

**K-STATE AT SALINA LIBRARY DEPARTMENT**

**ANNUAL EVALUATION GUIDELINES  
(Approved by Faculty Vote on May 2, 2006)**

**PROMOTION AND TENURE GUIDELINES  
(Approved by Faculty Vote on May 4, 2004)**

REVIEW DATE FOR ANNUAL EVALUATION GUIDELINES \*(WHICH INCLUDES THE CHRONIC LOW ACHIEVEMENT STATEMENT AND THE CRITERIA AND STANDARDS FOR THE PROFESSORIAL PERFORMANCE AWARDS): **5/2011**

REVIEW DATE FOR PROMOTION AND TENURE GUIDELINES\*: **5/2009**

**Beverlee Kissick, Director  
Date signed: 6/01/06**

**Dennis Kuhlman, Dean  
Date signed: 6/02/06**

**M. Duane Nellis, Provost  
Date signed: 6/27/06**

*\*Each academic department is required by University Handbook policy to develop department documents containing criteria, standards, and guidelines for promotion, tenure, reappointment, annual evaluation and merit salary allocation. These documents must be approved by a majority vote of the faculty members in the department, by the department head or chair, by the dean concerned, and by the provost. In accordance with University Handbook policy, provision must be made to review these documents at least once every five years or more frequently if it is determined to be necessary. Dates of revision (or the vote to continue without revision) must appear on the first page of the document.*

**KANSAS STATE UNIVERSITY – SALINA  
COLLEGE OF TECHNOLOGY AND AVIATION**

**K-State at Salina Library**

**Promotion & Tenure  
Guidelines**

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## **INTRODUCTION**

The basic employment criteria and procedures for unclassified faculty in the K-State at Salina Library are outlined in Section C of the *University Handbook*. K-State at Salina Library personnel in tenure-track positions may be tenured as specified in Sections C70-C116 of the *University Handbook (UH)*. The guidelines set forth in this document serve as the Library's supplement to those procedures and to elaborate further on the criteria as they specifically apply to academic library work in a small college library. Criteria set by the latest revision of the *University Handbook* take precedence.

Many parts of this document duplicate exactly the contents of the *KSU Libraries Documents for Tenure* guidelines, last revised 5-4-1999. Many quotes are also taken from *Effective Faculty Evaluation: Annual Salary Adjustments, Tenure, and Promotion (EFE)*, a document developed by the University Task Force on Faculty Evaluation along with others. All of these documents are available on the Kansas State University web site and can be reached through the Office of Unclassified Affairs and University Compliance web pages <<http://www.ksu.edu/uau>>.

A master's degree in library and/or information science from an American Library Association accredited program is the appropriate terminal degree for academic librarians. An additional graduate degree is considered desirable but is not a formal requirement for promotion or tenure. Equivalent degrees at the master's or doctorate level combined with significant academic library experience may be considered in lieu thereof.

## **CRITERIA FOR PROMOTION AND TENURE**

“Promotion is based upon an individual’s achievements related to the specific criteria, standards, and guidelines developed by departmental faculty members in consultation with the department head and the appropriate dean.” (Section C120.1, *UH*)

“Promotion to assistant professor reflects an acceptable level of achievement and potential for excellence. Promotion to associate professor rests on substantial professional contributions that reflect excellence in teaching, research and other creative endeavor, directed service, or extension. Promotion to professor is based on attainment of excellence in the assigned responsibilities of the faculty member and recognition of excellence by all appropriate constituencies.” (Section C120.2, *UH*)

“Tenure is not granted below the rank of associate professor (effective July 1994), except in special circumstances approved by the Provost.” (Section C82.2, *UH*) A negative decision concerning promotion to the rank of associate professor during the final year of probation ordinarily constitutes a decision that a candidates’ work lacks sufficient excellence to justify tenure.

“Tenure should be granted only to those who have demonstrated individual excellence and whose expertise corresponds to the present and anticipated continuing needs of the University. Thus tenure decisions are based mainly on candidates’ contribution to institutional mission....Tenure evaluation is not merely the sum of the annual merit evaluations.” (p.24, *EFE*) Excellent annual evaluations are a necessary, albeit not sufficient, condition for tenure. Tenure will be awarded only to those who are excellent overall and who are above standard in every significant aspect of job performance. Similarly, behaviors that adversely affect collegiality or are chronically disruptive would properly influence tenure decisions.

Although institutional excellence is enhanced by faculty specialization, specialization of labor carried to excess could seriously limit the extent to which faculty would be able to meet changing conditions. “A major purpose of the probationary period is to provide opportunity to assess a candidate’s versatility.” (pp. 25-26, *EFE*)

### **CRITERIA**

There are four major criteria in the review for promotion and/or tenure: Directed Service, Non-Directed Service, Research and Other Creative Activities, and Academic Citizenship.

#### **Directed Service**

This type of service is explicitly delineated in a faculty member’s position description, and requires academic credentials and/or skills. This service furthers the Libraries’ mission and is central to the goals and objectives of the unit. In directed service the candidate must show understanding of policies, procedures, and services of K-State at Salina Library. In addition, the candidate must excel in one or more of the following:

- A. Ability to serve library users through interpretation of policies and procedures and by assisting them in use of library materials;
- B. Effectiveness in applying bibliographic techniques to the development, acquisition, organization, and interpretation of the collections;
- C. Evidence of specialization—outstanding performance in an area of library service or technology requiring specialized knowledge: for example, subject specialist, library automation, or public services. Librarians are expected to continuously seek to improve skills by activities, such as:
  1. Progress toward or receipt of an advanced subject degree and/or certification,
  2. Coursework in foreign languages or other job-related areas,
  3. Attendance at conferences, workshops, symposia, or other professional assemblies of a relevant educational nature.

- D. Supervisory and administrative expertise—effectiveness in the administration and supervision of a department or a unit of K-State at Salina Library and ability to train, coordinate, evaluate, and inspire personnel in the performance of functions essential to operation of the K-State at Salina Library.

### **Non-Directed Service**

“Non-directed service is often referenced by the generic term ‘service’. It is non-directed in the sense that specific expectations are not delineated in job descriptions and much latitude exists for faculty members to choose how they will fill some obligation for non-directed service.” (p.4, *EFE*) Non-directed service includes three categories:

#### *Non-Directed Service to the Institution*

Institutional service includes contributions to the K-State at Salina Library, the College of Technology and Aviation, and the University as a whole. University service embraces the broad range of activities involved in establishing and implementing policies at every level of the institution. Examples:

- A. Membership, especially in positions of leadership, in standing or ad hoc committees of the University or any of its subordinate units;
- B. Membership, especially in positions of leadership, in bodies participating in faculty governance.

#### *Non-Directed Service to the Profession*

Professional service encompasses contributions to the academic profession beyond the campus including, but not limited to:

- A. Holding office in professional societies or membership on their committees;
- B. Performing editorial functions for professional publications;
- C. Organizing professional meetings;
- D. Honors or special recognitions for contributions to an organization, discipline, or profession;
- E. Professional recognition as evidenced by awards, consultantships, grants, fellowships, etc.

#### *Nondirected Service to the Public*

“Public service includes the application of knowledge gained through scholarship for the benefit of a non-academic audience.” (p.4, *EFE*) It encompasses both the sharing of information and knowledge as well as applying knowledge to solving problems.

Examples include:

- A. Functioning as a librarian or archivist in a civic, religious or private organization;
- B. Dissemination of professional knowledge or information to civic, religious or private groups;
- C. Teaching of university courses for credit or non-credit.

Civic and personal service are not applicable; they are viewed as a person’s participation as a citizen and indicate personal skills and individual choice in use of private time.

### **Research and Other Creative Activities**

“Research and other creative endeavors encompass a broad spectrum of scholarship and other activities that require critical analysis, investigation, or experimentation. These endeavors are directed toward discovery, interpretation or application of knowledge and ideas.” (p.3, *EFE*) Creative activities must be related to the individual’s directed service responsibilities. “The results of research, scholarship and other creative activity should be shared with others through publication, performance, or other media appropriate to the discipline.” (p.3, *EFE*) Examples include:

- A. Books, reviews, bibliographies, monographs, bulletins, articles, and other scholarly works published in reputable journals;
- B. Submission of proposals for grants;
- C. Presentation of research papers before peers at scholarly meetings and/or learned societies;
- D. Evidence and/or documentation of unpublished reports and ongoing research.

### **Academic Citizenship**

“The University needs collegiality to function effectively...Some faculty members foster goodwill and harmony within the University, mentor colleagues, and generally contribute to the pursuit of common goals. Other individuals may display behavior that is highly disruptive to the University; as a result, collegiality and morale suffer.” (p. 5, *EFE*) Behavior which affects, whether positively or negatively, the ability of others to carry out their assignments in the department will be considered in the total evaluation for tenure.

Collegiality affects all other criteria. In particular, collegiality means participation and collaboration with library staff, students, faculty, and other university staff.

## **PROCEDURES FOR PROMOTION & TENURE**

Procedural steps stated here are intended to facilitate and standardize Promotion, Mid-Tenure, and Final Tenure Review Deliberations in the K-State at Salina Library. In the *KSU University Handbook*, procedures for tenure and promotion state that recommendations are forwarded to the prospective department head who in turn forwards favorable or unfavorable recommendations to the college dean. The department head for the K-State at Salina Library is the Director of Libraries. For promotion and tenure of the Director, this process is overseen by the Dean of the College of Technology and Aviation.

“For persons appointed at the rank of assistant professor, the maximum probationary period for gaining tenure and promotion to associate professor consists of six (6) regular annual appointments at Kansas State University at a probationary rank. In these cases, decisions of tenure must be made before or during the sixth year of probationary service. Candidates not approved for tenure during the sixth year will be notified by the appropriate dean that the seventh year of service will constitute the terminal year of appointment.” (Section C82.2, *UH*) Tenure deliberations will be held prior to promotion deliberations.

“For persons appointed at the rank of associate professor or professor, the maximum probationary period for gaining tenure consists of five (5) regular annual appointments at Kansas State University at probationary ranks. Tenure decisions must be made before or during the fifth year of probationary service. Candidates not approved for tenure during the fifth year of service will be notified by the appropriate dean that the sixth year of service will constitute the terminal year of appointment.” (Section C82.3 *UH*)

“A formal review of a probationary faculty member is conducted midway through the probationary period. Unless otherwise stated in the candidate’s contract, the mid-probationary review shall take place during the third year of appointment.” (Section C92.1 *UH*)

### **Annual Performance Review**

Annual Performance Reviews are required of all K-State at Salina Library faculty. The purpose of the Annual Performance Review is to evaluate job performance and to assist candidates in achieving promotion and tenure in due course. It provides faculty with a yearly progress report and an opportunity to review and discuss progress toward promotion and tenure.

### **Early Tenure**

Section C82.4 of the *University Handbook* states: “Faculty members on probationary appointments who have met the criteria and standards for tenure prior to the above maximum times may be granted early tenure. Because candidates may be considered for tenure at any time during their probationary period, no time credit shall be granted for service prior to employment at Kansas State University.”

### **Procedures for Promotion, Mid-Tenure, and Final Tenure Reviews**

#### ***Deliberation Notebook***

Working with the Director of Libraries at K-State at Salina, the candidate completes a Promotion and/or Tenure Deliberation Notebook. Accomplishments from jobs held prior to employment at Kansas State University should be included where relevant. See Appendix A for models of how pages should be formatted and what headers to use.

#### A. Notebook Contents:

##### I. Cover Sheet

A. Recommendation Form by the Dean

B. Recommendation Form by the Director

##### II. Description of Responsibilities During Evaluation Period

##### III. Statement by Candidate

A. Candidate's statement of accomplishments (one page summary of why a candidate feels he/she should be promoted/tenured)

B. Statement of Five-Year Goals

##### IV. Instructional Contribution

A. User Services (assisting in use of library materials, bibliographic instruction, etc.)

- B. Bibliographic Skills (applying bibliographic skills to improve collection)
- C. Evidence of Specialization (subject specialist, library automation, public services, etc.)
- D. Supervisory and Administrative Expertise (train, coordinate, evaluate, and inspire personnel)
- V. Research and Other Creative Endeavors (bibliographies, grants, research papers, presentations at scholarly meetings, etc.)
- VI. Service Contributions
- VII. Cooperative Extension
- VIII. Letters of Evaluation
- IX. Other Summary Information Considered Pertinent by the College
- IX. Annual Evaluation Forms and/or Mid-Probationary Tenure Review Letter
- X. Supporting Documents (appendices as required)

### ***Procedures for Promotion/Tenure***

The procedures for promotion and/or tenure follow a standard academic calendar for the entire university. The timeline in this document augments and details these procedures as they are carried out in the College and Technology and Aviation for the K-State at Salina Library, for both mid-tenure and full promotion/tenure review. This timeline is general in nature and susceptible to change. Absolute dates are determined by the Provost and outlined in the University's Master Calendar <<http://www.k-state.edu/academicservices/depthhead/master.html>>.

#### **May**

- Library faculty member consults with the Director of Libraries (or the Director consults with the Dean) about the upcoming academic year and the promotion/tenure process.
- Preliminary plans are made for next year's reviews.

#### **June-August**

- Candidate prepares documents and notebook contents for the promotion or tenure process. These include the table of contents listing as required by the university and all of the necessary forms.

#### **September**

- Director of Libraries/Dean solicits letters from outside reviewers from list submitted by candidate. Letters are not generally solicited for mid-tenure review.

#### **October**

- Candidate prepares application materials and submits file to Director of Libraries/Dean.
- Documents made available for review by department faculty and college faculty.
- Department faculty meet to discuss tenure and promotion (at least 14 days after documents made available to faculty.)
- Traditionally, candidate makes a presentation to the college faculty in late October. Faculty may ask to meet individually or in a group with candidate.
- Faculty submit evaluations to Director of Libraries/Dean. Faculty and other peer reviewers are asked to provide feedback on the form included as Appendix B in this document.

#### **November**

- Director of Libraries submits recommendation and documents to Dean. For promotion and tenure of the director, the Dean organizes and directs this process.
- Director of Libraries'/Dean's recommendation is forwarded to candidate.
- Dean forwards documents to College Tenure and Promotion Advisory Committee. Committee is asked to provide feedback to the candidate on the form included in Appendix B of this document.
- Committee reports findings to Dean of College.

#### **December**

- Dean notifies candidate and Director of Libraries' of the Dean's recommendations. Candidates for early tenure may withdraw within 7 days.

- Dean submits documents and recommendation to Deans Council of those candidates who have not withdrawn.

### **February**

- Deans Council notifies candidate and Director of Libraries of council recommendation. Deans Council provides written report to candidate, Director of Libraries, and dean if finding differs from that of the college.
- Deans Council sends documents to Provost for approval of tenure and promotion.
- Provost sends recommendations for tenure and promotion to President.

### **March**

- Dean informs candidate and Director of Libraries of promotion/tenure decision(s).

## **PROCEDURES FOR ANNUAL EVALUATION**

Faculty evaluation is an assessment of the quality and importance of the accomplishments and contribution made by each faculty member during the calendar year. Annual evaluation by the Director contributes to merit salary recommendations and serves as a yardstick for performance evaluation leading to tenure and promotion.

In turn, all full-time faculty and staff have the opportunity to evaluate the Director. The Dean will, in conjunction with the annual evaluation process, issue a written request for input from the department faculty and staff. The purpose of this input is to identify strengths and weaknesses, and issues relevant to the administrator's performance. (See B125, *UH*)

At the annual evaluation, non-tenured faculty members are notified of their progress toward tenure as set forth in the University Handbook (C60-C66, *UH*). Tenured faculty in the department vote by secret ballot on reappointment of non-tenured faculty for the following year. If there are no other tenured faculty members in the department besides the Director, a vote will not be taken. The department head forwards a written recommendation and the unedited comments of the faculty members to the dean. Final authority on reappointment is delegated to the provost (C63.3-C66, *UH*). Faculty members are evaluated on their record of teaching, scholarship/creative endeavors, and service.

In January, each faculty member submits a completed Performance Evaluation Form (see Appendix C). This includes four sections:

- A. Performance Planning
- B. Goal Statements / Review / Evaluation
- C. Overall Performance Evaluation
- D. Future Goals

Each section will be filled out as directed. A copy of the file will be submitted electronically to the Director to allow for his/her comments to be included in the designated areas. Three final copies are printed and signed; one copy for the faculty member, one for the Director, and one to submit to the dean's office.

Each member may use the literary style that best fits the material: lists, narrative, exposition, or commentary. Evaluation may include consideration of work that spans more than just the calendar year in question, in order to encourage faculty to undertake long-term projects that do not lend themselves to a single-year evaluation. Any other supporting materials the faculty member deems appropriate may accompany the summary. Generally, the best format for this evaluation is a notebook or binder.

## PROCEDURES REGARDING CHRONIC LOW ACHIEVEMENT

As required by Section C31.5-C31.8 of the University Handbook, this policy sets forth minimum acceptable levels of productivity. Section C31.5 will be invoked if any tenured faculty member receives an "unacceptable" rating in at least two of three areas listed below for two successive annual evaluations or a total of three annual evaluations in any five-year period.

### *Instruction/ Library Directed Service*

Library directed service is the foremost responsibility of all faculty in the K-State at Salina Library. Accordingly all faculty are expected to achieve these minimum standards:

- Carry out the responsibilities listed in the position description.
- Demonstrate good attendance and punctuality.
- Provide in-service and on-the-spot instruction in the use of library resources to faculty, staff, students, and other patrons as needed and in a timely manner.
- Display collegiality within the department and towards the whole college.
- Keep current in the field of librarianship through professional activities and development opportunities.
- Overall performance rated at "Achieves Expectations" or above (see Appendix C for evaluation forms).

### *Library Non-Directed Service*

The faculty in the K-State at Salina Library must show evidence of active participation in one area from the following list:

- Serve on college/university committees.
- Participate with community or professional organizations.
- Participate in outreach projects.

### *Scholarship/Research*

The faculty in the K-State at Salina Library must demonstrate a commitment to scholarship or research by participating in any one of the following:

- Departmental grant activity.
- Publication.
- Presentations.
- Conference participation or attendance and a report to the library faculty and staff sharing the knowledge gained.
- Coursework for academic or professional growth.

The K-State at Salina Library maintains that the response to evidence of chronic low achievement should first be elaboration of the problem and then encouragement to become more active. All faculty deserve an opportunity to ameliorate the situation before more serious employment actions are considered. Consequently, the procedure for implementation involves a three-pronged process as follows.

### **Procedure for Implementation of the Chronic Low Achievement Policy**

The procedures for implementation of the K-State at Salina Library standards will conform to written guidelines set forth in the University Handbook. Accordingly, when a faculty member fails to meet the minimum standards set forth in this policy, the following sequence of events will occur:

- **First**, an explanation of performance deficiencies and a proposed plan of action to address the deficiencies will be put in writing and forwarded to the faculty member from the Director of Libraries.
- **Second**, the faculty member will have the opportunity to provide written justification of activity within one month of written notification.
  - The Director may withdraw the written notification if the faculty justification is accepted.
  - If the justification is not accepted, the Director will select another faculty member in the College to serve as a peer mentor with the faculty at issue, with his/her approval of the selection of mentor. During the course of the next year's evaluation period, the Director will solicit feedback and provide assistance to improve the performance of the faculty member.
- **Third**, at the end of the year long evaluation period, the faculty member at issue will participate in the regular departmental evaluation process. In the event that the Director determines that the faculty member at issue has once again failed to meet the minimum standards set forth in this policy, a second written notification will be issued to the faculty member and the faculty member, Director, and Dean will meet to

discuss further steps that may be taken to improve performance. If upon completion of the second year the faculty member still receives an “unacceptable” rating, the faculty member will be reported to the Dean of the College of Technology and Aviation in consideration for “dismissal for cause”.

As with all issues within this document, faculty members have all the rights and privileges afforded them, including the right to appeal, as set forth in the University Handbook.

# **Appendix A**

## **Documentation for Promotion and Tenure Review**

## **GUIDELINES FOR THE ORGANIZATION AND FORMAT OF TENURE AND PROMOTION DOCUMENTATION**

### **KANSAS STATE UNIVERSITY**

To provide a common format for reviewers at the College and University levels, these guidelines are being issued to summarize and organize tenure and/or promotion documentation. The guidelines are used by all Colleges at Kansas State University, but are not intended to direct departments or colleges in their determination of what is to be considered in evaluations for tenure and/or promotion.

#### Candidate's Responsibilities:

Candidates being considered for tenure and/or promotion need to provide accurate, thorough, and clear documentation of achievements for review at the departmental, College, and University levels. Since there is some variation in the documentation required by departments and Colleges, each candidate should contact the appropriate administrators to determine what must be included in his or her individual documentation package.

Sections I-IX of the package are used to summarize the candidate's achievements and justification for tenure and/or promotion. In this, Section II is to be completed by the Department Head so that the candidate has this written description of responsibilities prior to compiling the documentation package. The remaining sections described in the guidelines are to be completed by the candidate.

Any documentation not required by the candidate's department and College may simply be omitted. College and/or department requirements not covered by Sections I-IX should be included under Section IX - Other Summary Information Requested by the Department or College.

Detailed support - for example, student ratings of instruction, reprints and/or manuscripts, a detailed curriculum vita - should be presented under separate cover and labeled Supporting Documentation.

#### Department Head's and Dean's Responsibilities:

The Department Head will include his or her written recommendation and summary of the departmental faculty's recommendation(s) following Section I when the candidate's package is forwarded to the Dean. Similarly, the Dean will include his or her written recommendation when the package is forwarded to the Provost.

**RECOMMENDATION FOR PROMOTION AND TENURE—SECTION I**

**FOR USE BY THE DIRECTOR OF LIBRARIES AT K-STATE AT SALINA LIBRARY**

(To Be Filled Out by the Candidate)

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Department/Unit \_\_\_\_\_

A. Name of Candidate: \_\_\_\_\_

B. For Tenure: Yes \_\_\_\_\_ No \_\_\_\_\_ If already tenured, date \_\_\_\_\_

C. For Promotion: Yes \_\_\_\_\_ No \_\_\_\_\_ To rank of \_\_\_\_\_

D. Current Rank: \_\_\_\_\_ Year/Month Received: \_\_\_\_\_

E. Average Distribution of Assignment:

Research \_\_\_\_\_

Instruction \_\_\_\_\_

Service \_\_\_\_\_

Administration \_\_\_\_\_

Cooperative Extension \_\_\_\_\_

F. Highest Degree: \_\_\_\_\_ Date: \_\_\_\_\_ Institution: \_\_\_\_\_

G. Years of Professional Experience Prior to KSU: \_\_\_\_\_ at KSU: \_\_\_\_\_

H. Years of Prior Service Credited Toward Tenure Consideration: \_\_\_\_\_

I have reviewed the documents contained herein and they contain all of the materials I wish to submit.

Candidate's Signature \_\_\_\_\_

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**To Be Completed by the Director After Departmental Review**

Faculty Recommendation: Tenure Promotion

Number Voting Yes: \_\_\_\_\_

Number Voting No: \_\_\_\_\_

Number Abstaining: \_\_\_\_\_

Number Absent and Not Voting: \_\_\_\_\_

Director's Recommendation: \_\_\_\_\_ (Yes) \_\_\_\_\_ (No)

Director's Signature \_\_\_\_\_

**RECOMMENDATION FOR PROMOTION AND TENURE—SECTION I**

**FOR USE BY THE DEAN OF THE COLLEGE OF TECHNOLOGY AND AVIATION**

(To Be Filled Out by the Candidate)

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Department/Unit \_\_\_\_\_

A. Name of Candidate: \_\_\_\_\_

B. For Tenure: Yes \_\_\_\_\_ No \_\_\_\_\_ If already tenured, date \_\_\_\_\_

C. For Promotion: Yes \_\_\_\_\_ No \_\_\_\_\_ To rank of \_\_\_\_\_

D. Current Rank: \_\_\_\_\_ Year/Month Received: \_\_\_\_\_

E. Average Distribution of Assignment:

Research \_\_\_\_\_

Instruction \_\_\_\_\_

Service \_\_\_\_\_

Administration \_\_\_\_\_

Cooperative Extension \_\_\_\_\_

F. Highest Degree: \_\_\_\_\_ Date: \_\_\_\_\_ Institution: \_\_\_\_\_

G. Years of Professional Experience Prior to KSU: \_\_\_\_\_ at KSU: \_\_\_\_\_

H. Years of Prior Service Credited Toward Tenure Consideration: \_\_\_\_\_

I have reviewed the documents contained herein and they contain all of the materials I wish to submit.

Candidate's Signature \_\_\_\_\_

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**To Be Completed by the Dean After Review by the College Advisory Committee on Academic Tenure**

Faculty Recommendation:

Tenure

Promotion

Number Voting Yes:

\_\_\_\_\_

\_\_\_\_\_

Number Voting No:

\_\_\_\_\_

\_\_\_\_\_

Number Abstaining:

\_\_\_\_\_

\_\_\_\_\_

Number Absent and Not Voting:

\_\_\_\_\_

\_\_\_\_\_

Dean's Recommendation: \_\_\_\_\_ (Yes) \_\_\_\_\_ (No)

Dean's Signature \_\_\_\_\_

Each box below represents a separate section in the tenure deliberation notebook. Full pages are not reproduced here, but the text in each box should be used as a header for each section of the notebook. Most sections are limited to one or two pages ONLY. Additional documentation may be included at the end in Section X.

**SECTION II**

**DESCRIPTION OF RESPONSIBILITIES DURING EVALUATION PERIOD**

One page summary. To be completed by Department/Unit Head and signed by Candidate and Head.

**SECTION III - A**

**STATEMENT BY CANDIDATE**

**Statement of Candidate Accomplishments**

Instructions: Candidate is to provide a one-page summary of major achievements during the evaluation period at the local, regional, national, and international levels. Candidate may provide any other information he/she feels pertinent to the tenure/promotion decision. Summary is limited to the space provided below.

**SECTION III - B**

**STATEMENT BY CANDIDATE**

**Statement of Five-Year Goals**

Instructions: Candidate is to provide a one-page statement of the individual's five-year goals with respect to teaching, research, service, and any other scholarly activity. Statement is limited to the space provided below.

**SECTION IV - A**

**SUMMARY OF CANDIDATE'S INSTRUCTIONAL ACTIVITY**

**User Services**

Instructions: Candidate is to provide a one-page statement giving evidence to quality in the directed service of furthering the Library's mission and exhibiting an understanding of policies, procedures, and services of the K-State at Salina Library. Excellence must be demonstrated in an ability to assist users with the use of library materials and in the use of quality bibliographic instructional techniques. (See K-State at Salina Library's Criteria for Tenure, page 4).

**SECTION IV - B**

**SUMMARY OF CANDIDATE'S INSTRUCTIONAL ACTIVITY**

**Bibliographic Skills**

Instructions: Candidate is to provide a one-page statement giving evidence to quality in the directed service of furthering the Library's mission and exhibiting an understanding of policies, procedures, and services of the K-State at Salina Library. Excellence must be demonstrated in effectiveness of applying bibliographic techniques to the development, acquisition, organization, and interpretation of the Library's collection. (See K-State at Salina Library's Criteria for Tenure, page 4).

**SECTION IV - C****SUMMARY OF CANDIDATE'S INSTRUCTIONAL ACTIVITY****Evidence of Specialization**

Instructions: Candidate is to provide a one-page statement giving evidence to quality in the directed service of furthering the Library's mission and exhibiting an understanding of policies, procedures, and services of the K-State at Salina Library. Excellence must be demonstrated with outstanding performance in an area of library service or technology requiring specialized knowledge. (See K-State at Salina Library's Criteria for Tenure, page 4)

**SECTION IV - D****SUMMARY OF CANDIDATE'S INSTRUCTIONAL ACTIVITY****Supervisory and Administrative Expertise**

Instructions: Candidate is to provide a one-page statement giving evidence to quality in the directed service of furthering the Library's mission and exhibiting an understanding of policies, procedures, and services of the K-State at Salina Library. Excellence must be demonstrated showing effectiveness in the administration and supervision of a department or a unit of K-State at Salina Library and ability to train, coordinate, evaluation, and inspire personnel in the performance of functions essential to operation of the K-State at Salina Library. (See K-State at Salina Library's Criteria for Tenure, page 4)

**SECTION V****RESEARCH AND OTHER CREATIVE ACTIVITIES****Service Contributions**

Instructions: Candidate is to provide evidence of research and other creative activities, relating to the candidate's directed service responsibilities, such as: books, bibliographies, monographs, grants, presentation of research papers at scholarly meetings, etc. (See K-State at Salina Library's Criteria for Tenure, page 4).

**SECTION VI****LIBRARY NON-DIRECTED SERVICE****Service Contributions**

Instructions: Candidate is to provide a one-page statement of non-directed service to the institution (K-State at Salina Library, College of Technology and Aviation, and the University as a whole), to the profession, and to the public. (See K-State at Salina Library's Criteria for Tenure, page 4).

**SECTION VII****COOPERATIVE EXTENSION**

Instructions: Candidate is to provide a one-page statement of his/her cooperative extension record for the evaluation period. The statement should provide evidence of productivity, quality, creativity, and originality. A separate list of extension publications (including those accepted but not yet published), meetings, workshops, etc. may be provided.

**SECTION VIII**  
EXTERNAL LETTERS OF EVALUATION

**SECTION IX**  
OTHER SUMMARY INFORMATION CONSIDERED PERTINENT BY THE COLLEGE

**SECTION X**  
SUPPORTING DOCUMENTS  
Appendices as required.

# **Appendix B**

## **Form for Promotion & Tenure Evaluation by Peers**

**FORM FOR EVALUATION OF CANDIDATE**

## *K-State at Salina Library*

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### **Indications of Progress Toward Tenure and Areas for Improvement**

Please indicate with your comments below each of the listed criteria the progress made towards tenure and the areas of improvement that might be made for this candidate. Thank you.

#### **Directed Service:**

*“This type of service is explicitly delineated in a faculty member’s position description, and requires academic credentials and/or skills. This service furthers the K-State at Salina Library mission and is central to the goals and objectives of the unit. In directed service the candidate must show understanding of policies, procedures, and services of K-State at Salina Library.”*

#### **Non-Directed Service:**

*“Institutional service includes contributions to the K-State at Salina Library, the College of Technology and Aviation, and the University as a whole. University service embraces the broad range of activities involved in establishing and implementing policies at every level of the institution.”*

#### **Research & Other Creative Activities:**

*“ “Research and other creative endeavors encompass a broad spectrum of scholarship and other activities that require critical analysis, investigation, or experimentation. These endeavors are directed toward discovery, interpretation or application of knowledge and ideas.” (p.3, EFE) Creative activities must be related to the individual’s directed service responsibilities.”*

#### **Academic Citizenship:**

*“ “The University needs collegiality to function effectively...Some faculty members foster goodwill and harmony within the University, mentor colleagues, and generally contribute to the pursuit of common goals. Other individuals may display behavior that is highly disruptive to the University; as a result, collegiality and morale suffer.” (p. 5, EFE) Behavior which affects, whether positively or negatively, the ability of others to carry out their assignments in the department will be considered in the total evaluation for tenure.”*

# **Appendix C**

## **Forms for Annual Evaluation**

**Kansas State University – Salina**  
*College of Technology and Aviation*

*Department of Library Services*

Performance Evaluation Form – Unclassified Employees

<b>Employee Name</b>	<b>Job Title</b>	<b>Evaluation Period Covered</b>
<b>Supervisor's name</b>	<b>Supervisor's Title</b>	<b>Evaluation Due Date</b>

**PART A: PERFORMANCE PLANNING**

*Key Job Responsibilities: In order of priority, list the top 3 to 5 job responsibilities of this position or attach the current job description.*

**PART B: GOAL STATEMENTS / REVIEW / EVALUATION**

*List 3 to 5 key goals that were accomplished – short statements of expectation which specify outputs (what is to be produced) and standards (quality, quantity, cost, timeliness) will usually suffice. Conduct mid-year review of progress; provide year end evaluation. Note accomplishments, goal modification, areas for improvement.*

Goal Statement:  
 Review/Evaluation:  
 Comments:

Goal Statement:  
 Review/Evaluation:  
 Comments:

Goal Statement:  
 Review/Evaluation:  
 Comments:

**PART C: OVERALL PERFORMANCE EVALUATION**

*Consider what has been accomplished—Goals from Part B—and how job responsibilities and key goals were accomplished, summarizing performance results below.*

Demonstrated Strengths:

Areas for Improvement/Enhancement:

*Using the following standards, please evaluate the overall job performance, selecting the description that most closely identifies the overall performance.*

- Exceeds Expectations** Performance and results frequently exceeded the position’s requirements and expectations. All planned goals were achieved above established standards. The performance behavior was consistent with the selected Critical Success Factors. The contributions made improved the effectiveness of the department or unit.
- Achieves Expectations** Performance and results met all position requirements and expectations. Planned goals were achieved within acceptable standards. There may have been some accomplishments which exceeded expectations and some areas where results did not fully meet expectations. Similarly, the performance behavior is generally consistent with the selected Critical Success Factors. On balance, this is a good performer.
- Needs Improvement** Performance and results met some, but not all, the position’s requirements and expectations. The need for further development and/or improvement is recognizable. The performance behavior demonstrated is occasionally consistent with the selected Critical Success Factors. Sustained progress and improvement are required.
- Unacceptable** Performance and results are not acceptable. The position’s requirements and expectations have not been met. Performance must improve to an acceptable level or additional corrective action will be taken, up to an including possible discharge.

Employee Comments:

**I have read and participated in this performance evaluation as summarized above.**

\_\_\_\_\_  
**Signature of Employee**

\_\_\_\_\_  
**Date**

**Performance evaluation prepared by:**

\_\_\_\_\_  
**Name**

\_\_\_\_\_  
**Title**

\_\_\_\_\_  
**Date**

**Performance evaluation reviewed by:**

\_\_\_\_\_  
**Name**

\_\_\_\_\_  
**Title**

\_\_\_\_\_  
**Date**

**Kansas State University – Salina**  
*College of Technology and Aviation*

*Department of Library Services*  
Performance Evaluation Form – Unclassified Employees

<b>Employee Name</b>	<b>Job Title</b>	<b>Evaluation Period Covered</b>
<b>Supervisor's name</b>	<b>Supervisor's Title</b>	<b>Evaluation Due Date</b>

<b>PART D: FUTURE GOALS</b>
<i>List 3 to 5 goals for the next evaluation period. Appropriate goals may include short term, mid-term, and long term goals.</i>
Short Term Goals (1 year)
Mid-term Goals (3 year)
Long Term Goals (5 year)

**K-STATE AT SALINA LIBRARY  
COLLEGE OF TECHNOLOGY & AVIATION**

**PROFESSORIAL PERFORMANCE AWARD**

**May 31,2006**

**Significance of the Award.** The Professorial Performance Award rewards strong performance at the highest rank with a base salary increase in addition to that provided by the annual evaluation process. The Performance Award review, it is important to note, is not a form of promotion review. It does not create a "senior" professoriate. Furthermore, the Professorial Performance Award is not a right accorded to every faculty member at the rank of Professor. Nor is it granted simply as a result of a candidate's routinely meeting assigned duties with a record free of notable deficiencies. (Section C49.1 UH)

**Criteria:**

1. The candidate must be a full-time professor and have been in ~~rank~~ at least six years since the last promotion or professorial performance award. (Section C49.2 UH)
2. The candidate must show evidence of sustained productivity in at least the last six years before the performance review. (Section C49.2 UH)
3. The candidate's productivity and performance must be of a quality comparable to that which would merit promotion to professor according to current approved departmental standards. (Section C49.2 UH)

**Procedure:**

1. The faculty member will provide the following supporting materials which will form the basis of adjudicating eligibility of the award.
  - a. Evidence of productivity that support the promotion to Professor using the current department standards. The format of the documentation will consist of Sections I-VI of the K-State at Salina Library's Promotion and Tenure Guidelines and the Professorial Performance Award Evaluation Forms signed by the candidate. Director of Libraries and Dean of the College of Technology and Aviation
  - b. Copy of current vitae.
  - c. Copies of annual evaluations for each year since the last promotion or professorial performance award.
2. The Director of Libraries reviews the supporting materials and prepares a written recommendation.
3. The recommendation and supporting materials are forwarded to the Dean of the College of Technology & Aviation at the same time as the annual evaluation is forwarded.
4. The Dean of the College of Technology & Aviation reviews recommendation and supporting materials and prepares a written recommendation.
5. All recommendations for the Professorial Performance Awards are forwarded to the Provost. (Section C49.4 UH)

Adapted from Kansas State University Libraries  
Professorial Performance Award  
May 11, 2006

*Shirley Kissick*  
Director of Libraries

**K-STATE AT SALINA LIBRARY  
COLLEGE OF TECHNOLOGY & AVIATION**

**PROFESSORIAL PERFORMANCE AWARD  
May 31,2006**

**EVALUATION FORM I**

**Date:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Job Title:** \_\_\_\_\_

**Dept:** \_\_\_\_\_

**Date of Promotion to Professor at K-State:** \_\_\_\_\_

**Recommendation:**

\_\_\_\_\_  
**Director of Libraries**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Faculty Member**

\_\_\_\_\_  
**Date**

**K-STATE AT SALINA LIBRARY  
COLLEGE OF TECHNOLOGY & AVIATION**

**PROFESSORIAL PERFORMANCE AWARD  
May 31, 2006**

**EVALUATION FORM II**

**My signature signifies that I have seen the Director of Libraries' recommendation.**

**Comments by the Dean:**

\_\_\_\_\_  
**Dean of the College of Technology & Aviation**

\_\_\_\_\_  
**Date**