P&T committee members.