University Libraries

Faculty Handbook

University Libraries Faculty Handbook

4.00 Leave Policies

Appendices

Other Relevant Policies Not Covered in this Document

Wichita State University Faculty Handbook

Section 2.34 Joint Faculty Appointment
Section 2.35 Notice of Non-Reappointment
Section 2.5   Policy Concerning Employment of Relatives

1.0   University Libraries Faculty Appointment

1.01   Appointment Notice

New faculty appointments are formalized by an initial letter of offer from the Dean of University Libraries and are signed by both the Dean of University Libraries and the new faculty member. An additional appointment form or notice that states the term of employment, salary, faculty rank, and appointment status will then be issued by the University President.

Continuing faculty appointments are formalized by an appointment form or notice that states the term of employment, salary, faculty rank, and appointment status. Appointment notices for the next academic year are issued by the University President as soon after the legislative session as possible.

1.02   Term of Appointment

Annual Appointment
University Libraries faculty receive annual appointments, including vacation and holidays.

Emeritus Appointment
Emeritus status recognizes meritorious service to the university and may be conferred upon a retiring tenured member of the University Libraries faculty who has served Wichita State University for a minimum of ten continuous years. To be considered in the determination of meritorious service are the person's contributions in the areas of librarianship, scholarly activity, service or leadership.

Recommendations for the award of emeritus status must be made through a vote of the University Libraries faculty. After receiving concurrence from the Dean of University Libraries, the recommendation will be forwarded to the University President.

Exceptions to the above criteria may be granted by the University President.

1.03   Faculty Ranks and Titles

The principal titles and ranks granted by the University to faculty are those normally bestowed by institutions of higher education: **Professor**; **Associate Professor**; **Assistant Professor** and **Instructor**.

Faculty may be appointed as Assistant Instructors to fill temporary librarian positions, and the appointment may be full-time or part-time. There is no expectation for tenure or promotion at this rank.

Titles used to designate part-time instructional personnel include **lecturer** and **adjunct/faculty associate**. The term **visiting** is used in conjunction with the basic academic titles for individuals who join the faculty for a short period of time, usually with the intent of returning to a position at another academic institution.

The University has various special professorships that it bestows upon faculty in recognition of distinguished scholarly achievement and distinguished contribution to the University. The special professorships include: Regents distinguished professorships, established by the Kansas Board of Regents; Trustees distinguished professorships, funded by the Board of Trustees; University professorships, funded by the University; distinguished professorships, endowed by donors or the WSU Foundation; and professorships emeriti, awarded to outstanding retired faculty.

1.04   Types of Appointments

In accordance with University guidelines, appointments to the University Libraries faculty are of three basic types: temporary, probationary, and with tenure.

- **Temporary** appointments at the rank of Assistant Instructor are for a specified period only, and carry no expectation of reappointment. Adjunct/faculty associates and lecturers have temporary appointments for one semester, subject to renewal on the basis of need.

- **Probationary** appointments are those appointments that may, on the basis of continuing satisfactory performance, lead to review for the award of tenure. However, probationary appointments carry no expectation or promise that review for the award of tenure will be undertaken or that tenure will be awarded. Probationary appointments are reviewed on an annual basis, and may or may not be renewed. Probationary appointments will not be continued for more than seven years.

- **Tenured** appointments will be annually renewed unless the faculty member is dismissed through proper actions and procedures (See *WSU Faculty Handbook*, Section 3.11).

1.05   Special Conditions of Appointment

Any special conditions of appointment will be included in the initial letter of offer and in the appointment form signed by the faculty member on an annual basis. An administrative stipend would be an example of a special condition of appointment.

1.06   General Criteria for Appointment

Appointments to the University Libraries faculty must adhere to the criteria for rank to which appointed, and appointees must show promise of meeting the criteria for tenure and promotion. Evidence of academic excellence and professional achievement in librarianship contained in letters of reference, transcripts, publications and the record of previous work experience serve as indicators of an individual's potential.

A master's degree from an American Library Association-accredited program is the terminal professional degree for academic librarians. (See the "ACRL Statement on the Terminal Professional Degree for Academic Librarians at: http://www.ala.org/acrl/standards/statementterminal.) An additional graduate degree pertinent to the faculty member's assignment is in all cases desirable, but not a requirement.

At the time of initial appointment, should questions about rank occur; the Dean of University Libraries will consult with the University Libraries Tenure and Promotion Committee to determine appropriate rank.

1.07   Requirements for Appointment as University Libraries Faculty Member

1.07.1 Requirements for appointment at the Assistant Professor rank

University Libraries faculty members typically receive a probationary appointment at the rank of Assistant Professor upon recommendation by the Dean of University Libraries and the Primary Evaluator. Appointment at the rank of Assistant Professor requires a master's degree from an ALA-accredited program with the expectation that appointees must show promise of meeting the criteria for tenure and promotion as discussed in section 1.06.

1.07.2 Requirements for appointment at the Associate Professor rank

Appointment at the rank of Associate Professor requires more extensive experience sufficient to enable the appointee to assume a leadership role immediately upon

appointment and a strong record of scholarly contributions and professional service. Review for the appointment at the rank of Associate Professor shall be initiated by the Dean of University Libraries through consultation with the University Libraries Tenure and Promotion Committee in accordance with the University Libraries and University guidelines in force at the time of appointment. The University Libraries Tenure and Promotion Committee will then submit recommendations on appointment status to the Dean of University of Libraries for approval. Expectations for appointment at the Associate Professor level include but are not limited to the following:

a. ALA-accredited Master's degree
b. Demonstrated excellence in librarianship and relevant professional experience
c. A strong record of scholarship, which must include refereed publications at the regional or national level.
d. Service to a library, a university, and professional service at the regional or national level.

1.07.3 Requirements for appointment at the Full Professor rank

Appointment at the rank of Full Professor requires extensive experience sufficient to enable the appointee to assume a leadership role immediately upon appointment and a record of scholarly contributions and professional service. Review for the appointment at the rank of Full Professor shall be initiated by the Dean of University Libraries through consultation with the University Libraries Tenure and Promotion Committee in accordance with the University Libraries and University guidelines in force at the time of appointment. The University Libraries Tenure and Promotion Committee will then submit recommendations on appointment status to the Dean of University Libraries for approval. Expectations for appointment at the Full Professor level include but are not limited to the following:

a. ALA-accredited Master's degree
b. Demonstrated sustained excellence in librarianship and extensive professional experience
c. A record of substantial refereed publications, as well as other appropriate scholarship, which has led to professional recognition at the national or international level.
d. Demonstrated academic leadership in the form of sustained service to the University Libraries, university and the profession at the national or international level

2.00 Annual Review and Salary Recommendation Process

2.01   Introduction

The annual review of tenured, probationary and temporary faculty is conducted according to Kansas Board of Regents and University policies and procedures. This section provides additional information, policies, and procedures specific to conducting annual reviews of and making salary point recommendations for University Libraries faculty. It is intended to serve as a guide to aid members of the University Libraries faculty in understanding the process.

2.02   Annual Review

The annual review of tenured, probationary and temporary faculty involves the completion of a FAR (Faculty Activity Record) by the individual faculty member, and the completion of a Faculty Evaluation form by the evaluators (i.e. Primary Evaluators, University Libraries Tenure and Promotion Committee, and Dean of University Libraries). The evaluative statements on the Faculty Evaluation form are based on the *Criteria Used During Annual Review and Tenure and Promotion Evaluations* (see Appendix G of this document), and annual goals are written according to the *Guidelines for Developing Goals* (under Section 2.02.3 of this document).

In addition, an annual review letter summarizing progress towards tenure will be sent to each tenure track faculty member at the conclusion of the process. The letter will be signed by the Dean of University Libraries and the Chair of the University Libraries Tenure and Promotion Committee. A copy of the letter will be placed in the faculty member's Tenure and Promotion file in the University Libraries Dean's Office (See Appendix A for the annual review letter outline).

2.02.1 Faculty Activity Record (FAR)

The FAR is an important document that serves as an integral part of the faculty evaluation. It records regular activities and program improvements that document how the year's goals were met. Finally, it chronicles the faculty member's activities in a way that will be useful in developing promotion and tenure dossiers. Both the annual review and salary point recommendations are based in part on the completed FAR. (See Appendix B for sample FAR.) The University Libraries Tenure and Promotion Committee and the Dean's Office will be jointly responsible for maintaining and updating this form annually following the first faculty meeting of the academic year.

Instructions for completing the FAR:

I.   *Librarianship*

   a.   This section covers the primary job responsibilities. For example:

Information access and collection management
Instruction and research assistance
Technological advancement and digital curation

    b. List those functions appropriate to your assignment, along with the time and scope percentage committed to each. Include specific information about achievements during the year. Be sure to list progress toward completion of goals.

II.   *Research/Creative Activity*

a. List all works published or accepted for publication during the calendar year. Include full title, publisher, date or expected date of publication, and whether refereed or not. Faculty members may also choose to add notes on acceptance rates, impact factors, contributions made to jointly authored works, or other data that will assist evaluators in assessing the work.

b. Indicate work in progress, including items submitted for publication. If still in progress, put N/A under "Publisher/Place" to indicate that the work has not been submitted. Works listed lead to an expectation for eventual publication or presentation.

c. Grants. Enter the title of the grant, the funding agency, the dollar amount, and your role (e.g. Principal Investigator or Co-Investigator). If funded, enter the amount; enter N/F if not funded. If funded, include information about what has been accomplished in appropriate sections.

d. Consulting, paper presentations, poster presentations, and professional presentations. Describe the organization, your role, inclusive dates, and remuneration, if any. Indicate if the presentation was a paper presentation, poster presentation, or professional presentation, and whether the presentation proposal was refereed.

e. Awards. Include acceptance into professional associations (other than those that can be joined simply by paying membership dues).

III.   *Service*

a. List all university administrative and committee assignments, noting level of service: unit (d), college (c), or university (u). If release time and/or compensation were awarded, so indicate.

b. Be selective, remembering that things such as the University Libraries Social and Courtesy Committees are not highly valued in tenure decisions.

c. For external service, list only activities that require professional expertise, for example, editorships of journals, reviewing for journals, election to office in professional associations, refereeing papers, professional consultation, etc.

2.02.2 Supplemental Documentation for Faculty Evaluation

Faculty members should prepare a supplemental file of materials that support their primary job activities (such as user guides created, reports developed, etc.), as well as copies of all works published or accepted for publication, papers presented, grant proposals, and evidence of professional service such as committee reports or letters of appointment. Access to these documents is helpful to the evaluators.

2.02.3 Goals

1. *Assumptions and Objectives*

   a. Goals are an essential guide for evaluating a faculty member's progress during the evaluation period.

   b. Goals should address librarianship, service, and scholarship based on library-wide goals.

   c. Goals should be specific, observable, and measurable.

2. *Guidelines for developing Goals*

   a. Primary Evaluators develop goals for their units based on library-wide goals and distribute them to faculty and the Dean of University Libraries.

   b. Faculty members prepare goals that support unit goals, library goals, and foster their professional development. Faculty members submit their annual goals with their FARs.

   c. Faculty members meet individually with Primary Evaluators to consult on the appropriateness of the goals. Faculty members have an opportunity to revise their goals after consultation with Primary Evaluators.

d.   Draft goals are then submitted to the Dean of University Libraries for review and approval. The final revision is signed by both the Primary Evaluator and faculty member and is then submitted to the Dean of University Libraries along with the primary evaluation.

e.   Primary Evaluators and the Dean of University Libraries, where agreement has not been reached, may include additional goals as part of the evaluation. Such goals will be reviewed and discussed during the evaluation. Faculty members who disagree with the additional goals may make a written response.

3.   Goals prepared by faculty members and those written by Primary Evaluators and/or the Dean of University Libraries will serve as a component of the annual review.

2.02.4 Faculty Evaluation Form

The *Faculty Evaluation Form* (See Appendix E) is used to assess a faculty member's performance for the previous calendar year. The Primary Evaluator, the University Libraries Tenure and Promotion Committee, and the Dean of University Libraries each provide a written evaluative statement. These reviewers, as well as the Vice President for Academic Affairs, also use the form to record their recommendations regarding reappointment for probationary and temporary faculty. In addition, the Primary Evaluator indicates on the form whether a tenured faculty member's work during the past year met minimum expectations in each of the three areas: Librarianship, Scholarship, and Service. Finally, the faculty member's goals for the following year are attached to the form.

2.03 Guidelines for Evaluating Performance

2.03.1 Criteria for Evaluating Primary Job Performance in Librarianship

The guidelines and criteria for evaluating librarianship, scholarship, and service activities are intended to aid faculty members in relating their professional growth to their primary position responsibilities, annual evaluation, tenure, and promotion. Because University Libraries faculty members primary responsibilities differ from position to position, they will be evaluated on the criteria appropriate to their individual positions.

The guidelines and criteria for evaluating the librarianship, scholarship and service of faculty members have been developed in collaboration between the Dean of University Libraries, Primary Evaluators, the University Libraries Tenure and Promotion Committee, and University Libraries faculty members. To ensure consistency throughout the evaluation process, the criteria required for the annual performance review of all faculty members is identical to that described in *Criteria Used During*

Annual Review and Tenure and Promotion Evaluations (see Appendix G of this document).

2.04   Guidelines for Evaluators' Statements

1. Evaluate success in meeting the goals as set forth in the previous review by the faculty member and the reviewer(s).

2. Assess quality and quantity of work as well as adequacy of performance in meeting assigned duties.

3. Assess performance in each area of a faculty member's assignment.

4. Set forth specific, measureable, and achievable goals for the next evaluation period.

5. Indicate praise for excellent performance, as well as constructive criticisms that identify deficiencies and areas of needed improvement.

2.05   Salary Point Recommendations

2.05.1 Assumptions and Objectives

Salary increases may be based on merit when funding is available at the University. The merit process should reward outstanding performance and contribute to the achievement of the University's and University Libraries' missions, goals and expectations.

> The process should be: understood by all participants; perceived as fair; and regarded as an accurate assessment of each faculty member's performance in librarianship, scholarship, and service.

> Different assignments carry different expectations. Additionally, University Libraries faculty members new to the profession are rated differently from experienced practitioners with many years of service. During the first one year of the probationary period, greater emphasis is placed on mastering one's assignment. Later, broader aspects of the assignment, professional service, and research become increasingly important.

2.05.2 General Guidelines for Point Allocation

A maximum of 50 points is assigned.

Scores are based on how well the individual met expectations for librarianship, research, and service as documented in the annual evaluation.

Expectations are based on:
    The criteria set forth in Section 3.16.1 of this document
    The goals developed during the previous evaluation.

Points are not allocated to specific activities, but are assigned on the basis of one's overall performance.

See Appendix H for a sample form.

2.06   Review Process

All faculty (tenured, probationary, and temporary) complete a Faculty Activity Record (FAR). Faculty forward copies of the FAR to their Primary Evaluator and the University Libraries Dean's Office.

Each faculty member prepares a list of goals for the coming year and forwards it to the Primary Evaluator along with the FAR. The Primary Evaluator will meet with the faculty member to discuss the goals and revise them if needed

Each Primary Evaluator reviews the performance of his or her faculty members, and prepares a written assessment, as well as recommendations for point scores. The University Libraries Tenure and Promotion Committee also meets to draft written assessments for all tenure-track faculty (or *all* faculty when the faculty has voted for peer review). In years when it is financially possible to issue salary increases based on merit, the University Libraries Tenure and Promotion Committee will also prepare recommended point scores (See Section 2.05 in this document). The University Libraries Tenure and Promotion Committee and Primary Evaluator may meet at the request of the Dean of University Libraries to answer questions and provide additional information about a faculty librarian.

The Primary Evaluator finalizes his or her written evaluation and, when financially possible, merit point score recommendations. The Primary Evaluator makes a recommendation regarding reappointment for untenured faculty, and an indication of whether the year's work met expectations for tenured faculty. These recommendations are recorded on the Faculty Evaluation Form. At the same time, the University Libraries Tenure and Promotion Committee finalizes its written evaluation and votes on reappointment for untenured faculty

The Primary Evaluator then meets with each faculty member to discuss the written evaluations, recommend point scores, and next year's goals.

The Primary Evaluator forwards the completed Faculty Evaluation Form, the recommended merit point scores, and goals to the Dean of University Libraries.

The Chair of the University Libraries Tenure and Promotion Committee signs the Faculty Evaluation Form in the University Libraries Dean's Office and records the University Libraries Tenure and Promotion Committee's vote. All members of the University Libraries Tenure and Promotion Committee then sign the Faculty Evaluation Form. The Chair of the University Libraries Tenure and Promotion Committee forwards the written evaluation to the Dean of University Libraries.

The Dean of University Libraries reviews all evaluations and makes a written assessment for each faculty member.

The Dean of University Libraries and University Libraries administration review merit point scores from Primary Evaluator reviews and the University Libraries Tenure and Promotion Committee to ensure equity and make adjustments as appropriate.

The completed Faculty Evaluation Form is made available to the faculty member for review.

The faculty member does not meet formally with the University Libraries Tenure and Promotion Committee but may request a meeting with the Chair of the University Libraries Tenure and Promotion Committee to discuss his/her review.

The faculty member signs the Faculty Evaluation Form, and, if desired, attaches a written response.

The completed form is sent to the Vice President for Academic Affairs by the specified deadline.

The Vice President for Academic Affairs reviews all evaluations, may add comments, and makes reappointment decisions on untenured faculty members.

Copies of the complete FAR and Faculty Evaluation Form are retained in the faculty member's file in the University Libraries Dean's Office.

An annual review letter, signed by the Dean of University Libraries and the Chair of the University Libraries Tenure and Promotion Committee, summarizing progress toward tenure, will be created and sent to each faculty member on tenure track.

3.00 Tenure and Promotion Policies

3.01 Nontenurable Positions

Positions at Wichita State University that are not eligible for tenure are those that are part-time, carry the rank of Assistant Instructor, have less than a 50 percent responsibility for librarianship, research, scholarship and/or creative activities, or are designated as temporary.

3.02 Probationary Period

All full-time faculty with 50 percent or more responsibility for teaching, librarianship, research, scholarship, and/or creative activities with the rank of Assistant Professor or higher must undergo review for tenure during their sixth year of employment at Wichita State University, unless their employment at the university is to be terminated at the end of their seventh year of service. Those individuals given credit for prior experience in higher education at the time of initial appointment shall undergo review for tenure according to the policies stated.

Under unexpected special and extenuating circumstances, prior to the sixth year of service, and at the request of the faculty member and the appropriate dean, the Chief Academic Officer of the university may grant an extension of the tenure clock for a maximum of one year.

The following university and University Libraries regulations apply to the probationary period as defined in Kansas Board of Regents policy:

1. At the time of initial appointment, agreement between the appointee and the institution must be reached on the prior service, if any, to be applied against the probationary period. This agreement shall be contained in the initial letter offering the position and in the initial contract.

2. Within two months after appointment, a faculty member will receive a letter from the Dean of University Libraries indicating the year the faculty member will stand for tenure, as well as the date of the third year review.

3. When a probationary period is interrupted by a leave of absence other than a scholarly leave, such leave will not be counted toward eligibility for tenure. A scholarly leave will count toward tenure unless the faculty member and the university agree in writing to the contrary at the time the leave is granted. If a faculty member takes a part-time administrative or other non-academic appointment during the probationary period, that time is counted toward eligibility for tenure if s/he maintains at least a half-time academic appointment, and is not counted if the academic appointment is less than half-time.

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4. If a faculty member terminates and subsequently returns to the university, rules for tenure consideration will apply as they do for previous service at other institutions of higher education.

3.03   Early Consideration for Tenure

Within the usual probationary period, a faculty member who demonstrates exceptional merit in all areas (librarianship, scholarship, and service) may be afforded one opportunity to stand for tenure prior to mandatory review. In such cases, the faculty member, in consultation with the Primary Evaluator and the Dean of University Libraries, shall determine the advisability of early nomination according to the following criteria of eligibility:

1. The faculty member shall hold the rank of Assistant Professor or above.

2. The faculty member shall have completed three years of full-time service at the University Libraries.

Should the faculty member decide to stand for early tenure review, the following conditions shall apply:

1. The tenure review shall be conducted under the standard deadlines, policies, and procedures governing tenure considerations at that time.

2. A faculty member who is unsuccessful in the early application for tenure shall have the right to continue on probationary status and stand for mandatory tenure review without prejudice.

3.04   Initial Appointment with Tenure

In exceptional circumstances an individual may be awarded tenure at the time of initial appointment. Individuals being considered for appointment to an administrative position can be granted tenure at the time of appointment only on the basis of their scholarly and academic credentials. Review for the award of tenure with initial appointment shall be initiated by the Dean of University Libraries in collaboration with the University Libraries Tenure and Promotion Committee in accordance with University Libraries and University guidelines in force at the time.

The University Libraries Tenure and Promotion Committee's recommendations for award of tenure with initial appointment shall be forwarded for action through the Dean

of University Libraries and the Vice President for Academic Affairs. In such cases where additional consultation is deemed desirable, the Vice President for Academic Affairs may convene the university-level committee to conduct an *ad hoc* tenure review.

The Vice President for Academic Affairs shall convey the recommendations to the President who shall review the recommendations and make the final decision. The President shall notify the individual in writing of the award of tenure.

3.05   Pre-Tenure Third-Year Review

In addition to an annual evaluation, a pre-tenure review will be required for probationary faculty in their third probationary year. The purpose of the Pre-Tenure Review is to provide faculty with an assessment of their progress towards tenure and promotion. The Pre-Tenure Review is an appraisal that identifies strengths, areas of concern, if any, and offers suggestions about how best to focus efforts in the remaining years before the tenure decision. For a faculty member whose record of scholarship, teaching, and service is strong, the Pre-Tenure Review will indicate that s/he is on the right track. For one whose record is insufficient in particular areas, it will provide an early warning with suggestions about how to refocus efforts. When progress toward tenure is notably deficient, the Pre-Tenure Review will alert the faculty member to serious concerns about the lack of sufficient progress. The review is to be constructive and advisory. The Pre-Tenure Review is an additional, separate review for University Libraries faculty, and is not a part of the University's formal tenure and promotion process.

All Pre-Tenure Reviews will be conducted after three years of employment. The new faculty member will be notified of the date of the third year review in writing by the Dean within two months of appointment. Normally this review will occur in the fall of the candidate's fourth year. It is desirable for a faculty member to have two years between the Pre-Tenure Review and submission of the tenure dossier, so that adequate time is available to address any concerns raised during the review. Faculty who enter with one year of credit toward tenure are in their "third year" in their second year of employment, and people who enter with two years of credit toward tenure are in their "third year" in their first year of employment. Those who enter with tenure or with more than two years of credit toward tenure are exempt from the third year review.

University Libraries faculty must use the University's official tenure and promotion file format for the Pre-Tenure Review. The outline can be found at http://webs.wichita.edu/senate/form.htm. The form includes the faculty member's vita, and sections for describing accomplishments during the first three years of employment. In the *Candidate's Statement* section, the faculty member should provide a narrative of accomplishments to date; the narrative is limited to five pages. The rest of the form should be filled out just as one would for Tenure and Promotion consideration. Copies of all FAR's and annual evaluations to date should also be included. A secondary file that provides documentation such as copies of publications, appointments, etc. from the first three years of employment should also be prepared. Letters from external

reviewers are not solicited during a Third-Year Review. All primary documentation will be retained in the faculty member's personnel file. The supplemental materials will be returned to the candidate after the completion of the Pre-Tenure Review process.

The Primary Evaluator, University Libraries Review Committee, and Dean of University Libraries will review each faculty member's materials and will provide written feedback about the candidate's progress towards tenure during the Third Year Review. The Primary Evaluator and Dean of University Libraries will indicate whether the candidate's progress is *Sufficient Progress* or *Needs Improvement*.

The University Libraries Review Committee shall include all tenured members of the University Libraries holding academic rank at the assistant professor level or higher, with the exception of the Dean of University Libraries. The Chair of the University Libraries Tenure and Promotion Committee will act as chair. The Dean of University Libraries will make available copies of each faculty member's primary dossier to all members of the University Libraries Review Committee, and will indicate the location of the secondary dossiers. These materials will be available for at least five working days prior to deliberation. The University Libraries Review Committee will meet to discuss and vote on third year review cases. Ballots must be marked as "Sufficient Progress" or "Needs Improvement." Abstentions will be recorded only if a faculty member declares a conflict of interest prior to the vote; the faculty member's Primary Evaluator must declare a conflict of interest. Following the discussion and vote, the University Libraries Tenure and Promotion Committee will write feedback addressing the candidate's progress including recommendations for continued progress in librarianship, scholarship, and service. The written feedback will also include the results of the Review Committee's vote; the University Libraries Tenure and Promotion Committee will not conduct a separate vote.

The Pre-Tenure Review process will be conducted according to the University Libraries Tenure and Promotion Calendar, and the evaluators will consider all Pre-Tenure Reviews immediately after completing any T & P reviews for the year (See Section 3.10 of this document).

The faculty member will have the opportunity to respond in writing to the review, and to meet in person with evaluators (the Primary Evaluator, Chair of the University Libraries Tenure and Promotion Committee, and the Dean of University Libraries).

3.06   Guidelines and Criteria for Tenure and Promotion

Guidelines and criteria related to tenure and promotion are developed by all the constituencies involved in the review process, including the President, the University Tenure and Promotion Committee, and the University Libraries Tenure and Promotion

Committee. Basic university guidelines are presented in Chapter 4 of the *WSU Policies and Procedures Manual (*http://webs.wichita.edu/inaudit/ch_4.htm).

3.07   University Committee Procedures

In the process of reviewing tenure and promotion cases according to its charge, the University Tenure and Promotion Committee applies the respective college guidelines as approved by the University Libraries Faculty, the University Libraries Tenure and Promotion Committee, and the University Tenure and Promotion Committee. It is important to emphasize that these guidelines are not rigid rules. The University Tenure and Promotion Committee reviews the college guidelines every three years according to the schedule in the *WSU Faculty Handbook*, Section 3.62.

3.08   Tenure and Promotion Review Process

The tenure and promotion review process is governed by the "Tenure, Promotion, and Appeals Procedures" document, which was adopted by the university faculty, May 1994. The text of this policy follows:

"Individual units may adopt by vote of the faculty of the college/school/library additional procedures, policies, and interpretive statements to govern their internal review of tenure and promotion cases, so long as those procedures, policies, and interpretive statements are consistent with all higher level procedures, policies, and interpretive statements, as determined in the triennial review of policies and procedures conducted by the university committee. These additional statements should be provided in writing to all candidates for tenure and promotion and to all probationary faculty at the time of their initial appointment and at each annual review." (Please see the *WSU Policies and Procedures Manual*, Section 4.15 and *the WSU Faculty Handbook*, Section 3.74).

3.09   Presidential Review of Nominees for Tenure and Promotion

The laws of the State of Kansas provide that, subject to the Kansas Board of Regents, the President shall appoint employees and administer the affairs of Wichita State University. In matters of tenure and promotion, the President has delegated the authority to make recommendations to certain faculty committees and administrators. However, the President retains the authority to make the final decision on the tenure and promotion of faculty members.

A person dissatisfied with committee or administrator recommendations concerning his/her tenure or promotion may, after exhausting the procedures and appeals in the tenure and promotion review process, petition the President of Wichita State University for a favorable decision on tenure and/or promotion.

3.10 University Libraries Tenure and Promotion Calendar (Modified to reflect the absence of a Departmental Committee)

This calendar may vary slightly from year to year. University Libraries can make some adjustments to the calendar since it does not need to allow time for a Departmental Committee review. The University Libraries Dean's Office will notify faculty of the adjustments to the calendar for the upcoming year as soon as the annual University Tenure and Promotion calendar is distributed by the Office of Academic Affairs, typically in late November or early December.

Within two months after appointment, a faculty member will receive a letter from the Dean of University Libraries indicating the year the faculty member will stand for tenure, as well as the date of the third year review.

March

2nd Friday   Deadline for Director of the Office of Planning and Analysis to notify Deans of faculty scheduled for mandatory tenure review with copies of institutional planning and analysis.

April

1st Friday   Deadline for the Dean of University Libraries to notify faculty scheduled for mandatory tenure review with copies to Vice President for Academic Affairs.

2nd Friday   Deadline for Primary Evaluator to notify faculty of the deadline to apply for promotion, for third year review, professor incentive review and/or early review.

3rd Friday   Deadline for faculty applying for promotion, professor incentive review and/or early tenure review to notify the Primary Evaluator.

May

1st Friday   Deadline for Primary Evaluator to notify the Dean of University Libraries of faculty applying for tenure and/or promotion or professor incentive review.

2nd Friday   Deadline for Dean of University Libraries to notify University Libraries Tenure and Promotion Committee that an election will be held for Committee membership.

3rd Friday   Deadline for Dean of University Libraries to notify Vice President of Academic Affairs of faculty scheduled for early tenure review and/or promotion or professor incentive review.

3rd Friday   Deadline for sending initial request for external reviews

June

2nd Friday   Election process for membership to University Libraries Tenure and Promotion Committee completed.

September
2nd Friday   Deadline for candidate to submit dossier/supporting documentation. Deadline for third year review dossiers to be submitted.

3rd Friday   As needed, updating of policies and forms for compliance with University by T&P and Dean's Office.

October

2nd Friday   Deadline for Primary Evaluator to notify Dean of University Libraries of recommendations, and within two (2) workings days after the this notification, the Dean of University Libraries will notify nominees of the Primary Evaluator's independent recommendation, and the candidate's right to appeal a negative decision.

3rd Friday   Deadline for candidates to sign cover sheet in University Libraries Dean's Office indicating they have reviewed all documents being forwarded by the Primary Evaluator.

4th Friday   Deadline for submission of appeals or rebuttals to Primary Evaluator recommendations to the Dean of University Libraries.

Deadline for inclusion of letters from external reviewers.

November

1st Friday   All librarians holding tenure and academic rank at the assistant professor level or higher will be notified of availability of files.

| 3rd Friday | Deadline for University Libraries Tenure and Promotion Committee to transmit recommendations to Dean of University Libraries. |

December

| 1st Friday | Deadline for Dean of University Libraries to notify candidates and Primary Evaluators of Committee's and Dean of University Libraries independent recommendations and the candidate's right to appeal a negative decision or to rebut an evaluation statement. |

| 2nd Friday | Deadline for candidates to sign college cover sheet in the University Libraries Dean's Office indicating that they have reviewed all documents being forwarded by the college and within two (2) working days after the signing, the Dean of University Libraries will transmit materials to the Vice President for Academic Affairs. |

| 3rd Friday | Deadline for Vice President for Academic Affairs to transmit materials to the University Tenure and Promotion Committee. |

| 3rd Friday | Deadline for appeal of or rebuttal to college-level recommendations to Vice President for Academic Affairs. |

| 3rd Friday | Deadline for adding materials to the secondary dossier. |

January

| 4th Friday | Deadline for University Tenure and Promotion Committee to report recommendations to Vice President for Academic Affairs and to notify candidates and Primary Evaluators of the Committee's recommendations and the candidate's right to rebut the Committee's evaluation. |

February

| 1st Friday | Deadline for submission of rebuttal statements by candidates to the Vice President for Academic Affairs of the University Committee's evaluation. |

| 3rd Friday | Deadline for notification of candidates of recommendations to be made by the Vice President for Academic Affairs to the President. |

| 4th Friday | Deadline for University Committee to identify problems in tenure policies and tenure and promotion guidelines for the Faculty Affairs Committee. |

March

| 1st Friday | Deadline for appeals, rebuttals, and/or petitions to the President of negative recommendations. |

April

1st Friday   Final transmittal of Wichita State University decisions to the candidates.

2nd Friday   Deadline for the Dean of University Libraries to notify Faculty scheduled for third year review.

These procedures are adapted from sections 10 and 2f, respectively, of the 1972 *AAUP Recommended Institutional Regulations on Academic Freedom and Tenure of the American Association of University Professors*.

3.11   Policies and Procedures for Tenure and Promotion

If the Tenure and Promotion Guidelines in effect at the time of initial appointment differ from those in place at the time a tenure case comes forward for consideration, the current guidelines can be used in place of the earlier guidelines only if both the candidate and the Primary Evaluator agree. Once the agreement is made, it should be put into writing and filed in the faculty member's personnel file located in the University Libraries Dean's Office. When new University Libraries Tenure and Promotion guidelines are put into effect, all probationary faculty will be notified by the University Libraries Dean's Office they will stand for tenure and/or promotion consideration under the guidelines that were in effect when they were hired, unless they complete an agreement with their Primary Evaluator to move forward under the new guidelines.

Any faculty member may nominate himself or herself for review for tenure and promotion. Nominations may also be made by the Primary Evaluator. For faculty members with probationary appointments, review for tenure must occur during or before the year prior to the last year of the probationary period, which is typically the sixth year. In extreme circumstances, the faculty member may request an extension. No review for tenure will occur during the last year of a faculty member's probationary period.

The process of review for tenure and promotion involves these steps:

1. Nomination for review.

2. Review of nominees by the Primary Evaluator. If there is a negative vote from the Primary Evaluator, the case goes forward without prejudice to the next level.

3. College review by the University Libraries Tenure and Promotion Committee, and by the Dean of University Libraries. In cases where the Committee recommendation differs from the Dean of University Libraries recommendation, the case will go forward to the next higher level without prejudice, and the transmittal will not constitute an appeal.

4. In favorable or appealed cases, university-level review of University Libraries nominations by the University Tenure and Promotion Committee and the Vice President of Academic Affairs.

5. In favorable or appealed cases, review of recommendations by the President of the University for final decision.

6. A candidate may make only one appeal during the entire review process. The appeal is made to the next higher level. (See *WSU Faculty Handbook*, Section 3.8126).

3.12 Nomination for Review for Tenure and Promotion

1. The Dean of University Libraries will notify the Primary Evaluator in each unit of the deadline for nominations for tenure, and the Primary Evaluator will write to all full-time faculty members of the unit to tell them that nominations of persons to be reviewed that year for tenure and/or promotion must be given to the Primary Evaluator by a specified date. The Primary Evaluator must nominate all faculty whose tenure review is mandatory for that year. All others may be nominated by the Primary Evaluator or by the faculty member himself or herself.

2. The Primary Evaluator will send copies of the list resulting from Step 1 to all full-time faculty in his/her unit, and specify a second date by which any additional nominations must be provided in writing to the Primary Evaluator.

3. The Primary Evaluator will confer individually with all nominated faculty members and provide information about the University Libraries criteria, and university criteria for tenure and promotion.

4. Except for those whose review for tenure is mandatory, faculty who have been nominated must inform the Primary Evaluator in writing by a date specified by the Primary Evaluator (which will be no sooner than two days after their conference) of the faculty member's decision to remain in nomination or to withdraw.

5. The final, list of those nominated will be sent to the Dean of University Libraries and to all members of the University Libraries Tenure and Promotion Committee. Each person on the list will be notified in writing by the Dean of University Libraries that s/he is officially a candidate for promotion and/or tenure by the first Friday in April. In addition, the Dean of University Libraries will inform the candidate of the criteria for tenure and/or promotion and will instruct the candidate to give his/her supporting materials to the Dean of University Libraries by a specified date.

3.13 Department Level Review for Tenure and Promotion

University Libraries does not constitute departmental committees. Due to the size of most library units, the University Libraries tenure, promotion and evaluation process has traditionally functioned as a college rather than individual departments. Tenure cases will be reviewed by the Primary Evaluator.

The candidate will present a primary dossier to the Primary Evaluator and to the University Libraries Dean's Office. The candidate will also prepare a secondary dossier, which is presented to the University Libraries Dean's Office. Only material contained in the primary and secondary dossiers and additional materials appropriately obtained and added to the dossiers may be used by the evaluators at each level.

Primary Dossier

The primary dossier consists of the basic document, the required cover sheet that records each step of the review process, copies of the annual reviews (and rebuttals, if filed) for untenured faculty, the Primary Evaluator's non-evaluative role statement, annual evaluative statements by the Dean of University Libraries, University Libraries Tenure and Promotion Committee and Primary Evaluator at each level of review, rebuttals (if any are filed), external reviews (and rebuttals, if filed) and items added during the review process.

The primary dossier will follow the standard format recommended by the University Tenure and Promotion Committee and approved by the Faculty Senate. Deviations from the established format should be clearly explained. The basic document may be no more than 25 pages. The outline for the primary dossier can be found at: *http://webs.wichita.edu/senate/form.htm* (See Appendix D)

The Primary Evaluator will provide a statement of the role of the candidate in the unit that is purely descriptive and not evaluative. If the candidate's role involves a weighted distribution of responsibility among the three categories of professional activity, that should be indicated in the role statement.

The candidate is responsible for placing copies of the annual Faculty Activity Records in the primary dossier. Copies of the FAR are maintained in the University Libraries Dean's Office and a candidate may request copies.

The annual evaluative statements written by the Dean of University Libraries, Primary Evaluator, and the University Libraries Tenure and Promotion Committee will be added to the primary dossier by the University Libraries Dean's Office.

The University Libraries Dean's Office will make copies of the primary dossier available for members of the University Tenure and Promotion Committee, as well as librarians

holding tenure and academic rank at the assistant professor level or higher, and will forward the original dossier and 12 copies, along with the original secondary dossier, to the Office of Academic Affairs at the appropriate time.

Secondary Dossier

The secondary dossier consists of such additional materials as the candidate wishes to submit. Examples might include, but are not limited to, copies of publications or other evidence of scholarship, copies of letters of support, etc. The candidate may add items to the secondary dossier during the review process (see calendar in Section 3.10 of this document). Should documentation significant to the faculty member's case arrive after the deadline for adding materials to the secondary dossier (the 3rd Friday in December), the candidate will notify the Dean of University Libraries and the Chair of the University Libraries Tenure and Promotion Committee who will add the material to the dossier. The Chair of the University Libraries Tenure and Promotion Committee will bring the additional material to the attention of the next higher committee. The secondary dossier will not be duplicated but will be available for review in the University Libraries Dean's Office.

As the review proceeds through the various levels, the primary dossier and the secondary dossier will be in the custody of the Dean of University Libraries. Items may be added to the primary dossier by the Dean of University Libraries, but the University Libraries Dean's Office must give the candidate a copy of the additions and provide the candidate an opportunity to write a rebuttal that will also be included in the primary dossier.

The complete files of all faculty members under review must be available for a reasonable time (at least five working days) to all reviewers.

Promotion cases will be reviewed by the Primary Evaluator. The limitation of voting to persons of equal or higher rank does not apply to votes cast by the Primary Evaluator.

Primary Evaluators do not participate in their own evaluations or in evaluations of faculty when the Primary Evaluator has a conflict of interest. Such cases automatically go forward without prejudice for review at the next level.

The results of the Primary Evaluator's recommendation will be sent to the Dean of University Libraries. The Primary Evaluator will provide a written evaluation to accompany his/her recommendation for each case. These statements will be included in the primary dossier. The candidate will be provided an opportunity to review these statements and to file a written rebuttal in the primary dossier.

The Dean of University Libraries will inform each candidate in writing of the Primary Evaluator's recommendation, the right to appeal, and the procedures for appeal. The Dean of University Libraries will also notify the candidate that s/he may request meetings with the Primary Evaluator, at the candidate's option, to discuss the decision.

3.14 College Level (University Libraries) Review for Tenure and Promotion

The Dean of University Libraries will make available copies of each faculty member's primary dossier to tenured members of the University Libraries holding academic rank at the assistant professor level or higher, and will indicate the location of the secondary dossiers. These materials will be available for at least five working days prior to deliberation.

The Chair of the University Libraries Tenure and Promotion Committee will meet with the Dean of University Libraries to receive information about the schedule of meetings and about any administrative matters related to the cases to be reviewed. The Dean of University Libraries may also request other meetings with the University Libraries Tenure and Promotion Committee.

The Chair of the University Libraries Tenure and Promotion Committee will chair the University Libraries Review Committee consisting of all tenured faculty members of the University Libraries holding academic rank at the assistant professor level or higher, with the exception of the Dean of University Libraries, to discuss and vote on candidates' applications. Each candidate is not present at this meeting. The members of the University Libraries Review Committee review candidates for tenure and promotion according to policies and procedures adopted by the University Libraries as described in Sections 2.0 and 3.0 of this document, and in the Tenure, Promotion, and Appeals Procedures outlined in the *WSU Faculty Handbook*. All deliberations are confidential.

During the University Libraries Review Committee's deliberations, additional materials from the candidate's personnel files in the University Libraries Dean's Office may be consulted. These files are confidential, used only in the designated University Libraries Tenure and Promotion Committee meeting room, and returned in their original condition and order. Any additional requests for information will be made in writing by the University Libraries Tenure and Promotion Committee Chair through the University Libraries Dean's Office. Consistent with University Libraries procedures, the Dean of University Libraries must provide the candidate a copy of the material and allow the candidate to write a rebuttal.

The University Libraries Review Committee will vote on the tenure case. A straw vote will be taken before the final vote to inform tenured members whether further discussion needs to take place before the final vote is cast. The final vote will be cast by secret ballot, and will be based on a simple majority vote. Ballots must be marked as "Recommend," "Deny," or "Abstain." All tenured faculty must vote with the exception of the Dean of University Libraries. Faculty members physically absent during the time of the vote should be listed as unavailable. The Chair of the University Libraries Tenure and Promotion Committee is responsible to obtain a vote or explain the circumstances

for each faculty listed as unavailable. In absentia votes must be noted. Abstentions will not be registered except when a faculty member declares s/he has a conflict of interest concerning a case; the candidate's Primary Evaluator must declare a conflict of interest. The Chair of the University Libraries Tenure and Promotion Committee and one other faculty member tabulate the voting results, record the final count, and announce the majority decision to the tenured members and Primary Evaluator. The ballots for each candidate will be placed in an envelope which will be sealed, labeled with the candidate's name, the date, results of the vote, and submitted to the Dean of University Libraries.

The University Libraries Tenure and Promotion Committee will write a recommendation based on the University Libraries Review Committee discussion and vote. The recommendation will address the candidate's achievements in librarianship, scholarship, and service. The University Libraries Tenure and Promotion Committee shall not conduct a separate vote; the University Libraries Review Committee vote shall be recorded on the College recommendation cover sheet. This statement will become part of the candidate's primary dossier, and the University Libraries Tenure and Promotion Committee will forward the results of the vote to the Dean of University Libraries.

The Dean of University Libraries will provide a separate recommendation and a written evaluation for each case following receipt of the University Libraries Tenure and Promotion Committee recommendations.

The results of the University Libraries Review Committee vote, the University Libraries Tenure and Promotion Committee's recommendation statement, and the Dean of University Libraries separate recommendations will be sent by the Dean of University Libraries to the Vice President for Academic Affairs. These statements will be included in the primary dossier. The candidate will be provided an opportunity to review these statements and to file a written rebuttal in the primary dossier.

In cases where the University Libraries Review Committee's recommendation differs from that of the Dean of University Libraries, the case will go forward to the next higher level without prejudice, and the transmittal will not constitute an appeal. The Dean of University Libraries will send forward the primary and secondary dossiers. In cases where the recommendation of the University Libraries Review Committee and the Dean of University Libraries are both negative, the candidate has the right to withdraw their tenure application or appeal to the University level.

The Dean of University Libraries will notify each candidate in writing of the University Libraries Review Committee's recommendation, the Dean of University Libraries recommendation, the right to withdraw, the right to appeal, if any, and the procedures for appeal. The Dean of University Libraries will also notify the candidate that s/he may request in writing meetings with the Dean of University Libraries and/or the Chair of the University Libraries Tenure and Promotion Committee, at the candidate's option, to discuss the recommendation.

3.15 University Libraries Tenure and Promotion Committee

Membership

The University Libraries Tenure and Promotion Committee consists of three tenured faculty members and operates at the college level. Members do not represent individual units. All tenured faculty (with the exception of the Dean and Associate\Assistant Deans) are eligible for membership on the Committee.

The University Libraries Review Committee is convened by the Chair of the University Libraries Tenure and Promotion Committee when a faculty member submits a dossier for third-year review or for tenure and promotion review. The University Libraries Review Committee consists of all tenured faculty members with the exception of the Dean of the University Libraries. The University Libraries Review Committee shall review dossiers and vote on third-year review cases and tenure and promotion applications. The University Libraries Tenure and Promotion Committee shall write recommendations for third-year review, tenure, and promotion following the University Libraries Review Committee vote, but shall not conduct a separate vote.

If there are not at least three tenured faculty members in the University Libraries to review candidates for tenure, outside tenured faculty from Wichita State University will be invited by the Chair of the University Libraries Tenure and Promotion Committee, in consultation with the University Libraries Tenure and Promotion Committee, the Dean of University Libraries, and the candidate, to serve on a special tenure review committee. The Chair of the University Libraries Tenure and Promotion Committee will serve as chair of the special tenure review committee.

Members of the committee vote for promotion cases regardless of the rank held by individual members. At least three Committee members will conduct promotion reviews. If there are fewer than three voting members, the Chair, in consultation with the Committee, the Dean of University Libraries and the candidate(s), will invite additional members from Emeritus University Libraries Faculty or Wichita State University Faculty. The Chair will advise the Dean of University Libraries and the candidate(s) of the selection in writing and will serve as chair of the special promotion committee.

Elections

University Libraries Tenure and Promotion Committee members are elected for three-year terms. Terms are staggered with one member elected each year. There is no limit to the number of consecutive terms a member may serve. Should a member of the committee resign mid-term, a special election will be called by the Dean of University

Libraries to elect a member to complete the term of the departing member. In cases of declared conflict of interest for an individual case, a special election will be held to select an alternate to assume the evaluation responsibilities for that specific case. Special elections will follow standard committee election procedures.

The Dean of University Libraries will notify the Chair of the University Libraries Tenure and Promotion Committee on the 2nd Friday of May each year that an election is about to take place. The Chair will prepare and distribute the ballot. The election will be conducted before the 2nd Friday in June and will take place over five working days. All tenured and probationary University Libraries faculty at the rank of Assistant Professor and above will vote in the election. The Chair of the University Libraries Tenure and Promotion Committee and one other faculty member will tabulate the voting results, record the final count, and announce the result to the faculty. The faculty member(s) receiving the highest number of votes will be elected to serve on the University Libraries Tenure and Promotion Committee.

In alternate years, at its first meeting of the year, the Chair of the University Libraries Tenure and Promotion Committee is elected by the University Libraries Tenure and Promotion Committee for a two year term. Absent extenuating circumstances, no faculty member shall serve as chair of the University Libraries Tenure and Promotion Committee for more than two consecutive years. The Chair of the University Libraries Tenure and Promotion Committee also serves as a member of the University Tenure and Promotion Committee, which convenes in January of each year to review all University candidates for tenure and promotion. The Chair of the University Libraries Tenure and Promotion Committee role is to present each University Libraries candidate's dossier in the entirety of the case, highlighting the points that formed the basis of the University Libraries Tenure and Promotion Committee's decision on the case. At the end of the tenure review cycle, the Chair of the University Libraries Tenure and Promotion Committee will submit in writing to the Dean of University Libraries any observed problems and meet with the University Libraries Tenure and Promotion Committee to review any matters of concern raised by the University Tenure and Promotion Committee.

Occasionally, a conflict of interest may arise between faculty members standing for tenure and/or promotion and University Libraries Tenure and Promotion Committee members. Such conflicts might include: 1) a Primary Evaluator serving on the Committee during a year when a faculty member from that same unit comes up for tenure and/or promotion; or 2) a Committee member standing for promotion at the same time his/her primary reviewer is also standing for tenure and/or promotion. Committee members must declare conflicts of interest at the time tenure and promotion deliberations begin. In such cases, the Committee member abstains from participation and voting on that case.

Miscellaneous Activities

Members of the Committee may not write letters of support for tenure or promotion files. Up until a candidate submits a tenure and promotion file, Committee members may answer questions candidates have about constructing their dossiers. Tenured faculty may share their own tenure and promotion dossiers with candidates. However, the candidate is responsible for the proper content, placement of materials, and format of his/her dossier.

The University Libraries Tenure and Promotion Committee will offer a spring workshop on the tenure and promotion process for University Libraries faculty.

The Committee will review the University Libraries Faculty Handbook at the first faculty meeting after the election each year to discuss changes or address questions that might have come up during the previous year. Any changes to university policies will be incorporated into the Faculty Handbook after this meeting by the University Libraries Dean's Office while changes related only to the University Libraries will be voted on by the University Libraries Faculty following the faculty meeting. Those changes receiving a favorable vote and supported by the Dean of University Libraries the will be added by the University Libraries Dean's Office to the Faculty Handbook within two weeks of the vote.

3.16   University Libraries Tenure and Promotion Criteria

The development of a vigorous and professionally active University Libraries faculty is a major goal of the University Libraries. The University Libraries will recruit, retain and promote librarians who are highly self-motivated and have the skills and abilities to support the mission of a teaching and research library. Faculty members function best in an environment that encourages acceptance of responsibility and that rewards continuous learning, scholarship and service. It is the joint responsibility of the University Libraries administration and each member of the University Libraries faculty to attain this goal.

The University Libraries Administration/Primary Evaluator has the responsibility for assisting faculty members, especially those on probationary appointment, to reach their full potential as academic librarians. This assistance includes developing and communicating University Libraries and university personnel policies; providing annual evaluations, during which faculty members are informed and counseled about their performance and prospects for tenure and promotion; creating opportunities for interaction with colleagues at other institutions; granting release time for research projects; providing an opportunity for mentoring by a more experienced University Libraries faculty member, and encouraging and rewarding outstanding performance.

The University Libraries Tenure and Promotion Committee shares the responsibility for assisting faculty members on probationary appointments to reach their full potential as academic librarians by participating in the annual and third-year pre-tenure reviews ,

communicating information about evaluation expectations at faculty meetings, and providing annual workshops to coach probationary faculty on the tenure process.

The three requisite categories for evaluation of candidates for tenure and promotion are Librarianship, Scholarship, and Service. Excellence in librarianship will be the primary criterion in all cases. Natural extensions of excellence in librarianship are scholarship and service that results in sharing knowledge and professional skills.

University Libraries faculty members are responsible for selecting and acting on opportunities to further professional development within the context of the missions of the University, the University Libraries, and their own positions. Each faculty member should establish an overall plan for professional development that demonstrates a pattern of consistent and continuous growth based on the criteria set forth in this document.

These criteria must be considered in the context of librarians' twelve-month contracts, the demands of professional assignments and the distinctive role of academic librarians, which is both scholarly and professional.

3.16.1 Criteria for Evaluating Performance for Tenure and Promotion

The criteria for the evaluation of librarianship are those activities common to all University Libraries faculty. (See Appendix G) Specific criteria may receive special emphasis in different years, depending on the faculty member's goals for that year.

3.16.2 Minimum Criteria for Tenure

Tenure is an ongoing employment relationship between a faculty member and the University, and may be terminated only for the reasons set forth in the policy of the Kansas Board of Regents and only after due process as described in the Wichita State University *Faculty Handbook*. Specific performance goals will be established each year during the annual evaluation of untenured faculty. These expectations and goals form the foundation for evaluation for tenure in the context of the tenure criteria but do not constitute a definitive review for tenure. Guidelines for evaluating performance are found in Sections 2.03 and Appendix G of this document. Expectations of performance in and relative significance of Librarianship, Scholarship, and Service will be defined at the time of initial appointment.

The criteria below provide additional information relevant to the distinct nature of the University Libraries and the University Libraries faculty. The minimum rank for tenure is Assistant Professor.

The distribution of weightings for probationary University Libraries faculty is:
Librarianship – 80%
Scholarship – 10%
Service – 10%

Performance and accomplishment in Librarianship are valued at the highest level. Faculty in the University Libraries work in specialized areas, from providing access to the resources of the University Libraries through development of University Libraries systems and databases to building the University Libraries' collections supporting all instructional and research programs at Wichita State University, to providing instruction in research methods and in the use of information resources. Excellent performance is required in all of these specialized areas to enable students, faculty, staff, and other users to access and use the University Libraries' resources most effectively. Because the University Libraries strive to be responsive to user needs on a continual basis, University Libraries faculty operate under 12 month contracts that limit the pursuit of research projects during the summer and other academic breaks. Therefore, less emphasis is placed on scholarship than in other colleges.

1. **ALA-accredited Master's degree**
   Academic preparation for tenure will be a master's degree from an American Library Association accredited degree program

2. **Excellence in Librarianship (80% of significance)**
   Candidates must master all aspects of their assignments, work and communicate effectively with colleagues and students, and show that they will continue throughout their careers to improve their effectiveness and seek ways to perform better. Professional development and service to the candidate's primary library unit are an important aspect of Librarianship and are viewed as part of Librarianship.

3. **A record of scholarship at the local, regional, or national level (10% of significance)**
   Evidence of scholarship must document a faculty member's ability to comprehend and contribute to the advancement of the profession of librarianship. Evidence must include refereed publications at the regional or national level.

   Since scholarship can greatly enhance performance, each faculty member will be expected to show the relevance of his or her scholarship to his or her professional effectiveness.

4. **Service to the University Libraries, university, and the profession (10% of significance)**
   Service to the University Libraries and the university are valuable contributions. Service to the profession through contributions to local, regional or national library associations or through other activities that support the profession such as

serving as an external reviewer, on a state-wide task force, or consulting with other professionals, is considered an important way to enhance library effectiveness and contribute to the improvement of librarianship.

3.16.3 University Libraries Criteria for Promotion

As a University Libraries faculty member seeks progressively higher academic rank, evidence of continuous professional growth and high standards of leadership will be expected. It is to be emphasized that consideration for promotion to Associate Professor will include an assessment of past performance and potential for future professional growth. Consideration for promotion to Professor will be based on a solid record of proven professional accomplishment, demonstrated scholarship, and demonstrated leadership. Generally, a faculty member should not expect to be considered for promotion with less than six years in rank.

Associate Professor
   a. ALA-accredited Master's degree
   b. Demonstrated excellence in librarianship, and relevant professional experience
   c. A record of scholarship, which must include refereed publications at the regional or national level.
   d. Service to the library, the university, and to the profession.

Professor
   a. ALA-accredited Master's degree
   b. Demonstrated sustained excellence in librarianship, and extensive professional experience
   c. A record of substantial accomplishment in scholarship, including refereed publications, which has led to professional recognition at the national or international level. A record of substantial refereed publications, as well as other appropriate scholarship, which has led to professional recognition at the national or international level.
   d. Demonstrated academic leadership in the form of sustained service to the library, university and the profession

3.17   Use of External Evaluation

The use of external reviews is required in all promotion and tenure reviews to demonstrate earned recognition in professional circles. External reviews are not part of the Professor Incentive Review process. The University Libraries Dean's Office will coordinate the process for obtaining the reviews in accordance with the procedures

described below. The process for obtaining external reviews will start no later than the first week of June.

- The candidate will give the Primary Evaluator the names and addresses of five potential external reviewers, six sets of reprints or copies of work that the candidate believes best represent his/her research, scholarship, or creative work, and six copies of a complete bibliography that clearly delineates the candidate's research, scholarship, or creative work. The candidate will submit no more than six works for review. Any material that the candidate wishes to have returned should be so marked.

- External reviewers should be distinguished scholars or recognized authorities in their fields capable of providing an unbiased professional assessment of the quality of the candidate's work. An external reviewer cannot have been a co-author, research collaborator, or former supervisor of the candidate within the past seven years.

- The Primary Evaluator will forward to the Dean of University Libraries information provided by the candidate along with five additional names and addresses of potential external reviewers. The Primary Evaluator may seek the counsel of the candidate in developing this list. The Primary Evaluator will forward the names of the additional reviewers to the candidate. For cause, the candidate may challenge to the Dean of University Libraries the names selected by the Primary Evaluator.

- The Dean of University Libraries will draw by lot three reviewers from each list of names supplied. The potential reviewers will be asked to accept or decline within a week of receiving an invitation to serve as external reviewers for the candidate. If three or fewer reviewers agree to serve, the Dean of University Libraries will request additional names from the Primary Evaluator and candidate according to the process described above. The exact number of additional names will be agreed upon by the Dean of University Libraries and Primary Evaluator on a case by case basis.

- Once a reviewer replies in the affirmative to the initial invitation, the Dean of University Libraries will send to the reviewer a letter requesting a professional opinion of the quality of the candidate's scholarly work along with the materials supplied by the candidate. The Dean of University Libraries will ask reviewers to comment on 1) the originality and creativity displayed in the candidate's research, scholarship, or creative work, and 2) the significance of the work and its impact on the field. Reviewers will be specifically instructed not to remark on the promotability or tenurability of candidates. The same questions will be asked of all reviewers. Each reviewer will also be asked to submit his/her resume or summary of academic credentials as well as a statement specifying if or how the reviewer knows the candidate.

- Reviewers are given six weeks to submit a review of the candidate with a reminder sent at seven weeks if the review is not received within the deadline. If fewer than three responses are obtained within a reasonable time, the Dean of University Libraries will send additional requests for reviews to other persons named on the original lists, in rotating order from both lists.

- Copies of the reviews will be made available to the Primary Evaluator and the candidate upon receipt by the Dean of University Libraries. The reviews will identify the reviewers. The University Libraries Dean's Office will add the reviews to the candidate's primary dossier. The Primary Evaluator, in consultation with the candidate, will place in the primary dossier a brief summary of the reviewers' academic credentials. Candidates are permitted to place in the primary dossier comments on or rebuttals to the letters provided by reviewers.

- Reviews and rebuttals to the external reviews can be added to the candidate's primary dossier up until the time that the University Libraries Tenure and Promotion Committee begins its deliberations on the candidate.

3.18   Appeal of Decisions Related to Tenure and Promotion

A candidate may make only one appeal during the entire review process. The appeal is made to the next higher level. No hearing is provided, and the appeal must be written. Some typical reasons for appeal are violation of academic freedom, failure to follow procedures concerning time periods or committee operations, inadequate consideration, discrimination, etc.

The committee to which the appeal is made will give full consideration without prejudice to the case in that the committee will review it in the same manner as favorably recommended cases and will apply similar standards.

3.19   Confidentiality

All deliberations are confidential. However, confidentiality cannot be guaranteed if the case goes to litigation.

3.20   Precedence of University Procedures

If Department and College tenure and/or promotion procedures differ from those of the University, then University procedures will take precedence.

3.21   Cover Sheet for Tenure and Promotion Dossiers

The policy of the University shall be to require that all tenure and promotion documents use a uniform cover sheet style. These cover sheets should be attached to the front of the primary document and should not be considered a part of the 25 page limit of the primary dossier. Sample cover sheets are available from the University Libraries Dean's Office, Office of Academic Affairs, and on the Faculty Senate Web site (http://webs.wichita.edu/senate/topcov1.htm). The Dean's Administrative Assistant will prepare the cover sheets for the candidate.

At the departmental and college/school/library levels, the candidate should sign after the action at each level indicating that s/he has seen all materials that have been forwarded to the committee for consideration. This signature will not constitute agreement with the action at that level, but will merely indicate that the candidate has seen the materials.

4.00   Leave Policies

4.01   Sabbatical Leave

In strictly meritorious cases, a full-time faculty member on regular appointment at any of the Kansas Board of Regents institutions of higher education who has served continuously for a period of six years or longer at one or more of these institutions, may, at the convenience of the institution and upon the recommendation of the president or chancellor of the institution with which connected, be granted not to exceed one such leave of absence for each period of regular employment for the purpose of pursuing advanced study, conducting research studies, or securing appropriate industrial or professional experience; such leave shall not be granted for a period of less than one semester nor for a period of more than one year, with reimbursement being made according to the following schedule: for nine-months faculty members, up to half pay for an academic year, or up to full pay for one semester; for twelve-months faculty members, up to half pay for eleven months, or up to full pay for five months (See the WSU Policies and Procedures Manual, Section 5.05 for procedures).

The scope of activities that may be undertaken by WSU faculty on sabbatical leaves is quite broad, encompassing not only the traditional purpose of scholarly research, but the more non-traditional purposes of professional development or redevelopment. At WSU, leaves have been granted for advanced study, for specific research projects, for creative projects, for curriculum/instructional development, for residencies to observe the programs and methods of other institutions, for travel related to academic and professional development, for occupational experience designed to enhance professional qualifications, and many other similar purposes. Work toward a graduate degree does not normally qualify as an acceptable program for a sabbatical leave.

University Libraries faculty members need to plan their leaves in advance, and obtain assurance from their primary evaluator and the Dean of University Libraries that arrangements can be made to cover their responsibilities while absent.

Questions regarding the sabbatical leave policies and procedures of the University may be addressed to the Vice President for Academic Affairs.

4.02   Leave Without Pay

A faculty member may be granted a leave of absence without pay when it is judged to be in the best interest of the University. Written application for such leave, together with the endorsements of the appropriate primary evaluator and the Dean of University Libraries, should be submitted to the Vice President for Academic Affairs; at least 30 days before action of the Kansas Board of Regents is expected (See *WSU Faculty Handbook*, Section 5.17).

Approved by University Libraries Faculty: May 12, 2016
Approved by Dean of University Libraries: May 12, 2016

Appendix A
Example: Annual Review Letter

Dear Faculty Member,

      The purpose of this Annual Review Letter is to provide you with a summary of your progress towards tenure to date. Please review the recommendations carefully, and direct any questions you have to the Dean of University Libraries or the Chair of the University Libraries Tenure and Promotion Committee.

Librarianship
Comments

    Recommendations:

Scholarship
Comments

    Recommendations:

Service
Comments

    Recommendations:

Summary
Comments

    Recommendations:

_____   _____
Dean of University Libraries   Chair of University Libraries
                                       Tenure & Promotion Committee

Appendix B
Example: Faculty Activity Record (FAR)

WICHITA STATE UNIVERSITY
UNIVERSITY LIBRARIES

FACULTY ACTIVITY RECORD for Calendar Year

Instructions for Completion of Faculty Activity Record on reverse side.

Name_____   Rank_____

Unit_____

I. LIBRARIANSHIP (Describe activities and indicate which ones relate to goals):

A. Library instruction/reference, collection development, information access, administration.

B. Outline contributions that improve library service or librarianship.

C. Faculty development activities (professional memberships, participation in workshops, conferences, being or working with a mentor, etc.).

D. Professional awards, honors, or other recognition of excellence in librarianship.

II. RESEARCH

A. Books, articles, reports, compositions, etc., that were published and or accepted for publication. If multiple authors or creators, list in order of the magnitude of their contributions.

Title	Publisher/Place	Date	Refereed, Reviewed or Juried

B. Unpublished presentations/reports (describe research/creative aspect of each presentation/report in title box):

Title	Place Disseminated	Date	Commissioned, Reviewed or Juried

C. Research projects in progress (intended for dissemination/publication) and items submitted. (Use NA under publisher/place if work not yet submitted or deadline established):

Title	Publisher/Place	Date	Refereed, Reviewed or Juried

D. Applications submitted for grants, contracts, fellowships and leaves (indicate by P under Funded if decision pending):

Title	Publisher/Place	Date	Refereed, Reviewed or Juried

E. Professional awards, honors, consultancies:

Title	Agency/Organization	Date	Remuneration

III. SERVICE

A. Administrative, committee activity, or other service within the University (Organize by levels and designate: **D** for Dept.; **C** for College; **U** for University. Include reports.):

Committee or Activity	Role	Dates or *ongoing*	Rel. Time (RT) or Remun. etc. Y/N

B. Professional service to organizations, editorships, paper/grant refereeing activity, publication previews, accreditation evaluations, etc., if not cited in Category II (include reports):

Committee or Activity	Role	Dates or *ongoing*	Rel. Time (RT) or Remun. etc. Y/N

C. Community service, non-credit course taught, and special services to WSU (include reports):

Committee or Activity	Role	Dates or *ongoing*	Rel. Time (RT) or

			Remun. etc. Y/N

D. Published and unpublished reports that contribute to improving the library and University (include reports):

			Refereed, Reviewed or Juried

Appendix C
Pre-Tenure Third Year Review Letter

Name:_____   Date:_____

Primary Evaluator:

Comments

        Sufficient Progress _____   Needs Improvement_____

WSU Libraries Review Committee:

Comments

        Sufficient Progress _____   Needs Improvement _____

Dean of University Libraries:

Comments

        Sufficient Progress _____   Needs Improvement _____

Appendix D
Tenure and Promotion Document

TENURE AND PROMOTION REVIEW

Example: FACULTY PERSONNEL RECORD

FORMAT

I. General Information

Name   Last Update

                                                  US Citizen or Permanent
Date of Birth
                                                  Resident ___Yes ___No

Tenured ___Yes ___No   Date of Tenure

Graduate Faculty Membership Category   Date

Education:

Institution   Degree   Year

_____
_____

_____
_____

Academic Appointments at WSU and Other Academic Institutions:

Institution   Positions   Year

_____
_____

_____
_____

Other Employment Related to Your Professional Activity:

Organization   Degree   Year

_____
_____

_____
_____

Membership in Professional, Honorary, and Other Learned Societies:

Organization   Dates   Offices Held   Dates

_____
_____

_____
_____

Academic Honors and Awards:

_____
_____

_____
_____

_____
_____

_____
_____

Special Conditions of Employment (Documentation should be included in Supplemental Dossier).

_____
_____

_____
_____

_____
_____

_____
_____

Candidate's statement on his/her role in the department or unit within the University:

Chair's statement on role of faculty member in the department or unit within the University:

II. Teaching Information (Need list only the past five years, but may list more if desired).

A. General Teaching Load

1. Teaching Load by semester (Course, Credit Hours, Contact hours Lecture/Lab, Number of Students Enrolled on the 20th day, Student Assistants, Graduate/Undergraduate Credit, Team Taught)

2. Undergraduate research/development projects supervised by semester

3. Graduate research/development projects supervised by semester

B. Dissertations, Theses, and Final Projects

1. Supervised (Title, Department, Student, Date completed/expected).

2. Committee member (Title, Department, Student, Date completed/ expected)

3. Final projects (Title, Department, Student, Date completed/ expected)

C. Workshops, Institutes, Professional Continuing Education and Short Courses Taught (Additional Compensation above expenses: Yes/No)

D. Courses and laboratories developed (courses and dates).

E. Teaching materials developed (including lab manuals, study guides, etc.)

F. Grants for Curriculum and Program Development

G. Student advising/counseling load

H. Evaluative Information on Teaching:

1. Student evaluations

2. Other available evaluations

a. Peer evaluations

b. Departmental Chair's evaluation

c. Noteworthy student accomplishments or performance directly related to teaching by the faculty member.

3. Activity related to experimental teaching, innovative teaching, development of teaching effectiveness, etc.

III. Research, Scholarly and Creative Activity Information

A. Research grants (If approved, state size, duration, and briefly describe work).

1. Proposals submitted as principal investigator to external agencies

2. Proposals submitted as joint effort to external agencies. (State faculty member's role in submission)

3. Proposals submitted to WSU college/school/University Libraries or university research committees

B. Patents, major designs, etc.

C. Presentation of scholarship (nature of activity; refereed/invited)

1. Unpublished paper presentations

2. Participation in outside symposia or colloquia

D. Publication Information (Indicate extent of contribution made to jointly authored items.)

1. Refereed articles in international, national, and regional journals which are refereed

2. Articles in university publications and other state or locally supported and circulated journals (refereed?)

3. Invited articles (compensation?)

4. Articles in trade journals, magazines, professional newsletters and other publications (refereed? compensation?)

5. Books published (nature of books, texts, general public, graduate state-of-the-art material, etc.)

6. Monographs, Bulletins, and Chapters in books (nature of material, length, refereed, etc.)

7. Publications in conference proceedings (not listed as presentations above; refereed?)

8. Book reviews and Abstracts (refereed? compensation?)

9. Citations of your work and reviews or abstracts of your publications or creative activity.

10. Reports published by others (e.g. Federal agencies, trade associations)

E. Creative Activity Information

1. Recitals and performances (nature of activity; extra compensation? [Yes/No]; by invitation?; local, regional, national or international?; By WSU contract?)

2. Exhibits of creative work

3. Creative work in print (musical compositions, plays, poetry, novels, short stories and other creative writing)

4. Exhibits personally curated, performances directed, set designs, etc.

5. Media developed (slides, tapes, films, etc.)

6. Other creative activity (provide documentation)

F. Work in progress

G. Other research (provide documentation)

IV. Service Information

A. Committee service (University, College/School/University Libraries, Departmental; nature, time spent on these)

B. Special university, college/school/University Libraries, or departmental coordinator or other service functions

C. Service on Senate or Graduate Council

D. Participation in student recruitment

E. Serving as advisor to student organizations.

F. Professional speeches and/or panel presentations not otherwise listed.

G. Professional consultantships contributing to professional development. (in general, not routine, regularly scheduled activities.) (Nature of activity, impact of work on the field, extra compensation: Yes/ No)

H. Editorial service for journals and other publications

I. Service on proposal review panels for granting agencies.

J. Service on national or regional boards with research or scholarly functions (nature of participation, time required, etc.)

K. Committee assignments in professional organizations (nature of work and time required)

L. Other activities which enhance the university's image, represent the university to the public, further the university's goals and direction, or employ one's professional competence to benefit the public.

Appendix E
Tenure and Promotion Document

Example: Faculty Evaluation Form

Evaluation and Signature Form for
Faculty and (Teaching) Unclassified Professionals for Calendar Year 2013

Name_____ Rank_____ Department_____
Type of Appointment_____ Years in Current Status_____ EFT_____ Months _____ Hire Date_____

1. Faculty/ Unclassified Professional Evaluation Committee: *Attach an evaluative statement.*

Based on performance record, reappointment is: _____Recommended _____Not Recommended
(Vote Count) (Vote Count)

Signed:_____ _____ _____
Committee Chair Date

2. Department Chair: *Attach an evaluative statement with specific reference to performance and check appropriate spaces below.*

Probationary Faculty _____Reappointment recommended _____Reappointment not recommended

Temporary Faculty _____Reappointment recommended, contingent upon funding

_____Reappointment not recommended

_____Position terminates _____ (date)

Unclassified Professionals _____Reviewed

Tenured Faculty _____Reviewed

	Teaching	Librarianship, research, scholarship, or creative activities	Service	Overall
Meets expectations				
Does not meet expectations				
N/A				

Signature Form

Faculty Member / Unclassified Professional: (Check items that apply below.)

_____ I have discussed goals for the coming year with the chair, as attached to this evaluation.

_____ I have read this evaluation and had the chance to discuss it with the department chair.

_____ I have read this evaluation, had the opportunity to discuss it with the department chair, and I have ATTACHED A WRITTEN RESPONSE.

Signed_____ _____
Faculty/Unclassified Professional Date

Signed_____ _____
Chair Date

Dean: _____ I concur with this evaluation. _____ I have attached

comments.

Signed_____   _____
        Dean   Date

Vice President for Academic Affairs: _____ I concur with this evaluation.   _____ I have attached comments.

Signed_____   _____
        Vice President for Academic Affairs   Date

Appendix F
Tenure and Promotion Document

Example: External Review Letter and External Review Follow Up Letter

Dear:

This letter invites you to participate in the review process for Professor _____, a candidate for tenure and promotion to associate professor at Wichita State University. As part of the University's tenure and promotion review process, Professor _____ is required to seek external review of her scholarly and creative activities. Due to your expertise in one of her areas of research, your name was suggested as an individual who might be willing to provide an evaluation of the candidate's scholarship.

This paragraph would contain a brief position description of the candidate:
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

The University's policy requests that external reviewers focus their reviews on:
> (1) the originality and creativity displayed in the candidate's research, scholarship, or creative work and
> (2) the significance of the work and its impact on the field
> Reviewers will be specifically instructed not to remark on the promotability or tenurability of candidates.   **WSU Policies and Procedures Manual 4.18**

Evaluations will be open to all involved in the tenure and promotion review process, including the candidate. As the reviews will be read by the University Tenure and Promotion Committee, University policy requests that each external reviewer submit a summary of his or her academic credentials or CV along with a statement specifying if or how the reviewer knows the candidate.

Should you be willing to assist us in the evaluation of _____'s scholarship, we ask that you contact [Administrative Assistant to the Dean of University Libraries] at XXXXXXXX@wichita.edu or by phone 316-978-5120, by _____. Your evaluation would need to be completed by _____, and [XXXXXXXXXXX], Senior Associate Dean of University Libraries, XXXXXXXXXXXXX, will be following up with you via email.

As you know, the tenure and promotion process is an extremely important and historic event for faculty in the academy. I appreciate your consideration of this request and the possibility of your review of _____.

Sincerely,

[XXXXXXXXXX]
Dean and Professor of University Libraries

Dear :

Thank you for agreeing to serve as an external reviewer for the tenure and promotion review process of Assistant Professor _____, at Wichita State University. We are enclosing her curriculum vita and six examples of scholarship selected by _____. Attachment A lists the six works that are enclosed in this review packet.

This paragraph would contain a brief position description of the candidate:
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Please review those works that you believe fall within your professional field. We ask that your review be directed towards the originality, quality, and significance of her works and their impact on the library field. As stated earlier, the university's policy specifically asks that you make no comment on the tenurability or promotability of the candidate. Additionally, the university policy requests each external reviewer submit a summary of his or her academic credentials or resume along with a brief statement specifying if or how the reviewer knows the candidate. If possible, external reviews should be sent on the letterhead of your department or university. Please feel free to contact me should you have any questions about this process. We would appreciate receiving your evaluation by _____. Reviews should be sent to:

[Administrative Assistant to the Dean of University Libraries]
Wichita State University Libraries
1845 Fairmount
Wichita, KS 67260-0068

On behalf of the Wichita State University Libraries, I would like to express my sincere appreciation to you for participating in this process.

Sincerely,

[XXXXXXXXXXX]
Dean and Professor of University Libraries

Appendix G
Criteria Used During Annual Review and Tenure and Promotion Evaluations for University Libraries Faculty Members

A. Evaluation of Librarianship

1. Library faculty members at Wichita State University develop, implement, and manage effective services and facilities that are user-centered. Each library faculty member is expected to:

- Provide excellent service, customized to meet the needs of individual users
- Be knowledgeable about technology (theoretical and skills-based) and apply it to improve services
- Be innovative, seeking out new opportunities to support the University Libraries' and University's missions

2. Library faculty members at Wichita State University engage in continuous planning and assessment to inform resource allocation and to meet their mission effectively. Each library faculty member is expected to:

- Define, develop, and measure outcomes that contribute to the University Libraries' overall effectiveness and promotion of continuous improvement
- Anticipate user needs and critically evaluate and assess existing and new collections, services, and systems to ensure that user needs are met
- Plan, prioritize and organize work in order to focus on what is critical
- Participate in strategic planning and apply strategic thinking
- Adapt appropriate business approaches to library operations to ensure accountability and the wise use of limited resources

3. Library faculty members at Wichita State University are expected to support cooperation and collaboration to enhance service. Each library faculty member is expected to:

- Work effectively with diverse groups, creating an environment of mutual respect
- Form and maintain partnerships both within and outside of the university community
- Seek opportunities to share expertise and knowledge
- Work effectively as part of a team
- Provide leadership

4. Library faculty members at Wichita State University partner in the educational mission of the institution to develop and support information-literate learners and researchers who can discover, access, create, and use information effectively for

academic success, research, and lifelong learning. Each library faculty member is expected to:

- Understand teaching, learning, and research, and seek to provide services that will enhance these endeavors and meet the needs of students, faculty, and researchers
- Help users learn either directly or indirectly
- Contribute to the development of the library as an intellectual commons where users can interact with ideas in both physical and virtual environments
- Advocate for the University Libraries and the university within the context of higher education
- Communicate the importance of library services to the higher education community
- Serve as an effective member of the university
- Serve as an expert consultant to the university on information
- Participate in and support fund-raising efforts on behalf of the university

5. Library faculty members at Wichita State University enable users to discover information in all formats, locally and remotely, through effective use of technology and through organization of knowledge including its structure, creation, management, dissemination, and use. Each library faculty member is expected to:

- Use their knowledge to support collection development and management of library resources both locally held or accessed remotely
- Understand how the University Libraries supports and enhance scholarly communication
- Understand the implications of information policy, including laws regarding copyright, licensing, and intellectual property
- Critically evaluate and assess existing and new information resources in relation to user needs
- Describe and translate intellectual resources in a way that is useful to others

6 Library faculty members at Wichita State University demonstrate commitment to the values and principles of librarianship. Each library faculty member is expected to:

- Connect people to ideas
- Communicate effectively with others outside of the University Libraries
- Provide free and open access to information while respecting intellectual property rights
- Demonstrate commitment to student and faculty learning
- Show respect for individuality and diversity
- Support freedom for all people to form, hold, and express their own beliefs
- Support academic integrity
- Preserve the human record
- Provide excellence in service
- Form partnerships to advance these values

B. Evaluation of Scholarship

Scholarship encompasses a wide range of activities that serve either to lay the foundation for or advance knowledge in a particular discipline. Scholarship may be theoretical or applied. It may be specific to an area of librarianship and information studies or to another discipline in which the candidate has particular expertise.

Each faculty member will be expected to show the relevance of his or her scholarship to his or her professional effectiveness.

Evidence of individual capacity for quality published scholarship is essential for making a successful case for tenure and promotion. As librarians often work collaboratively on research projects, sole authorship is not required to demonstrate individual capacity. However, there must be clear evidence that the candidate played a significant role in jointly produced scholarship to achieve the highest possible recognition for the scholarly contribution. A candidate must indicate the percentage and describe the extent of his/her contribution for each joint publication in the tenure and promotion statement.

A candidate's scholarly activities will be evaluated on the basis of quality, significance, usefulness, and creativity of the work. Quality is more important than quantity. Methods of evaluation include evidence offered by the candidate, external peer reviews, citations, and other relevant information that documents the impact of the scholarship on the profession.

Scholarly activities should focus primarily on refereed or rigorously reviewed venues. A scholarly publication counts as "refereed" when it has been *reviewed and evaluated before publication by scholars or experts in the research topic of the manuscript* (*WSU Policies and Procedures*, Section 4.18). Candidates may check http://ulrichsweb.com for the refereed status of journals. Other scholarly materials may be designated as "refereed" if the review process matches the definition. Although refereed publications reflect the highest standard of scholarly publication, non-refereed works in highly respected venues are common vehicles for publication in librarianship and should be included in any evaluation of scholarly activities. Invited publications and other scholarly activities will be given special consideration.

A candidate's statement should clearly state if a work is in progress or has been submitted, accepted, or published. Published and available works carry greater weight than works in progress or submitted for publication although both types of activities reflect a positive ongoing commitment to scholarship and should be documented. Works accepted for publication clearly indicate a realized scholarly contribution and are given the same consideration as similar published works.

Examples of quality published or presented scholarship:

- Refereed journal articles are essential to tenure and promotion. A candidate should publish refereed articles
- Books, book chapters, and other monographs are evaluated according to the extent to which they are refereed or reviewed and the type and quality of the publication
- Conference papers are evaluated according to the level and nature of the conference and the extent to which the papers are refereed or reviewed
- Non-refereed journal articles are evaluated according to the extent of the review process and how respected and how widely the publication is distributed
- Poster sessions or oral presentations at professional meetings are evaluated according to the level and nature of the conference and the extent of the review process
- Authored digital projects, web exhibits, audiovisual or multimedia products, software, or catalogs are evaluated according to how substantive the scholarly contribution and the extent of the review process
- Reviews of books or other scholarly materials are evaluated according to the extent of the review process and the type and quality of the publication

The following documentation of scholarly activities should be included in the secondary dossier, when appropriate:

- Copies of the published work, e.g. journal article, book chapter, conference paper, book review, etc.
- Copies of the text or detailed outline of papers presented at conferences
- Copies or photos of poster presentations
- Printouts from digital projects, web exhibits, etc., with the URL clearly indicated
- Copies of letters of invitation to present at a conference, submit a journal article, write a book review, etc.

C. Evaluation of Service

Service to the profession through contributions to local, regional and national library associations is important to the enhancement of library effectiveness and contributes to the improvement of librarianship. Service to the University Libraries is essential for the advancement of library programs and services. As members of the University faculty, service to the University is integral in maintaining relationships with other academic units. Service to the community in a professional capacity is a valuable contribution to the fulfillment of the University's mission. In all levels of service, the main criterion is the value of the individual faculty member's contribution to the service activity.

Examples of the variety of service activities that may be considered:

Service to the University Libraries and the University
- Member of a library or university standing or ad hoc committee
- Special projects that improve the effectiveness of the WSU Libraries or University

Service to the Profession
- Member of a professional association committee
- Officer or committee chairperson in a professional association
- Special assignment for a professional association
- Activities that support the profession such as serving as an external reviewer, on a state-wide task force, or consulting with other professionals

Service to the Community
- Member of a board, commission or committee
- Professionally related activities that enhance the image of the University Libraries or University

Examples of evidence that could be incorporated into the secondary dossier:
- Appointment forms
- Description of committee work and accomplishments
- Copies of reports or documents produced by a committee
- Letters from committee members or chair
- Other relevant evidence

*These competencies are based on competencies developed for research and academic libraries and librarians by the ACRL and Association of Southeastern Research Libraries.

Standards for Libraries in Higher Education (*Approved by the ACRL Board of Directors, October 2011)*
http://www.ala.org/acrl/standards/standardslibraries

Shaping The Future: ASERL's Competencies For Research Librarians http://www.aserl.org/programs/competencies/

Appendix H
Sample form for Merit Point Assignment

Merit Point Scores for Calendar Year YYYY

Name	Librarianship (0-35 pts.)	Research (0-5 pts.)	Service (0-5 pts)	Goal Accomplishment (0-5 pts)	Total

Score Range	Merit Level Recommendation
0-27	None
28-33	Below average
34-39	Average
40-45	Above average
46-50	High