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NMSU Library Promotion and Tenure Policy

Approved Spring 2016

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NEW MEXICO STATE UNIVERSITY LIBRARY PROMOTION AND TENURE POLICY

I. Overview

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 *New Mexico State University Policy Manual (hereafter referred to as NMSU Policy Manual)*. Library promotion and tenure guidelines are in compliance with the *NMSU Policy Manual*. Guidelines and procedures in the *NMSU Policy Manual* take precedence in the event a change causes non-compliance by the Library document.

Pertinent sections of the *NMSU Policy Manual* for all University faculty include:

- 5.90 Promotion and Tenure
- 5.98 Tenure Track and Tenure (Continuous Contract) Amendment to Nonrenewal of Contracts
- 4.05.50 Appeals—Faculty

The Library Promotion and Tenure Policy will be reviewed at least every three years and updated as necessary. A committee appointed by the Dean will make recommendations for amendments whose adoption shall follow *Section VII* of this document.

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 letter of intent 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.

II. Standards of Performance

Each candidate is judged against the standards presented in the *NMSU Policy Manual* 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 goals of the Library is of primary importance. The process needs to involve broad consultation by groups and individuals with successively broader views of the mission of the University, and provide the opportunity for appeal. 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

(Policy Manual 5.90.3.8.2)

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

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. However, promotion to professor should not be considered to be forthcoming merely because of years of service, or based on any number of years as an associate professor, or because tenure has been achieved.

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. Academic rank is not dependent upon position or responsibility.

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, contributions, and service will continue.

2. Early Consideration for Tenure

Early consideration for tenure requires justification based on exceptional performance. Such an appeal requires the written request of the faculty member and the approval of the Department Head and Dean of the Library prior to submission of the portfolio. For additional information see the *NMSU Policy Manual, Section 5.90.3.6.3*. If this early tenure application is not successful, the candidate's contract is not renewed according to the provisions of the *NMSU Policy Manual, Section 5.98*.

3. Extending the Probationary Period

The probationary period may be extended in accordance with the *NMSU Policy Manual, Section 5.90.3.6.2*. See also *Section III*, in passing.

B. Criteria for Promotion and Tenure

1. Librarianship

The New Mexico State University Library places the highest value on the element of librarianship. See NMSU Policy Manual 5.90.3.8.2. Faculty members must demonstrate professional competencies appropriate to their areas of responsibility. Characteristically, this element includes 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, and
- 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. For 9-month faculty, any work performed while on a summer contract must be clearly identified. Service to the Library may be appropriate to the category of Librarianship or to the category of Service.

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 who teach credit courses are required to provide evidence of evaluation of teaching. See NMSU Policy Manual 5.90.4.1.1. Because teaching is complex and multifaceted, several forms of evidence should be used to assess teaching effectiveness. 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. It is expected that at least some of these achievements focus on topics in librarianship.

Scholarship may fall into any of the four domains of scholarship as defined by Boyer¹:

- 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,
- recognition by others of contributions to scholarship and creative activity,
- contributions of new information or understanding to librarianship,
- technology-based scholarship and creative activity, and
- grant proposals.

¹ Boyer, Ernest L. (1990). *Scholarship reconsidered: Priorities of the Professoriate*. New York: Carnegie Foundation for the Advancement of Teaching.

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.

3. Service

This element includes the faculty member's documented evidence of service contributions made to the profession, the University, and the community. Service to the Library may be appropriate to the category of Service or to the category of Librarianship.

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

- active participation and leadership in library 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

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

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.

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. According to the *NMSU Policy Manual, Section 5.90.2*, extension work includes "coalition building, non-formal educational programs, and applied research designed to address locally identified needs," and outreach "entails an organized and planned program of activities which are offered to citizens of New Mexico and the nation . . . in a coherent and strategic fashion for the benefit of the receiving entity." These components of research and strategic planning distinguish extension and outreach from service.

Characteristically, this element includes but is not limited to:

- conducting research about local needs or concerns.
- planning and executing educational or promotional programs ,
- evaluating program results and success, and
- reporting on the results of programs to stakeholders.

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.

"Faculty must provide evidence of extension and outreach scholarship in order that these efforts are recognized. The documentation should provide evidence that the work is: (1) creative and intellectual; (2) validated by peers; (3) communicated to stakeholders; and (4) have an impact on stakeholders and the region."—See the *NMSU Policy Manual, Section 5.90.4.3.1*.

5. Leadership

Leadership is pertinent to candidates being considered for promotion to full professor. Academic leadership is defined as conceptually distinct from positions of management. In demonstrating leadership, candidates must show that they are having an impact as evidenced by the candidate's scholarship and creative activity, and by contributions to the advancement of the University which may include administrative roles in which considerable and well-documented contributions to the University have been made.

Evaluation of Leadership

Leadership is characterized by documented evidence of:

- contribution to the mission of the University and the profession,
- participation in the distribution of responsibility among the members of a group,
- empowering and mentoring other librarians and other faculty, and
- aiding in a group's decision making process.

C. Specific Qualifications for Promotion by Ranks

(Table I)

The terminal academic degree for faculty librarians is a Master in Library Science degree or its equivalent from a program accredited by the American Library Association. No additional degrees are required for promotion to associate or full professor. It is recognized throughout the statements that follow that the evidence for competence differs for various fields and that standards of judgment should be flexible. Refer to the *NMSU Policy Manual, Section 5.88.10*.

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 planning and development Develop and maintain professional and productive work relationships with colleagues and others	Demonstrate substantial 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	Develop established, significant record Demonstrate beneficial impact Achieve recognition as authority in area of contribution	Maintain substantial, sustained record, including peer reviewed publications 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

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

Individuals and committees are to carry out their responsibilities in a timely manner adhering to the Library Promotion and Tenure Timeline 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*.

A. Candidate

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 the 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 Department Head with draft of the portfolio prior to the formal submission of the portfolio for promotion and/or tenure on a date agreed upon with the Department Head.
4. When applying for promotion and/or tenure, the candidate, by the end of the first full week after faculty report for the fall semester, provides the Department Head, the Chair of the Library Promotion and Tenure Committee, and the Dean of the Library with a written list of at least three potential external reviewers from whom letters of evaluation may be requested.
5. Requests additions, changes, or deletions to the portfolio.
6. Requests extension or reduction of the probationary period in accordance with the *NMSU Policy Manual, Section 5.90.3.6.2*.
7. In accordance with the *NMSU Policy Manual, Section 5.90.5.6*, requests that the review process be terminated at any time prior to review by the Executive Vice President and Provost.
8. Submits portfolio to the Dean by five p.m. of the day on which it is due.

B. Department Head

(including Associate Dean as Direct Supervisor)

1. 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.
2. Ensures that each candidate receives information about available mentoring programs during the first year. Strongly encourages participation in at least one program 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.
3. In appropriate circumstances, explores with each candidate the need for a time extension (See the *NMSU Policy Manual, Section 3.6.5*). With the approval of

the candidate, seeks permission from the Dean of the Library to extend or reduce the probationary period.

4. Provides assistance and guidance to candidates for promotion and/or tenure. Reviews each candidate's portfolio 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 or tenure, or both. It should address the strengths and weaknesses, and level and nature of accomplishments of the candidate.
6. Provides each candidate with a written copy of the independent recommendation. This notification must occur prior to passing the recommendation on for inclusion in the candidate's portfolio.
7. Submits the independent recommendation to the Dean of the Library for inclusion in the candidate's portfolio.
8. 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 fill 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 to the Dean.
5. Contacts external reviewers and arranges for letters to be sent.
6. Forwards letters from external reviewers to the Dean of the Library.
7. Appoints, when needed, a subcommittee to consider the promotion of College Faculty.
8. Reviews conflicts of interest with the Committee.
9. Submits the Committee's recommendation to the Dean of the Library for inclusion in the candidate's portfolio.
10. Destroys all ballots used in votes at the end of the Committee's balloting process.
11. Meets with the Dean of the Library to develop the Library Promotion and Tenure Timetable for the academic year.

12. Calls and conducts orientations and workshops relevant to the promotion and tenure process.
13. Serves as the contact person between the Library Promotion and Tenure Committee and faculty search committees.
14. Calls meetings of the Committee to meet with faculty candidates and submits the Committee's recommendation for rank and tenure or 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.

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 *NMSU Policy Manual*, the *Library Promotion and Tenure Policy*, and other relevant documents.
2. Adhere to the highest levels of confidentiality in accordance with the *NMSU Policy Manual*.
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. Participate in making 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. Follow voting and recusal procedures mentioned in *Section IV E.2-3* of this document.
8. Participate in orientations and workshops relevant to the promotion and tenure process.
9. Formally participate in the 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.
10. 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 policy.
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.
3. Provides initial information, timelines, and copies of all written guidelines regarding promotion and tenure expectations and policies to all new and continuing faculty members on a regular basis.
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. Maintains the annual list of Library Promotion and Tenure Committee members in order to track number of successive terms served.
7. Recommends extensions or reduction of the probationary period.
8. Adds external letters to the candidate's portfolio.
9. Ensures the inclusion of the Department Head's and the Library Promotion and Tenure Committee's recommendations in the candidate's portfolio.
10. Adds 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 in the copies of the candidate's documentation.
11. Responds, if necessary, to a request to add information and gives reasons for action taken.
12. Makes independent recommendation pertaining to promotion and tenure. To do this, considers:
 - candidate's portfolio,
 - recommendation of the Library Promotion and Tenure Committee, and
 - recommendation of the Department Head.
13. Notifies candidates, in writing, 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 Executive Vice President and Provost.
14. Places independent recommendation in the candidate's portfolio.
15. 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.
16. Meets with the Executive Vice President and Provost regarding promotion and tenure cases.
17. Ensures that the candidate and all promotion and tenure review advisory recommending bodies (Department Head, Library Promotion and Tenure Committee and Executive Vice President and Provost) have knowledge of any changes to the portfolio.

IV. Library Promotion and Tenure Committee

A. Charge

As specified in the *NMSU Policy Manual, Section 5.90.5.2*, 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 the election. 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. 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. Beginning, August 2013 members may serve up to three successive terms.
4. On the first Thursday after faculty report in the fall or at a time otherwise agreed upon, 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 convey to the Dean of the Library the election results.
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.

1. Early in the fall term, the Chair of the Library Promotion and Tenure Committee will send a memorandum to the chair of each college promotion and tenure committee on the New Mexico State University main campus requesting the recommendation of 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.

2. The total pool of responses from the colleges must be at least three times the number needed to fill the Committee's vacancies. For example, if two external faculty are required the pool must consist of at least six.
3. The names of the external faculty will be selected in a random drawing by a neutral party agreed upon by the Dean of the Library and the Chair of the Promotion and Tenure Committee. The drawing shall be held in the presence of both parties.

D. Special Meetings

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

1. The Library Promotion and Tenure Committee will meet to discuss policies and procedures at a time separate from the review of individual candidates.
2. The Library Promotion and Tenure Committee, Department Heads, and the Dean of the Library will meet to encourage mutual understanding of procedures.
3. The Library Promotion and Tenure Committee will hold an orientation session for all faculty. The meeting should be held by the end of the spring semester. 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

1. Confidentiality

- a. In accordance with the *NMSU Policy Manual*, all deliberations of the Library Promotion and Tenure Committee are strictly confidential.
- b. Allegations of a breach of confidentiality must be reported directly in writing to the Dean of the Library immediately for further action.

2. 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 through 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.

- c. A majority of Committee members may vote to recuse a Committee member who has an actual or apparent conflict of interest but does not self-recuse. The Chair will submit a memo indicating the recusal to the Dean of the Library.
- d. Recusals will be included in the vote count reported to the Dean of the Library.

3. 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. A quorum is required for review of portfolio and voting, defined as 75% of members eligible to vote.
- c. No absentee or proxy votes are permitted.
- d. All voting will be by secret ballot.
- e. Ballots will be tallied by two members of the Committee, and reported to the entire Committee. The vote will be recorded and forwarded to the Dean of the Library by the Chair in the letter of recommendation for each candidate being reviewed.
- f. At the end of the balloting process, the Chair is responsible for destroying all ballots.

V. Procedures for Promotion and Tenure

A. Confidentiality

In accordance with the *NMSU Policy Manual*, all promotion and tenure documents and deliberations are strictly confidential. Any individual suspecting a breach of confidentiality must report that suspicion directly in writing to the Dean of the Library immediately for further action.

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 written recommendation on 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 each of the areas of librarianship, scholarship and creative activity, service, and extension and outreach. This review is in lieu of a mid-probationary review.

1. 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. The portfolio is submitted by the candidate to the Dean of the Library. (See *Appendix A, Guidelines for Developing and Submitting a Promotion/Tenure Portfolio*, for submission and documentation requirements.)
- c. The Dean of the Library makes the portfolio available in a designated location to the candidate's Department Head and the Library Promotion and Tenure Committee.

- d. 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 supplies a copy of this recommendation to the candidate before passing it to the Dean of the Library.
- e. The Library Promotion and Tenure Committee reviews and considers the portfolio and the Department Head's recommendation, votes, and prepares a written recommendation for the Dean of the Library, which will include any minority reports submitted.
- f. The Chair of the Library Promotion and Tenure Committee forwards the written recommendation, any minority reports, and the Committee's vote, including recusals and absences, to the Dean of the Library and the candidate's Department Head.
- 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 makes a written recommendation.
- i. The Dean of the Library forwards the Dean's written recommendation and the Library Promotion and Tenure Committee's recommendation to the candidate. The Dean of the Library also forwards a copy of the Dean's recommendation to the Department Head and the Chair of the Library Promotion and Tenure Committee.
- j. The Dean of the Library follows established University procedures for communicating with the Executive Vice President and Provost regarding renewal or non-renewal of contract. (See University Policy 5.98 Tenure Track and Tenure)
- k. The candidate receives official notification regarding contract renewal/nonrenewal from the University administration.
- l. One copy of the candidate's portfolio is retained by Library administration, and the other copies are returned to the candidate. All supplemental materials are returned to the candidate.

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 Chair of the Promotion and Tenure Committee. (See *Section V.C, External Review Letters and Sample Portfolios*)
- b. The portfolio is submitted by the candidate to the Dean of the Library. (See *Appendix A, Guidelines for Developing and Submitting a Promotion/Tenure Portfolio*, for submission and documentation requirements.)
- c. The Dean of the Library makes the portfolio available in a designated location to the candidate's Department Head and the Library Promotion and Tenure Committee.
- d. 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 supplies a copy of this recommendation to the candidate before passing it to the Dean of the Library.
- e. The Library Promotion and Tenure Committee reviews and considers the portfolio and the Department Head's recommendation, votes, and prepares a written recommendation for the Dean of the Library, which will include any minority reports submitted.
- f. The Chair of the Library Promotion and Tenure Committee forwards the written recommendation, any minority reports, and the Committee's vote, including recusals and absences, to the Dean of the Library and the candidate's Department Head.

- 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 makes a written recommendation.
- i. The Dean of the Library forwards the Dean's written recommendation and the Library Promotion and Tenure Committee's recommendation to the candidate. The Dean of the Library also forwards a copy of the Dean's recommendation to the Department Head and the Chair of the Library Promotion and Tenure Committee.
- j. The Dean of the Library follows established University procedures for communicating the recommendation to the Executive Vice President and Provost. . (*See University Policy 5.98 Tenure Track and Tenure*)
- k. The candidate receives official notification of the Executive Vice President and Provost's decision from the University administration.
- l. One copy of the candidate's portfolio is retained by Library administration, and the other copies are returned to the candidate. All supplemental materials are returned to the candidate.

C. External Review Letters and Selective Portfolios

Documentation for candidates who are applying for promotion and/or tenure must contain at least three external (outside of the Library) letters reviewing the candidate's representative documentation in the areas of scholarship and creative activity, service, and, where applicable, extension and outreach, and leadership.

The process should follow these steps:

Candidate's Responsibilities

1. By the end of the first full week of the fall semester, the candidate will provide 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.
2. The candidate is 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 selective portfolio is to be submitted by the candidate to the Dean along with their promotion or tenure portfolio.

Library Promotion and Tenure Committee Chair Responsibilities

1. The Library Promotion and Tenure Committee Chair, in consultation with the Department Head and the Dean of the Library, will have the option to add names to the list of external reviewers.
2. The Library Promotion and Tenure Committee Chair will select the external reviewers from the list. If letters from outside the candidate's list are sought, the Chair will select an equal

number of letters from the pool of names submitted by the candidate and the names added by the Promotion and Tenure Committee Chair.

3. The Library Promotion and Tenure Committee Chair 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 Chair will write the official letter to each external reviewer.
4. The Chair will add their cover letter to the selective portfolio packet, and arrange for administrative staff to make copies for each external reviewer, and for binding and shipping.

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, and
 - notification that third parties may review letters in the event of an EEOC or other investigation into a tenure or promotion decision
5. Replies from the external reviewers are to be sent to the Chair of the Promotion and Tenure Committee.
 6. In the event that fewer than three letters are received from the chosen external reviewers, the candidate will be asked by the Chair of the Promotion and Tenure Committee to provide additional names. If the candidate is unable to do so, the Chair of the Promotion and Tenure Committee, in agreement with the Dean, 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 must contain at least three external review letters.
 7. The Chair will forward the letters to the Dean's office.

Dean's Responsibilities

1. The Dean of the Library will add the external review letters to the candidate's portfolio.
2. 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 Executive Vice President and Provost) have knowledge of any changes to the portfolio.
3. Any letters other than the external review letters will be referred to the candidate for possible inclusion in the candidate's documentation.

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

1. The candidate must submit a written request to the Dean of the Library to add, change, or delete information in the candidate's portfolio after the deadline for submission. If the request is to add or change information, the candidate will include three copies 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 in the copies of the candidate's documentation.
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 Executive Vice President and Provost) 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 further consideration at any time prior to the final signature by the Executive Vice President and Provost by submitting a written request to the Dean of the Library. The Dean will notify the Executive Vice President and Provost, the Chair of the Library Promotion and Tenure Committee and the candidate's Department Head of the withdrawal.
2. 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.
3. 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 of the Library 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.

F. Appeals

1. In accordance with the *NMSU Policy Manual*, advisory recommendations are not grievable.
2. Appeals for violation of procedure are conducted according to guidelines in the *NMSU Policy Manual, Section 4.05.50*.

G. Post-Tenure Review

See the *NMSU Policy Manual, Section 5.87*.

VI. College Faculty

A. Professorial Ranks

College Faculty may hold the professional ranks of assistant, associate, and full professor and are eligible to 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 the *NMSU Policy Manual, Section 5.90.3.8.4*.

B. Annual Performance Evaluation

College Faculty performance will be reviewed annually by the appropriate Department Head and appropriate 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.

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.

Evaluation of College Faculty for promotion should focus on the specific responsibilities of the faculty member's position and the way those 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 *Appendix A, Guidelines for Developing and Submitting a Promotion/Tenure Portfolio*. The Department Head, Dean of the Library, and Executive Vice President/Provost 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 two elected library College Faculty members who hold at least the same professorial rank as that for which the College Faculty member is applying.

If necessary, College Faculty 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.

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. Procedures for Amendments

Requests for amendments to the *Library Promotion and Tenure Policy* may be submitted as outlined below.

1. The proposal for amendment must include the proposed language change and commentary on the reason for the change.
2. Proposals are submitted to the Dean of the Library.
3. The Dean of the Library will call at least two meetings of all faculty to discuss the proposal(s). At least ten working days prior to the first meeting, all faculty will receive written notification of the meeting and the proposed amendment(s).
4. Voting on the proposed amendment(s) will follow Library Faculty General Election Procedures. Each proposed amendment will be voted on separately.
5. The results of the vote(s) are subject to final approval by the Dean of the Library and the University Administration.
6. New amendments become effective at the beginning of the next academic year.

Appendix A—Guidelines for Developing and Submitting a Promotion/Tenure Portfolio

A. Submission Requirements

The candidate is responsible for submitting a promotion and tenure portfolio consisting of three hard copies of the core document and one hard copy of the documentation file, except for items designated as the responsibility of the Dean of the Library.

B. Original Documents

1. Do not include original materials in any file. Make copies.
2. For published scholarship include copies of the following:
 - a. Book: the title page, verso, and any table of contents
 - b. Article: cover of journal issue, complete article

C. Core Document

The core document shall include the following elements in the order given. The Dean supplies the forms for Item 2 (if applicable) to the candidate. The Dean adds those items so indicated in Tab C to the portfolio. The combination of Tabs D-F shall not exceed 50 pages. Tabs E, H-J are not required when submitting a portfolio for the renewal of a temporary contract. Tab C (2) is not required when submitting a portfolio for promotion to full professor.

Library Portfolio Requirements 1 and 2 precede Tabs A-J	Responsible Party
(1.) A cover letter addressed to the Dean.	Candidate
(2.) A completed Checklist of Intent, which includes a space for the candidate to indicate which version of the <i>Library Promotion and Tenure Policy</i> is applicable if the policy changed during the candidate's pre-tenure or pre-promotion period.	Dean
Tab A A routing form with spaces for the required signatures	Candidate
Tab B A cover sheet indicating the candidate's name, current rank, and Library department	Candidate
Tab C (1) <i>Contract Status and Dossier Review</i> form inserted here.	Dean
Tab C (2) Previous recommendations generated by the Department Head and the Promotion & Tenure Committee and the Dean.	Candidate
Tab C (3) Current year recommendations generated by the Department Head and the Promotion & Tenure Committee	Dean
Tab C (4) <i>As needed:</i> Documentation of credit for prior service or extension/reduction of probationary period (required if credit for prior service or extension/reduction of probationary period was requested).	Candidate
Tab D A table of contents for the core document and for the supplementary materials.	Candidate
Tab E Candidate's executive summary; a summative report and personal statement by the candidate that addresses his/her philosophies and activities in the areas of librarianship, scholarship and creative activity, service, and where applicable, outreach and other assigned areas. Not to exceed 4 pages.	Candidate
Tab F A curriculum vitae organized according to the criteria for promotion and tenure.	Candidate

If the candidate is applying for tenure or renewal of temporary contract, the core document should include evidence of contributions since starting at NMSU, plus evidence from other institutions. When credit for prior service is applicable, evidence of contributions from other institutions must be included. If the candidate is applying for promotion, then the candidate must include evidence of contributions since the last promotion or tenure review.

D. Documentation File

1. The documentation file displays supplementary materials related to the areas of faculty activity.
2. This material is not routed beyond the Library Promotion and Tenure Committee, but is available for review by the Dean of the Library and Executive Vice President and Provost.
3. The documentation file must include a table of contents of the supplementary materials.
4. The documentation file may include but is not limited to the following:
 - publications
 - unpublished reports
 - planning documents
 - instructional materials
 - in-house manuals
 - grant applications
 - solicited and unsolicited letters of support
5. All items in the documentation file must be referenced in the core document and organized so that they are easily accessible and their relationship to the core document is clear.

Appendix B—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.

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.