This document specifies the policies and procedures to be used for faculty recognition in the School of Library and Information Management with limits described in the University Policy Manual (http://www.emporia.edu/acadaff/employee_policy_manual.htm) of Emporia State University. It is intended to guide recommendations and decisions concerning all aspects of faculty recognition at SLIM, including reappointment, promotion, tenure, sabbaticals, and annual merit reviews. Recommendations for tenure and promotion decisions are to be based on departmental review. This review will include assessment of 1) teaching, 2) research and scholarship/creative activity, and 3) service. In addition, there is an external review of the candidates for tenure and/or promotion research and scholarship by faculty of equal or higher academic rank at other universities with ALA-accredited master’s programs. The practice of providing for external peer review adds rigor to the tenure and promotion review process, is a tradition at SLIM, and acknowledges the need to ensure excellence in a program that is accredited by the American Library Association.

I. Philosophy

The School of Library and Information Management (SLIM) offers undergraduate, masters, and doctoral degrees and certificate programs to serve the educational needs of students seeking education in the library and information professions. The policies and procedures contained in this document reflect SLIM’s vision and mission statements. SLIM seeks to advance the field of library and information management through teaching, research, and service to prepare leaders for the field; the school also supports the mission and values of ESU in local, national, and global settings. The faculty, students, and staff embrace diversity, innovation, and academic excellence in an atmosphere of free, open, and civil intellectual debate.

II. Committees

II.1 Faculty Affairs Committee

All full-time tenure-track faculty members of SLIM are members of the Faculty Affairs Committee (FAC). The FAC is a committee of the whole that meets to discuss general policies, procedures, curricular, and/or other issues that might affect the academic programs offered at SLIM. The Faculty Affairs Committee also holds a meeting for faculty members to present their goals and accomplishments to each other during the fall and spring semesters respectively. This committee is also responsible for recommending sabbatical applications to the dean. A quorum shall be a simple majority of the FAC. The dean is an ex-officio member of the Faculty Affairs Committee.

II.1.1 Appointment, Term, and Duties of the Faculty Affairs Chair

The Faculty Affairs Committee (FAC) shall elect a chair at the last faculty meeting in the spring semester each year. The appointment is a one-year renewable term that is effective at the beginning of the following fall semester. The FAC chair must be a tenured faculty member and also serves as chair of the Faculty Promotion Committee. The FAC chair is responsible for setting dates for Faculty Affairs meetings, convening meetings, and
establishing agendas for FAC meetings and the fall retreat. The chair or his/her designee shall keep minutes describing all FAC actions.

II.2 The Faculty Promotion Committee

II.2.1 Composition and Duties

The Faculty Promotion Committee (FPC) is a standing subcommittee of the Faculty Affairs Committee and is composed of all SLIM’s full-time tenured faculty members. The FPC must have at least three members. A quorum shall be a simple majority of the FPC. SLIM’s FPC advises the dean in matters concerning faculty recognition, including annual reappointment reviews of untenured faculty, tenure decisions, and promotion decisions.

Non-tenure faculty members attend and participate in FPC meetings in order to present material for annual reappointment reviews, tenure decisions, and promotion decisions. The dean may attend the presentation portion of an FPC meeting. The non-tenure faculty and the dean do not participate in discussions or voting of the FPC.

The FPC makes every effort to link evaluation made in the annual reappointment review process to suggestions for faculty improvement and development in a supportive manner as described in the mentoring section below. The work and suggestions of the FPC are meant to be guides toward tenure and promotion, but does not guarantee tenure or promotion.

II.2.2 Appointment, Term, and Duties of the FPC Chair

The elected chair of the Faculty Affairs Committee also serves as the FPC chair for a one-year renewable term. The FPC chair is responsible for establishing dates and convening meetings for annual reappointment review meetings for untenured faculty. In addition, the FPC chair will work with the dean to convene meetings for any faculty member applying for tenure and/or promotion. Dates for decisions regarding tenure and promotion are established by ESU (See Appendix A.). The FPC chair will ensure that SLIM’s meetings are held in a timely manner so that all deadlines are met. The chair or his/her designee shall keep minutes describing all FPC actions.

II.2.3 Role of the Dean

It is the dean’s responsibility to determine the eligibility of candidates for tenure, promotion, and sabbatical leave and initiate these processes by informing both the candidates and the FPC of such eligibility. The dean also ensures that the review processes are conducted appropriately, reviews application procedures and requirements with the candidates, solicits student and alumni comments regarding candidates for tenure and promotion, and informs the members of the FPC of an individual’s intention to apply for tenure, promotion, or a sabbatical.

III. Teaching, Research and Scholarly/Creative Activity and Service at SLIM

SLIM has established the following distribution of percentages to be used for reappointment, tenure, promotion, or annual merit reviews. Each review should indicate the agreed upon percentages in each area. Details regarding each are found in section VII of this document.

Teaching/Primary Duties will be worth a minimum of 50 percent for all faculty.

Research/Scholarly Activity will be worth a minimum of 15 percent for all faculty.
Service will be worth a minimum of 15 percent for all faculty.

Each year, individual faculty will determine and discuss with the FPC the distribution of the remaining 20 percent among the three areas of Teaching/Primary Duties, Research/Scholarly Activity, and Service for the following academic year. If a change in assignment occurs or if extenuating circumstances arise, the remaining 20 percent may be redistributed at any time.

IV. Probation and Reappointment of Untenured Faculty: Policies and Procedures

At ESU, probation is a period of annual appointment renewal preceding the granting of tenure. The academic year is the minimal basis for determining a probationary year. At SLIM, new faculty members shall be advised by the dean, within the first two weeks of their first semester, of University and SLIM standards governing reappointment, tenure, and promotion decisions.

SLIM supports and encourages the development of mentoring relationships undertaken voluntarily within the context of academic activities. The annual review by SLIM’s FPC of untenured faculty provides guidance and mentoring of faculty in addition to the evaluation and FPC’s recommendation regarding reappointment of faculty to the dean.

IV.1 Annual Review Process

The progress toward tenure for tenure-track faculty at SLIM is monitored once each academic year at a special FPC meeting (See Appendix A for the calendar.). During this meeting, each tenure-track faculty member presents an overview of his/her scholarly agenda, research and scholarly activities, teaching accomplishments, and service record for the previous calendar year since the last annual review.

The faculty member will submit a portfolio, which contains curriculum vitae, description of research agenda, and a self-analysis of professional growth and development. This statement will analyze and synthesize the candidate’s professional activities and serve as an overview for the portfolio. The candidate should also include FPC letters for each prior evaluation to ensure whether concerns are satisfactorily remediated or addressed during following years and that progress, or lack thereof, is recognized and documented. In addition, the faculty member will present evidence documenting his/her activities. Evidence may include, but is not limited to, copies of books or articles, letters of article or presentation acceptance, teaching evaluations, course syllabi, and service appointment letters. Each tenure-track faculty member’s portfolio must be submitted to the dean according to the calendar included in Appendix A; the dean will then make the portfolio accessible to members of the FPC at least one month prior to the annual reappointment review.

IV.2 Reappointment Decisions

Following a faculty member’s presentation to the full faculty at the annual reappointment review meetings, only the members of the FPC will meet to discuss the accomplishments of that individual in relation to teaching, research, and service. These discussions should include areas for improvement and of strength, as well as any continuing issues raised in previous meetings and FPC letters. A vote will then be taken by the members of the FPC regarding reappointment of that faculty member; a simple majority is needed for any reappointment decision.
Following the vote, the FPC chair will draft a letter that summarizes the faculty member’s progress for the year, identifies areas for improvement and of strength, any continuing issues raised in previous meetings and FPC letters, and the FPC’s recommendation regarding reappointment. The draft letter will be reviewed by the full FPC before it is finalized and submitted to the SLIM dean and the candidate.

The FPC Chair submits the final FPC letter to the dean and the candidate. The dean will review the candidate’s portfolio, FPC’s decision, and write his/her own letter of support or non-support for reappointment. The dean will then meet with the faculty member to discuss both the FPC’s and dean’s letter. If the dean makes a recommendation that does not agree with that of the FPC, the dean will notify the FPC in writing of his/her decision and reasons for that decision. If the faculty member is dissatisfied with the outcome of either the FPC’s or dean’s recommendation or both, that individual may attach his/her own comments to the letters. All such letters are open for FPC review and will be forwarded to the Office of the Provost/Vice President for Academic Affairs (Provost).

The provost will then review the file for reappointment, make his/her recommendation and forward the documents along with his/her recommendation to the Office of the President, and notify the candidate and the dean of his/her recommendation.

IV.3 Request for Review Alleging Inadequate Consideration

If a faculty member is not recommended for reappointment, the individual must be informed in writing by the dean who must include the reasons for the decision. The faculty member has the opportunity to request a reconsideration of the action or to petition for a review alleging inadequate consideration. In such instances, SLIM will follow the guidelines set forth in the University Policy Manual.

V. Mentoring of Tenure-Track Faculty

In order to ensure that new, tenure-track faculty at SLIM receive support and direction in preparing for reappointment, tenure, and promotion, the FPC provides a structured process of reviewing (discussed above), mentoring, and, if necessary, remediating the work of tenure-track faculty. As a first step, new faculty at SLIM are asked to select a mentor among tenured faculty.

At SLIM, the mentor meets with the mentee on a regular basis throughout each academic year, advising on the adequacy and/or feasibility of the mentee’s proposed annual goals and overseeing adherence to timelines and previous FPC suggestions. Mentors can also advise mentees on the organization and inclusion of documents and materials in the mentee’s portfolio. It is hoped that when problems and issues arise, the tenure-track faculty member will seek assistance and heed suggestions from the faculty mentor. Likewise, the mentor should monitor the mentee's progress in implementing suggestions made as part of the annual reappointment review. Should remediation be required, a tenured member of the faculty will be appointed to work with the tenure-track faculty member.

In cases where extraneous responsibilities, course overload, or other activity threaten to interfere with the mentee’s progress in other areas, or where extenuating circumstances delay progress towards goals, the mentor may serve as the mentee's advocate.

Although the mentor can and should monitor and support her or his mentee as that person
progresses toward tenure and promotion, the responsibility for meeting and documenting tenure and promotion requirements in regard to teaching, research, and service and the documentation of the same remain with each individual faculty member.

VI. Tenure and/or Promotion: Procedures

VI.1 Procedures for Promotion and Tenure

To fulfill the mission of the University and the School of Library and Information Management, candidates for tenure and/or promotion are evaluated according to their accomplishments in teaching, research and scholarship, and service. SLIM follows the procedures and policies for time in rank, terminal degree, and prior service as described in the University Policy Manual.

The Faculty Promotion Committee (FPC) reviews all applications and supporting materials for candidates who apply for tenure and/or promotion in SLIM according to the procedures discussed below.

VI.2 Materials

Each candidate for tenure and/or promotion shall submit a formal application to the SLIM dean by September 1 and appropriate supporting materials by September 15. Although a formal review of the materials by the FPC does not take place until after January 1, the candidate’s portfolio of documents must be submitted well in advance to allow time for the review of these materials by referees outside ESU.

Each candidate for tenure and/or promotion must submit a formal application letter, current curriculum vitae, an essay or overview statement, which will analyze and synthesize his/her professional activities and summarize and evaluate his/her own growth and development in teaching, research, and service, and appropriate supporting materials, as specified in the specific sections below in this document. The portfolio should be organized in a way that facilitates its review by the FPC and others and should include a table of contents or itemized list of documents.

The supporting materials should cover all years since the date of the candidate’s initial appointment to ESU or last promotion at ESU. If a candidate was hired with years of prior service toward tenure and/or promotion, documents related to teaching, research and scholarship, and service at previous institutions should also be included in the portfolio for review by the FPC. The intent here is to provide the faculty member with opportunity to make the best possible case for tenure and/or promotion to the FPC and the dean. If the candidate is applying for tenure and promotion at the same time, a single portfolio is sufficient.

Since the portfolio must be turned in several months before the FPC meets to review the candidate’s application, evidence of new, previously undocumented accomplishments received after the September 15 deadline can be distributed by the candidate until two weeks prior to the meeting at which the candidate’s tenure or promotion will be discussed. Materials presented less than two weeks before the review meeting will not be considered as a part of the tenure and/or promotion review process or further deliberations.

VI.3 External review

The practice of providing for external peer review adds rigor to the tenure and promotion
review process, is a tradition at SLIM, and acknowledges the need to ensure excellence in a program that is accredited by the American Library Association. Thus, candidates for promotion and tenure will have the research and scholarship portion of their portfolios reviewed by an external panel of qualified, tenured peers at institutions with ALA accredited programs.

The candidate will recommend at least six faculty members at the rank of associate or full professor. These potential reviewers will be able to understand the research area of the candidate, and may not be collaborators with the candidate. The dean will select three scholars from that list. Each reviewer will receive a copy of the candidate’s CV, research statement, and representative examples of the candidate’s research as selected by the candidate. The dean will also send information on SLIM’s tenure and promotion process and the deadline to return their evaluation of the candidate. Reviewers will have eight weeks to complete a review. In the event that a reviewer cannot meet this deadline, the dean will select another reviewer from the approved list.

The reviews by external peers shall be made part of the supporting material for tenure and/or promotion decisions. Documents that are not received at least two weeks prior to the FPC’s meeting regarding tenure and/or promotion will not be included in the documentation or further deliberations.

The dean will also solicit feedback on the candidate’s teaching from SLIM’s current students and alumni who have taken classes from the candidate in advance of the FPC promotion and tenure review session in January. Letters on the candidate’s teaching that are not received at least two weeks prior to the FPC’s meeting regarding tenure and/or promotion will not be included in the documentation or further deliberations.

VI.4 Review by the FPC

Each candidate for tenure and/or promotion will make a formal presentation to the members of the FPC. FPC members will also question the candidate about items in the candidate’s portfolio, ask for clarification, or other relevant information. Following the presentation, the FPC will deliberate and vote by secret ballot for or against the candidate’s tenure and/or promotion application. All voting members must be at the meeting and must cast his or her vote in person. In cases when the individual is applying for both tenure and promotion, the tenure vote will be taken first. The FPC chair or the chair’s designee will tally the results.

The FPC chair will then verbally notify the candidate of the outcome of the vote. The FPC chair will draft a letter that summarizes the FPC’s recommendation, including any identified areas for improvement and of strength and the FPC’s recommendation regarding tenure and promotion. FPC’s letter must provide specific reasons for either support or denial of a candidate’s tenure and/or promotion. The draft letter will be reviewed by the full FPC before it is finalized and submitted to the SLIM dean and candidate.

The FPC chair submits the final FPC letter to the dean and the candidate. The dean will review the candidate’s portfolio, FPC’s recommendation, and write his/her own letter of support or non-support for tenure and/or promotion. The dean will then meet with the faculty member to discuss both the FPC’s and dean’s letter. If the dean makes a recommendation that does not agree with that of the FPC, the dean will notify the FPC in writing of his/her decision and reasons for that decision. If the faculty member is dissatisfied with either the outcome of the FPC’s or dean’s recommendation or both, that individual may attach his or her own comments to the letters or ask that his/her candidacy
not proceed further.

The candidate’s tenure and promotion portfolio, the FPC’s and the dean’s letter, are then forwarded to the provost. The provost will then review the tenure and/or promotion portfolio, the FPC’s letter, the dean’s letter, and any letters of response written by the candidate, and forward them along with his/her recommendation to the Office of the President, and notify the candidate and the SLIM dean of his/her recommendation.

The President makes the final determination concerning tenure and/or promotion. Throughout the procedure, the right of due process is recognized for all candidates.

Each candidate for tenure will have the right to be kept fully informed of all submissions and recommendations made with regard to his/her candidacy and to attach his/her comments to any or all of them.

VI.5 Promotion to Associate Professor

SLIM follows the guidelines for promotion to Associate Professor as found in the University Policy Manual. To merit promotion to the rank of Associate Professor at SLIM, candidates must, in the opinion of a majority of the FPC, demonstrate a sustained commitment to excellence in teaching, excellence in either research and scholarship or service, and show increasing progress towards excellence in the third.

SLIM follows the University’s University Policy Manual in matters relating to counting prior time in rank toward promotion and tenure decisions.

VI.6 Promotion to Professor

SLIM follows the guidelines for promotion to Professor as found in the University Policy Manual. To merit promotion to the rank of Professor at SLIM, candidates must, in the opinion of a majority of the FPC, demonstrate a sustained commitment to excellence in the three areas of teaching, research and scholarship, and service. The candidate should also demonstrate leadership in developing and fostering an intellectual environment at SLIM, demonstrate mastery in research and scholarship, and demonstrate an increasing level of responsibility for service commitments.

SLIM follows the University’s University Policy Manual in matters relating to counting prior time in rank toward promotion and tenure decisions.

VII. Tenure and Promotion: Standards

SLIM believes that to merit tenure and/or promotion, faculty should maintain the highest standards with regard to teaching, research, and service. An evaluation by the FPC and the dean for tenure and/or promotion shall be derived from the materials listed in each section below. As a committee, the FPC will use the following designations.

1. Each candidate must receive a score of at least 4 on a scale of 0 to 5 in teaching.
2. Each candidate must receive a score of at least 3 on a scale of 0 to 5 in research/scholarship.
3. Each candidate must receive a score of at least 3 on a scale of 0 to 5 in service.
The FPC shall recommend that an eligible candidate be tenured if the candidate meets the three criteria listed above and the sum of all the scores is at least 10 with a score of at least 4 in teaching and 3 in research/scholarship or service.

The FPC shall recommend that an eligible candidate be advanced to the rank of Associate Professor if the candidate meets the three criteria listed above and the sum of scores in teaching, research/creativity, and service is at least 10 with a score of at least 4 in teaching and 3 in research/scholarship or service.

The FPC shall recommend that an eligible candidate be advanced to the rank of Professor if the candidate meets the three criteria listed above and the sum of the scores in teaching, research/scholarship and service is at least 12 with a score of at least 4 in teaching and 3 in research/scholarship or service.

VII.1 Teaching

Emporia State University is a teaching-oriented university. For this reason, it is essential that faculty members not only maintain the highest standard of instruction possible but continue to improve the quality of their teaching. Advising undergraduate, masters, and doctoral students; supervising practica and independent studies; conducting readings courses; and directing theses and dissertations are considered aspects of teaching.

To meet minimum standards, faculty must demonstrate a continuing and significant pattern of:
- showing evidence that course content is up-to-date and meets high academic standards
- utilizing effective and innovative teaching methods
- showing availability for student consultation and advising
- treating students with respect and support
- receiving an average of 4 or higher on a 5.0 scale where 5 is high on student evaluations in an academic year.

Quality teaching is a process that requires effective communication, continuous evaluation, and periodic course revision to meet the needs of adult learners in SLIM’s programs. At SLIM, excellence in teaching can be documented in a variety of ways including, but not limited to, the following. These items are listed in rank order.
- evolution of course syllabi and other course materials showing that course content, readings, and materials are relevant and up-to-date,
- instructional materials or teaching portfolios,
- student assignments are returned within two weeks during the semester and four weeks for final projects and contain substantive comments,
- SLIM peer & dean’s teaching reviews,
- student evaluations,
- student projects that show student learning,
- published or accepted articles or presentations of research or scholarship with students,
- teaching awards and innovations,
- availability for student consultation during regularly scheduled office hours,
- number of new course preparations,
- serving as coordinator of a certificate or specialized program at SLIM,
- course load (number of courses, students enrolled in a course and across courses,
- records of planning, coordinating, and supervising of off-campus educational experiences,
• records of academic advising,
• professional development to improve teaching,
• or other items as agreed upon with the dean.

As a group, the FPC will reach a consensus to assign a rating of 0 through 5 to the candidate in the area of teaching. The FPC’s letter to the dean and candidate will include a narrative of the reasoning for the rating. They will use the following guidelines for this rating:

0. The candidate has not fulfilled his or her responsibilities. For example, the candidate frequently cancels classes, does not return assignments, receives 1s on student evaluations, has not made adjustments to teaching based on evaluations or peer review, syllabi are not updated or revised, papers not returned to students.

1. The candidate has fulfilled his or her responsibilities, but there is some concern about his or her performance. For example, does not update or revise syllabi, has not implemented technology into classes, receives 1s and 2s on student evaluations, has made few adjustments to teaching based on evaluations or peer review, papers returned to students after end of the semester.

2. The candidate has done an adequate job of teaching but it is not up to the standards required by SLIM for tenure or promotion. For example, student work shows some engagement in class, some innovations or technology used, receives 2-3 on student evaluations, teaching has shown some improvement as demonstrated in evaluations or peer review, syllabi show evidence of updating and revision, papers are returned to students but do not contain substantive comments.

3. The candidate has done a conscientious and effective job of teaching, made special efforts to engage students, and maintained appropriate academic standards. For example, syllabi and assignments are regularly updated, teaching materials show effort to engage students, innovations or technology used regularly, receives 3-4 on student evaluations, teaching has shown improvement as demonstrated in evaluations or peer review, papers returned to students with some substantive comments.

4. The candidate has done everything in 3 above, but, in addition, has either exhibited exceptional teaching ability or has shown evidence of innovation in teaching. For example, syllabi and assignments are regularly updated, teaching materials updated on a regular basis, innovations or technology fully integrated into course work, receives 4-4.5 on student evaluations, nominated for or received teaching awards, teaching shows improvement each semester as demonstrated in evaluations or peer review, student assignments returned promptly with substantive comments.

5. The candidate has done everything in 3 above, has exhibited exceptional teaching ability, and has shown evidence of innovation in teaching. For example, syllabi and assignments are regularly updated, teaching materials updated on a regular basis, innovations or technology fully integrated into course work, receives 4.5-5 on student evaluations, nominated for or received teaching awards, teaching shows improvement each semester as demonstrated in evaluations or peer review, student assignments returned promptly with substantive comments.

VII.1.1 Student evaluations

All student evaluations shall be conducted anonymously and collected for each course taught in any given year. Because SLIM offers a variety of degrees and delivers instruction in both face-to-face and mediated formats, faculty constantly review course objectives and instructional strategies in order to implement innovations in teaching and communication.
Due to the risks involved in utilizing these new strategies and technologies, the FPC and the dean will not penalize faculty when student evaluations express frustrations with failures of new strategies or technology or physical facilities over which individual faculty have no control.

Unsolicited opinions on teaching submitted to the SLIM dean become part of the faculty member’s file if the opinion is written (including email) and signed by the student(s). However, faculty members reserve the right to challenge in writing the inclusion in the file of any letters that the faculty member considers vindictive.

VII.1.2 Peer Teaching Review

SLIM faculty receive evaluative feedback from their SLIM peers on instructional quality in the classroom. Each faculty member undergoes such review in at least one class every other year. Faculty teaching should be observed in both face-to-face and online courses. The reviewer and the instructor will determine the time of the observation. The reviewer will provide written feedback from his/her observations to the course instructor. An example form is included in Appendix B. This information becomes part of the portfolio that provides evidence for the faculty member’s annual reappointment, tenure, and/or promotion reviews.

VII.1.3 Dean’s Teaching Review

The dean may conduct evaluative observations of teaching faculty in the classroom by invitation or at his/her discretion. The dean and the instructor will determine the time of the observation. The dean will provide written feedback from his/her observations to the course instructor. An example form is included in Appendix B. This information becomes part of the portfolio that provides evidence for the faculty member’s annual reappointment, tenure, and/or promotion reviews.

VII.2 Research and Scholarly/Creative Activity

Research and scholarly activity that adds knowledge to the field of library and information management is essential to the maintenance of high academic standards at SLIM. All tenure-track faculty will develop a systematic and rigorous research agenda, broadly defined to admit a range of scholarly and creative activity. SLIM finds value in both single author and co-authored research and scholarship, and encourages faculty-student collaborative research, presentation, and/or publication.

To meet minimum standards, faculty must demonstrate a continuing and significant pattern of:

- pursuing a coherent agenda for research or scholarship appropriate to library and information studies
- showing work devoted to research or scholarship, evidenced by publications, acceptance, and submissions for peer reviewed publication and/or conference presentations
- publishing work in venues appropriate to the project and library and information studies
- applying for grants or fellowships to support research and scholarly activities

Review of faculty research and scholarly activity generally will include, but will not be limited to, information on (a) the quality of the research and scholarly activity, (b) the amount of research and scholarly activity, (c) the media in which findings were disseminated, and (d) the reception and importance of the research and scholarly activity.
At SLIM, excellence in research can be documented in a variety of ways including, but not limited to, the following. These items are listed in rank order:

- publications or accepted publications in refereed scholarly journals,
- publications or accepted publications in invited scholarly journals,
- presentations, publications, or accepted at refereed or invited scholarly conference proceedings,
- published books,
- published book chapters,
- applications for and receipt of grants or fellowships to support research and scholarly activities,
- conducted research and published or accepted articles or presentations with students
- publications or accepted publications in non-refereed professional journals,
- presentations at non-refereed professional conferences, programs, or symposia at the regional, national or international level,
- evidence that research and scholarly activity have an impact on the field,
- reports on research and scholarly activity in progress,
- or other items as agreed upon with the dean.

Supporting materials to be used in documenting a candidate's research and scholarly or creative accomplishments may include information on the quality, innovation and creativity of the research, the breadth of research, the media in which findings were disseminated, and the reception and importance of the research. Candidates are expected to provide copies of the research, evidence of acceptance or presentation, and any other documentation that demonstrates scholarship and/or creative activity.

As a group, the FPC will reach a consensus to assign a rating of 0 through 5 to the candidate in the area of research. The FPC’s letter to the dean and candidate will include a narrative the reasoning for the rating. They will use the following guidelines for this rating:

0. The candidate demonstrates little or no evidence of research and scholarship. For example, candidate does not have any publications or presentations.
1. The candidate demonstrates that there is some evidence of research and scholarship but there is concern about the candidate’s performance or ability to conduct research. For example, candidate has no refereed publications or presentations, does not have a coherent research agenda.
2. The candidate demonstrates some evidence of research and scholarship, but it does not meet the standards required by SLIM for tenure or promotion. For example, candidate has no more than two refereed publications or presentations, there is evidence of research agenda, and submission of refereed articles is not done annually.
3. The candidate demonstrates evidence of a conscientious effort in the area of research and scholarship. Candidate demonstrates potential to meet SLIM’s standards for research and scholarship. For example, candidate has no more than three refereed publications or presentations, has published at least one non-refereed article of presentation, a coherent research agenda, and annual submission of at least one refereed article.
4. The candidate demonstrates evidence of a consistent and ongoing effort to fulfill the candidate’s research agenda. The candidate meets SLIM’s expectations and standards for research and scholarship. For example, the candidate has at least four refereed publications or presentations, has published at least two non-refereed articles or presentations, has a coherent research agenda, annual submission of at least one refereed article, applied for grants, demonstration of interdisciplinary work.
5. The candidate demonstrates evidence of an exceptional job of fulfilling his/her research and scholarship agenda. Candidate exceeds SLIM’s standards and expectations for research and scholarship as listed in items 0-4. For example, candidate has more than five refereed publications or presentations, at least two non-refereed articles or presentations, has a coherent research agenda and plans for continuing this agenda, annual submission of at least three refereed articles, applied for and received external grants, demonstration of interdisciplinary work.

VII.3 Service

Service provides a range of opportunities for faculty participation, which will vary according to the faculty member’s specializations, experience, and career goals. SLIM values service to ESU, SLIM, constituent groups, and the profession. At SLIM, excellence in service can be documented in a variety of ways including, but not limited to the following. These items are listed in rank order:
- involvement in appropriate professional organizations. This includes membership on committees, chairing committees, or holding office.
- participation in university governance or active service on committees,
- participation and active service on SLIM committees,
- professional contributions at the state, region, national, or international level,
- participation as a member of a review or editorial board,
- letters from committee chairs documenting the extent of participation on committees,
- records of serving as an unpaid consultant,
- records of speaking to educational, service, and social organizations,
- records of sponsorship of non-academic student organizations,
- or other appropriate activities agreed upon with the dean.

To meet minimum standards, faculty must demonstrate a continuing and significant pattern of:
- serving and actively participating on SLIM committees
- serving and actively participating on university committees
- participating on editorial, advisory, or grant review boards
- holding offices and board positions of professional organizations

As a group, the FPC will reach a consensus to assign a rating of 0 through 5 to the candidate in the area of service. The FPC’s letter to the dean and candidate will include a narrative summarizing the reasoning for the rating. They will use the following guidelines for this rating:

0. The candidate has not fulfilled his or her responsibilities in service. For example, the candidate has not done any service at any level.
1. The candidate has attended, but not participated in the discussion and work of the committee. For example, the candidate has been appointed to SLIM or university committees, does not regularly attend or participate in meetings.
2. The candidates has participated in service activities or in the work required by a committee chair, but has shown no individual initiative in committee or service activities. For example, the candidate has been appointed to or volunteered for committees at SLIM or the university but has no regional or national service activities, attends and participates in meetings.
3. The candidate has participated actively in service responsibilities. For example, the candidate has been active in service at SLIM and the university, has participated in
regional service activities, volunteers for committee assignments and projects, and assignments or projects are completed.

4. The candidate has consistently and actively participated in service activities and has demonstrated increasing levels of responsibility. For example, the candidate has been active in service at SLIM, university, regional and national levels, volunteers for and completes committee assignments and projects, is seen as an engaged member of the committee, and may chair a committee.

5. The candidate has demonstrated exceptional contributions in the area of service. Candidate exceeds SLIM’s standards and expectations for service as listed in items 0-4. For example, the candidate has been active in service at SLIM, university, regional, and national or international level, volunteers for committee assignments and projects, is seen as a valued member of the committee, and chairs one more committees.

VIII. Annual Merit Evaluation by the Dean

All full-time faculty (whether tenured or tenure-track) will have an annual merit evaluation conducted by the SLIM dean in the spring semester. The evaluation covers the work of the faculty member in the previous calendar year and forms the basis for any recommendation for salary increase for the following fiscal year. This evaluation is to

- Assess faculty performance in teaching, research, and service.
- Review individual faculty goals for the evaluation period.
- Establish new goals for the next evaluation period and review of the relative percentages that teaching, research, and service shall carry in the next evaluation period. Goals are to be suggested by the faculty member and discussed with the dean. Goals may be renegotiated based on circumstances arising for the faculty member or the school.
- Determine what, if any, assistance and support the faculty member needs to be more effective in his/her duties.

VIII.1 Procedures

Each year, faculty are required to submit documentation of their accomplishments during the immediately-preceding calendar year to the dean. This documentation does not need to be as detailed as that for annual reappointment review or tenure and promotion. Faculty will arrange a meeting with the dean to discuss teaching, research, and service, as well as progress toward, or attainment, of goals previously established for the period of the evaluation.

The dean will use the descriptors described above to evaluate each faculty member in each of the three evaluation areas. The dean will provide each faculty member with a written copy of the merit evaluation by approximately the middle of April. Faculty who disagree with any part of their evaluation may appeal to the dean for reconsideration and submit a response to the dean’s evaluation. Any appeal must be submitted within two weeks of receipt of the dean’s letter. The dean makes all final decisions regarding merit raises.

In years when budgetary constraints make raises impossible, the dean may carry over a faculty member’s accomplishments to a year in which raises are awarded.
IX. Chronic Low Performance

The School of Library and Information Management expects continued strong performance in teaching, research and scholarly activity, and service after a faculty member obtains tenure. While tenure, in its protection of academic freedom, shields faculty from discriminatory, unfair, arbitrary, or capricious dismissal, it is not designed to shield them from the consequences of inadequate performance or non-performance of their duties.

In SLIM, chronic low performance is demonstrated when a tenured faculty member fails in three consecutive or four out of six years to demonstrate satisfactory performance in his or her professional capacity during the annual merit evaluations by the dean. Continued low performance in teaching and either research/scholarship or service, despite all assistance provided, may be considered an adequate cause for dismissal. For further clarification of specific issues relevant to chronic low performance, please see FSB 04003 Chronic Low Performance and Corrective Faculty Development and the University Policy Manual.

IX.1 Acceptable Performance

SLIM recognizes the following as establishing an acceptable level of performance for a given year:

- **Teaching**: completion of courses as assigned, while maintaining student evaluation scores of 3 or higher (with 5 as the highest score) across courses taught;
- **Research/scholarly activity**: attendance and participation in at least one (1) scholarly or professional meeting, conference, or program; and submission of at least one (1) piece of scholarly work for review and publication; or (1) conference presentation;
- **Service**: participation and completing assigned duties on SLIM, University, or other professional committees.

IX.2 Rubrics for Low Performance

Chronic low performance will be reached when a tenured faculty member fails to meet minimum performance levels, as described below, in teaching and in either their research/scholarly activity or service in three consecutive years or in four of six years. The following items define low performance at SLIM.

**Teaching.** A tenured faculty member who fails in his/her responsibility to teach assigned courses in 3 of the following 4 ways will have performed below a minimum standard if the individual:

- Fails to attend and teach scheduled class sessions without prior notification and explanation to the dean and students;
- Demonstrates lack of preparation for class;
- Demonstrates consistent failure to respond to emails or to participate in online communication in a class as set forth in the syllabus;
- Fails consistently to return student work, with appropriate comments, within two weeks of the assignment and at the end of the course;
- Prejudicial or discriminatory treatment of students; or,
- Receives an average of 3 or below (5 is high) on student evaluation items specifically related to instruction and advising.

**Research/scholarly activity.** A tenured faculty member who fails to meet the following items will have performed below a minimum standard if the individual:
• Fails to participate in a scholarly or professional conference at any level during the year; and,
• Fails to participate in any scholarly activity of any kind (publication, professional or academic conference presentation).

_Service_. A tenured faculty member who fails to serve on or perform committee responsibilities or engage in any SLIM, University, regional or national professional activities will have performed below a minimum standard.

### IX.3 Notification of Low Performance and Appointment of Evaluation Committee

When the dean finds a faculty member to have performed below SLIM’s expectations in terms of teaching and either research or service, the dean will notify the faculty member on or before March 15 of any given year. At this point, the dean shall appoint two of SLIM’s tenured faculty members to an Evaluation Committee. This committee will review and conduct an independent evaluation of the pertinent documents used in the annual review process. In addition, the faculty member whose record is under review has the right to respond to any documents under review, and may participate in or invite a representative to participate in any hearings of the Evaluation Committee.

After the Evaluation Committee has reviewed the relevant documents, it will prepare a formal report and deliver it to the faculty member within five (class) days of the completion of the review. At that time, the faculty member will be given a chance to respond to the Evaluation Committee’s report; the Committee may amend its report on the basis of the response if it so chooses. If modifications or changes are made in the report, the faculty member will again have five (class) days to respond.

At this point, the Evaluation Committee’s report will be sent to the dean, at which time it will become a part of the faculty member’s annual review documentation. The dean may make changes in his/her original evaluation if she/he so chooses. Both parts of the evaluation will then be sent to the faculty member.

### IX.4 Performance Review Committee

If the Evaluation Committee and the dean agree that the faculty member has failed in teaching and in either research/scholarly activity or service to meet acceptable levels of performance as set forth above, then the faculty member will have been determined not to have met his or her academic responsibilities. However, if the Evaluation Committee and the dean do not agree, then the matter will be referred to SLIM’s Performance Review Committee (PRC) which consists of all tenured faculty members except the dean. It is the right of the faculty member under consideration for low performance to ask that any member or members of the Evaluation Committee not be allowed to serve on the PRC.

The PRC will have 20 week days to determine whether the faculty member under review has met his or her academic responsibilities. If the PRC finds that such responsibilities are not being met, a notice of this failure will be sent to the dean and to the Provost. However, if the PRC determines that responsibilities are being met, the matter will be closed for the current year.

### IX.5 Remediation/Faculty Development Process

When during an annual review the dean finds that a tenured faculty member appears to be
failing to meet SLIM’s expectations for teaching and research or service, the dean and the faculty member will develop together a formal, three-year plan setting forth steps that the faculty member can take to improve his or her performance. The plan for improving performance may include, but is not limited to, reassignment of courses, attendance at workshops, sabbatical leave, medical leave, or counseling. Any such plan must be flexible to allow alteration or abandonment and respect academic freedom and professional self-direction. Moreover, the plan is not a set of nonnegotiable items on the part of either party and does not require a literal fulfillment of the items.

IX.6 Grounds for Dismissal from the University

If a tenured faculty member has been informed that his or her overall and sustained performance fails to meet the departmental expectations discussed above, in three consecutive years or four out of six years, the dean may recommend that the person be dismissed from the University, provided the faculty member has had the opportunity for corrective faculty development, as outlined in the three-year plan, for the commensurate amount of time.

Such a recommendation from the dean must be sent to the provost, with all appropriate documentation. If, after reviewing the documentation and recommendation, the provost agrees with these recommendations, he or she shall send a notice of this to the President.

When a recommendation for dismissal or termination of employment occurs, SLIM follows the “Procedure for Faculty Review Prior to Dismissal for Cause of Tenured Faculty” outlined in the University Policy Manual.

X. Sabbatical Leave

SLIM follows guidelines for the granting of sabbatical leave that are set forth in the University Policy Manual.

Applications for sabbatical leave must be submitted in the fall of the academic year preceding the academic year of the proposed sabbatical. By October 15, a faculty member must complete the application form available from the Office of Academic Affairs and submit the form, description of the project to be conducted or completed during the leave, together with a letter of intent, to the FAC chair. The chair will then bring the application and the letter to the FAC for review. If the FAC votes to support the application, the application form, letter, and a letter of support are sent (by October 31) to the dean for review.

If the dean decides to support the faculty member’s application for sabbatical, he or she must write a letter to this effect to the Vice President for Academic Affairs, and submit the letters and the application form by November 15.

Final decisions on sabbatical applications are made by the President of Emporia State University.

Upon returning from a sabbatical, the faculty member must submit a letter to the Vice President for Academic Affairs, describing the work undertaken during the leave. A public presentation to the SLIM community describing the sabbatical and accomplishment of goals is also required.
XII. Evaluation of the Dean

The SLIM dean undergoes an evaluation once every three years, according to a schedule established by ESU’s Faculty Senate Executive Committee. SLIM follows the policies and procedures as described in the University Policy Manual. Results of the evaluation are shared with the dean and the University’s administration.

XIII. Effective date of this Policy

This policy will be effective immediately upon its approval. Tenure-track faculty members hired before the approval date may have the option of following the tenure procedures in this document or the document in effect at the time of hire.