

Arts, Sciences, and Business
Department

Technology and Aviation
College

POLICY STATEMENT CONCERNING:

ANNUAL EVALUATIONS

(Approved by Faculty Vote on April 16, 2004)
date

PROMOTION, TENURE AND REAPPOINTMENT

(Approved by Faculty Vote on April 16, 2004)
date

CHRONIC LOW ACHIEVEMENT STANDARDS

(Approved by Faculty Vote on April 16, 2004)
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Date

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PROCEDURES FOR FACULTY EVALUATION, APPOINTMENTS, PROMOTION, AND TENURE

DEPARTMENT OF ARTS, SCIENCES, and BUSINESS

KANSAS STATE UNIVERSITY-SALINA

COLLEGE OF TECHNOLOGY AND AVIATION

Reviewed and Majority Vote Approval by the Departmental Faculty: April, 2004

Department Head's Signature _____ Date _____

Dean's Signature _____ Date _____

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I. INTRODUCTION

The Department of Arts, Sciences and Business faculty must evaluate its members regularly in order to:

- help the Department Head provide feedback, commendations and constructive criticism to members of the Department in an ongoing effort to enhance the overall quality of the Department's efforts,
- provide information to the Department Head to help him/her in the determination of annual salary adjustments,
- provide information to non-tenured faculty about advancement at the mid-point between his/her initial appointment and tenure decisions,
- determine if a faculty member has earned the right to be tenured at KSU, and
- determine if a faculty member has earned the right of promotion to any professorial rank.

This document is a statement of the Department's policies, procedures, and criteria for reaching decisions on these important and complex issues. The policies, procedures, and criteria included in this document are expected to fall within the guidelines of the *KSU Faculty Handbook*, the University's *Handbook for Annual Evaluation of Unclassified Personnel* (July, 1990), and the University's document *Effective Faculty Evaluation: Annual Salary Adjustments, Tenure, and Promotion* (September, 1992). If any portion of this document is found to contradict the *KSU Faculty Handbook* then that portion shall be void, but the remainder of this document will be held in effect

II. CHARACTERISTICS OF AN EFFECTIVE FACULTY MEMBER

Each member of the Department of Arts, Sciences and Business faculty is a unique individual who can contribute to the Department's overall mission in many diverse ways. Because of this diversity it is difficult to list a set of goals or criteria which all faculty must reach or demonstrate in order to be considered an effective and positive contributor to the department's efforts. However, we can state some general concepts which guide our department as it strives to create an environment in which high quality teaching, learning, scholarship, creative endeavors and service can occur.

A. TEACHING

Teaching, in all of its forms, is the foremost duty of a faculty member. As a result, the Department places strong emphasis on instructional excellence and makes it a foundational consideration in the initial appointment of faculty and in the awarding of tenure and promotion.

The members of the Department of Arts, Sciences, and Business concur that the department must serve two distinctly different groups of customers; the first being students from the Department of Engineering Technology and the Department of Aviation. The second group of students served by the department are those students who are taking courses to fulfill the degree requirements at some other college within Kansas State University, or to some other institution.

The teaching component involves communicating knowledge to students, facilitating learning and discovery, developing the intellectual base necessary for lifelong learning. Effective teaching is based on professional experience, effective communication, sound scholarship, continued intellectual growth, and concern for students.

As set forth in the Faculty Handbook, a faculty member's performance "is exceptionally complex and cannot be evaluated adequately based on a single source of information" (C33).

Among items to consider:

- confidential student evaluations documenting teaching competence (C34)
- faculty peer evaluations of teaching
- course materials such as syllabi, examinations, laboratories and reading lists (C34.2)
- enrollment size, contact hours, and labor intensive courses
- work in a professional capacity during summer or leave time, as teaching summer school
- grants and awards for course development or teaching development
- leadership roles in the teaching-related activities of professional associations
- developing new courses or enriching established courses
- using teaching methods and course content that bring new technology into the classroom
- a teaching portfolio or statement of teaching philosophy
- correspondence from former students and professionals related to teaching
- teaching awards
- academic and career advising
- setting up and maintaining facilities for teaching and software
- integrating diversity learning opportunities
- community service learning projects

Evaluations which were initiated by a faculty member for purely formative purposes may or may not be considered, at the discretion of the faculty member.

B. SCHOLARSHIP AND CREATIVE ENDEAVORS

Generally, the Department recruits faculty who are and have been active members of the community of scholars and/ or professionals of their field or discipline. Appointment to a faculty position at this department does not end this relationship with one's discipline, but should help it to grow. Thus, the Department expects and encourages its faculty to engage in scholarly and creative activities which help ensure the vitality of these professional relationships.

The nature of a faculty member's scholarly activities is unique to the individual faculty member, depending on the member's discipline, its pedagogy, and the specific opportunities open to the individual. In general, scholarship involves creative work that contributes to the faculty

member's field, its pedagogy, its application or the personal and professional development of the faculty member as it pertains to furthering the teaching mission of the College. An important component of scholarship is its effective communication to colleagues outside the College, in the appropriate community of scholars and/or professionals of the field. This communication can take place in different forms, including publication, professional conferences, seminars, workshops, and collaborations.

Examples of scholarship include:

- Contributions to research within one's field or discipline;
- Development of new and innovative teaching materials (manuals, software, WWW pages, etc.);
- Development or adaptation of new teaching methods;
- Pedagogical research related to one's discipline;
- Reviewing and significantly updating curricula;
- Active participation in courses and workshops to enhance professional or instructional competency.
- Active membership of professional societies relevant to a discipline;
- Production, exhibition, or performance of creative works;
- Applying for and receiving grants and awards;
- Participating in institutes, short courses, seminars, or workshops related to the faculty member's discipline or its pedagogy;
- Engaging in specific self-study or a professional growth plan to enhance professional competency.
- work in a professional capacity during the academic year, summer or leave time, as working on grants or other scholarly activities

The value of scholarship and creative endeavors is greatly enhanced by certain factors. These factors should be considered when evaluating the quality of scholarly and creative endeavors:

- Does the accomplishment reflect creativity or innovative thinking? (Repeating previous works should not be considered creative or innovative).
- Has the work been effectively communicated? In some cases, communication of the work may be underway, or may be delayed within reason for works in progress.
- Does the work meet with the approval and/or recognition of appropriate peers in the community of scholars? Note that negative results or disagreement may also provide evidence of scholarship, in some cases.

C. SERVICE

Every faculty member is expected to make meaningful contributions to the Department's outreach to its wide range of constituencies. The service component involves contributions to the profession, the academic discipline, the university, and the public.

The focus is on the leadership level and the quality of contributions. Relative importance of a service activity can be inferred from the actual or anticipated consequences. Finally, as stated in the Faculty Handbook, "service cannot be the major grounds upon which tenure or promotion is based"

Among items to consider:

- professional contributions through service as an officer, committee chair or other administrative responsibility in appropriate scholarly, professional and community organizations
- planning and participating in programs, seminars and workshops that contribute to serving the school's professional, community and academic constituencies
- speeches and other outreach activities that contribute to the discipline, or support the general public and constituencies
- serving as a peer reviewer of scholarly and professional works in the discipline
- judging professional and academic contests related to the College's mission
- sponsoring and advising student organizations
- administrative duties and committee work on behalf of the university and its units
- recruitment of students and engaging in promotional activities
- receipt of service awards, honors and grants
- community service for the public good
- work in a professional capacity during the academic year, summer or leave time, in service organizations

III. CRITERIA FOR APPOINTMENT, TENURE & PROMOTION

A. INITIAL APPOINTMENTS

The department head is advised on appointments by the faculty members of the department who have acquired tenure and hold a rank equal to or higher than the position to be filled. The process shall be according to the guidelines and procedures described in the Faculty Handbook (see C20).

For all initial faculty appointments, it must be made clear from the outset if the position is to be a tenure-track appointment. During the search for a new faculty member, starting with the job description that is circulated nationally, the expected credentials must be clearly stated.

Degree Requirements

A doctorate or other appropriate terminal degree is a prerequisite for appointment to one of the professorial ranks. (C130) In an academic college with a strong professional component, practitioners who bring valuable experience to the faculty are essential to the department's mission. Therefore, the master's degree and relevant professional, industrial, or business experience deemed by the faculty of the department to be professional and appropriate may be considered as an appropriate degree.

B. TENURE AND PROMOTION

To secure a faculty of the highest possible caliber, the university uses a selective process in awarding tenure. The Faculty Handbook notes, "Tenure is not a right accorded to every faculty member. Nor is it granted simply as a result of a candidate's routinely meeting assigned duties with a record free of notable deficiencies" (C100.3).

Qualifying for tenure and promotion derives from a balance in terms of quality teaching, dedicated service, and professional and scholarly achievements in addition to the educational and experience requirements of the rank. Candidates must show an impact on the institution and discipline by demonstrating a record of sustained accomplishments since coming to the university.

Appointment to the faculty customarily involves a period of tenure-track employment, although appointment with tenure is possible at the level of associate professor or professor. Faculty members appointed at the rank of instructor, or faculty members appointed as visiting professors, are not required to meet the guidelines set forth for tenure-track faculty. Consistent with Faculty Handbook policies, individuals may be granted promotion at any time.

For each level of promotion, successively higher levels of achievement are expected. In general, an appointment to assistant professor reflects an acceptable level of achievement and potential for excellence, while promotion to associate professor rests on substantial tangible achievements, and promotion to full professor is based on attainment of excellence in assigned responsibilities and achievements at such a level as would provide national or international recognition in the discipline (C120.2). These distinctions are further set forth in the following:

1. Assistant Professor

To be eligible for the rank of Assistant Professor, faculty should have the appropriate degree requirement, and have a demonstrated level of acceptable achievement and the potential for excellence in teaching, scholarship and service, (as stated in Section II). Tenure is not granted below the rank of associate professor, except in special circumstances approved by the provost (C13).

2. Associate Professor

To be eligible for the rank of Associate Professor, faculty should meet the requirement of Assistant Professor (above), and have evidence of substantial tangible achievements that reflect excellence in teaching, scholarship and service, (as stated in Section II). The candidate should demonstrate progress toward establishment of national recognition in the discipline. Tenure and promotion to associate professor often are granted concurrently (C13).

3. Professor

To be eligible for the rank of Professor, faculty should meet the requirement of Associate Professor (above), and have evidence of the attainment of excellence in assigned responsibilities and major achievements at such a level as would provide national or international recognition in the discipline. External peer review is an appropriate means of helping to determine the level of achievement.

C. REGULAR APPOINTMENT NON TENURE TRACK FACULTY

"An instructor appointed on a regular appointment is a member of the general faculty and is afforded all perquisites accorded to the general faculty, including Notice of Non-Reappointment, with the exception that years of service on a regular appointment will not be credited toward tenure." The responsibilities of the University faculty (may) include teaching, research and other creative endeavor, extension, directed service, and non-directed service. The emphasis given to these responsibilities varies among the colleges and departments of the university and may well vary from individual to individual." (K-State University Handbook, 2001-2002)

The Arts, Sciences, and Business Procedures for Faculty Evaluation, Appointments, Promotion, and Tenure document guidelines is implicitly directed to faculty who are assigned in tenure-track or tenured positions. Evaluations are not required for an individual on a term appointment and therefore are not addressed in this document. However, some faculty may be appointed as regular, full-time or part-time, non-tenure-track instructors. All guidelines and procedures regarding faculty evaluation, appointments, and promotion set forth in this document apply to regular appointment non-tenure track faculty as well with the following exceptions. Those faculty who are appointed to regular appointment non-tenure track teaching positions, in consultation with the department head, have the option of assigning the following percentages in the categories listed:

- Total Teaching Activities: 60% - 90%
 - Student Evaluations: 10%
 - Teaching Load: 10%
 - Additional Teaching Considerations: 40% - 70%
- Other (10% - 40%)
 - Scholarly Endeavors: 0% - 30%
 - Service: 5% - 30%

All other procedures apply to the regular appointment non-tenure track faculty member.

IV. PROCEDURES CONCERNING THIS DOCUMENT

After the final version of this document has been approved, it will become the document which describes faculty evaluation. It will supersede all previous departmental documents on this topic.

This document, upon approval, will be distributed to all tenured, tenure track, and regular appointment non-tenure track faculty within two weeks of its approval. When a new faculty

member who will be evaluated according to this document joins the Department, she/he will be given a copy of this document during the first week of the semester in which she/he begins at KSU.

A faculty member on tenure-track will normally follow the version of this document that was in effect at the time when she/he was hired. If modifications are made to this document after that time, the tenure-track faculty member will be notified and given the opportunity to follow either the original document, or its revised version, in matters of tenure and promotion.

V. PROCEDURES FOR PROMOTION AND/OR TENURE

The University's criteria and procedures for tenure and promotion are given in the *KSU Faculty Handbook*. Candidates will normally be considered for tenure during the final year of the maximum probationary period, although, in exceptional cases, candidates with outstanding records in teaching, scholarship and creative endeavors, and service may be considered for tenure at an earlier date. In these exceptional cases, the request for an early tenure decision may be made either by the candidate submitting a written request to the Department Head by September 15 or by one of the tenured faculty, with the concurrence of the candidate, submitting a written nomination.

In the case of promotions, a request for consideration of promotion may be made either by a faculty member who is qualified to vote on the promotion or by the candidate submitting a written request to the Department Head by September 15.

A. CANDIDATE'S RESPONSIBILITIES

The responsibility for collecting the information that demonstrates the candidate's accomplishments will be borne principally by the candidate. The candidate is encouraged to consult with the Department Head and members of the faculty concerning the content and preparation of the promotion/tenure document.

The process for promotion/tenure evaluation begins automatically at the beginning of the final year of the probationary period, or when the candidate expresses in writing to the Department Head her/his intention to seek early promotion/tenure, or the candidate accepts the written nomination for early tenure by at least one of the faculty who are qualified to vote on the matter.

The candidate will then prepare the portions of the promotion/tenure document that summarize her/his achievements in teaching, scholarship, and service. The materials must be presented in the format specified by the Office of the Provost (See Appendix A). These materials are due to the Department Head by the first week in October, and will consist of:

1. Required documentation

A. Statement by Candidate

- Candidate's statement of accomplishments (one page summary of why the candidate feels that he/she should be promoted/tenured).
- Candidate's statement of goals for the next five years (one page summary).

B. Teaching

- Statement of activities (one-page summary: classes taught, student advisement, and any other evidence of instructional productivity).
- Evidence for quality of teaching, such as student evaluations, outcomes of special instructional projects, awards, etc. (one page summary).
- Statement of teaching philosophy.
- Other evidence of creativity and excellence in teaching such as innovative teaching methods, introduction of new courses, substantive revision of existing courses, etc. (one page summary).

C. Scholarship and Creative Endeavors

- Statement of professional activities (one page summary).
- Presentations, and other scholarly activities.

D. Service Contributions (two page summary)

2. Supporting documentation should include:

A. Teaching

- List of courses taught
- Teaching evaluations: The standard evaluations that were furnished by all students who were enrolled in the candidate's courses for the relevant period or for the last three years, whichever is shorter
- National, regional, and local awards or recognition.
- Information concerning the introduction of new courses and/or substantive course revision.
- Other information that demonstrates the candidate's teaching effectiveness.

B. Scholarship and Creative Endeavors

- Portfolio of creative and scholarly works during the relevant period.
- Copies of all grant proposals during the relevant period. Reviewers' comments may be included.
- Lists of invited and contributed presentations at professional and symposia, seminars at schools, industries, and government laboratories.
- National, regional, and local awards or recognition
- Other information that demonstrates scholarship and creative endeavors

C. Service

- A summary of the candidate's activities on Departmental, College and University committees.
- A summary of the candidate's activities in national, regional, and local professional societies.
- Information concerning the candidate's organization of symposia, etc.
- Evidence of the candidate's reviews of books, papers, and research proposals.
- Evidence of substantive service and contributions to the professional community.
- Other service to the Department, University, and community.

Lastly, all candidates for promotion and tenure will present a colloquium that describes the results

of the candidate's teaching/scholarship and creative endeavors/service activities for the relevant period. This colloquium should be scheduled for the month of September.

B. DEPARTMENT'S RESPONSIBILITIES

Upon either receiving the candidate's written request or, with the candidate's concurrence or the written nomination of at least one of the faculty who are qualified to vote on the matter, the Department Head will obtain the following documents and information.

1. The Department Head will gather additional information by direct contact with students and with other faculty who have taught with the candidate. In speaking with students the Department Head will collect information on the students' perception of the candidate's
 - preparation for teaching,
 - appropriateness of teaching methods and style
 - appropriateness of the content of courses,
 - fairness in grading,
 - equity of treatment of all students, and
 - individual consultation with students.

2. In discussing the candidate with others who have taught with him/her the Department Head will collect information about other faculty members' perceptions of the candidates'
 - interactions with other faculty in collaborative efforts such as teaching recitations,
 - general interest and ability to teach at all levels of instruction,
 - preparation for teaching,
 - appropriateness of teaching methods and style, and
 - appropriateness of the content of courses.
 - service
 - scholarship and creative endeavors

The Department Head will make these materials, and the candidate's entire tenure portfolio, available for inspection by the qualified faculty by the end of the second full week of October. By the end of October, qualified members of the faculty and the Department Head will meet to discuss the case for promotion and/or tenure of the candidate. For further clarification of this process, see the University Handbook, sections C 112.1-112.5.

C. FACULTY VOTE

Within five business days subsequent to the faculty's discussion of the candidate, each qualified member of the faculty will submit a written recommendation/ballot to the Department Head. A recommended form for the ballot is given in Appendix B. At the close of the voting period, the Department Head will open the ballots and record the vote. The department head forwards a written recommendation to the dean, an explanation of his or her judgement, and the recommendation and written comments (unedited) of the consulted faculty members. The candidate's complete file is

forwarded to the dean. A copy of the department head's written recommendation alone is forwarded to the candidate. Candidates are informed of the college's recommendation at the time their files are forwarded to the provost. (See C150-C156.2 for Promotion and C100.1-C116.2 for Tenure)

D. APPEAL PROCEDURES

If the candidate should wish to appeal the recommendation, the appeal's process is given in Appendix G of the Faculty Handbook.

VI. MID-PROBATIONARY REVIEW

The mid-probationary review will be conducted during the second semester of the probationary faculty member's third full year at Kansas State University. This review is intended to provide tenure-track faculty members with assessments of their performances by the tenured faculty in the areas of teaching, scholarship and creative endeavors, and service; for the tenured faculty to comment on the probationary faculty member's long-range plans for creative endeavors and other scholarly activities; to determine if the accomplishments and goals of the probationary faculty member are consistent with the missions and expectations of the Department.

A. DEPARTMENT HEAD'S RESPONSIBILITIES

At the beginning of the academic year in which the review is to occur the Department Head will inform the candidate of the review and of his/her responsibilities concerning the review.

The Department Head will interview a representative sample of current and former undergraduate students, to ascertain the quality of the candidate's teaching. The student's teaching evaluations of the faculty member will also be reviewed by the Department Head.

B. CANDIDATE'S RESPONSIBILITIES

The procedure for mid-probationary review will be similar to the review procedure for promotion and/or tenure. The probationary faculty member will present to the Department Head by January 15 documentation of her/his accomplishments in teaching, scholarship and creative endeavors, and service. The format that should be followed and the types of evidence that should be provided will be the same as those for promotion/tenure. In addition to the documentation above, the faculty member should submit a three-year goals and activities plan.

The probationary faculty member will present a colloquium that describes the candidate's teaching, scholarship, creative endeavors, and service activities for the relevant period. This colloquium should be scheduled during the period of review, sometime between January 15 and the end of

February. It should take place prior to the discussion and vote by tenured faculty members regarding

the candidate's reappointment.

Probationary faculty are encouraged to discover the connections among their teaching, scholarship, and service that demonstrate the themes and/or direction of their work. The themes, which emerge from the unique combination of the faculty member's abilities, interests and opportunities, provide a useful conceptual framework to guide the faculty member in the completion of his/her probationary period. The presentation of these themes can be useful in fostering collaborations between the faculty member and his/her colleagues.

C. FACULTY VOTE

By the end of February, tenured members of the faculty and the Department Head will meet to discuss the probationary faculty member's documentation and to vote by secret ballot. After the faculty's discussion of the candidate, the department head will absent him/herself for the final discussion and the balloting for each candidate. Each tenured member of the faculty will submit a ballot/written recommendation to the senior faculty member concerning whether or not the probationary faculty member should be reappointed. The senior faculty member will count the ballots during the meeting, report the result to the tenured faculty, and carry the ballots to the department head. The results of the faculty vote and a summary of the written justifications will be transmitted to the candidate. The summary, which will be prepared by the Department Head, will be appropriately edited to ensure confidentiality.

D. REPORT OF THE DEPARTMENT HEAD

The Department Head will review the candidate's document, the summary of the candidate's scholarship and creative endeavors and teaching effectiveness, and the recommendations of the faculty and make an independent recommendation supporting or failing to support appointment of the candidate. The Department Head will inform the faculty of his/her recommendation and explain her/his recommendation in writing to the candidate.

E. FORWARDING PROCEDURES

The recommendations of the tenured faculty and the Department Head supporting or opposing reappointment of the probationary faculty member will be transmitted to the Dean by the last Friday in March. The Department Head will include the results of the secret ballots, the summary of the tenured faculty written justification comments, and her/his written recommendation.

VII. FACULTY QUALIFIED TO VOTE ON THE MATTERS OF

PROMOTION/TENURE AND MID-PROBATIONARY REVIEW

For promotion from associate professor to full professor, all faculty who hold a rank equal to or higher than the rank being considered may vote on the question of promotion. All faculty who hold tenure, regardless of rank, may vote on the questions involving the promotion from assistant professor to associate professor, awarding of tenure and mid-probationary review. If a qualified faculty member cannot be present during the discussion of the candidate's promotion/tenure/mid-probationary review document or be present on the day that the vote is recorded, the qualified faculty member may leave her/his ballot and any statement that he/she may want incorporated into the discussion summary with the Department Head prior to the meeting and/or vote.

VIII. ANNUAL EVALUATION

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

At the annual evaluation, nontenured faculty members are notified of their progress toward tenure as set forth in the Faculty Handbook (C60-C66). Tenured faculty in the Department vote by secret ballot on reappointment of non-tenured faculty for the following year. The department head forwards a written recommendation and the unedited comments of the faculty members to the dean. Final authority on reappointment is delegated to the provost. (C63.3-C66) Faculty members are evaluated on their record of teaching, scholarship and creative endeavors, and service.

ACCOMPLISHMENTS

In January, each faculty member submits a list of Projected Activities and Accomplishments (goals) for the upcoming calendar year, designating the emphasis among teaching, scholarship and creative endeavors, and service. The Head uses these lists solely to provide feedback to the individual faculty members on the merits of their endeavors, in terms of time and effort committed, and benefit to the department or college, relative to the other faculty. In consultation with the department head, each faculty member may revise the percent weighting of his/her effort dedicated to teaching, scholarship, and service work at any time prior to submitting the report of actual accomplishments to the Department Head. This flexibility should not be used by the faculty member to neglect vital aspects of the Department's mission. Accordingly, the percent weight allocated to each of these categories must fall within the allowed ranges (Section IX-A). It is expected that the percentage weights the faculty member allocates should reflect his/her assignments, workload, interests, efforts and opportunities for the year. At the request of a faculty member the department head/chair may conduct an informal progress review of that individual faculty member's activities and goals.

By the end of January of each year, faculty members submit an annual summary of activities that serves as the basis for evaluation in the categories of teaching, scholarship and creative endeavors, and service. Two pages for each of the three categories should be sufficient to summarize the year's activities. Each member may use the literary style that best fits the material: lists, narrative,

exposition or commentary. Evaluation may include consideration of work that spans more than just the calendar year in question, in order to encourage faculty to undertake long-term projects that do not lend themselves to a single-year evaluation. Any other supporting materials the faculty member deems appropriate may accompany the summary.

The Department Head's evaluation assesses each faculty member's performance on the Faculty Evaluation Report as:

- (5) Greatly Exceeds Expectations,
- (4) Exceeds Expectations
- (3) Meets Expectations,
- (2) Needs Improvement, or
- (1) Unsatisfactory.

IX. CRITERIA FOR GOALS AND ACCOMPLISHMENTS

A. PROCEDURE FOR EVALUATION

By mid January, each faculty member will submit a summary documenting his/her activities and accomplishments for the previous year, in the categories of Teaching, Scholarly Endeavors, and Service. In consultation with the department head, he/she will assign each category a percent-weighting factor that describes what percentage each category is to contribute to the total evaluation. These percentages must fall within the limits set by the department. They are outlined below, and found in Appendix "D"

Tenured/Tenure-Track

Teaching Total: 50%-90%

Student Evaluations: 10%

Teaching Load: 10%

Additional: 30%-70%

Scholarly Endeavors: 5%-40%

Service: 5%-30%

Non-Tenure Track

Teaching Total: 60%-90%

Student Evaluations: 10%

Teaching Load: 10%

Additional: 40%-70%

Scholarly Endeavors: 0%-30%

Service: 5%-30%

The decision of a faculty member to alter the percentage allocations among scholarship, teaching or service, beyond the stipulated range, requires the concurrence of the department head and the dean.

Each faculty member may present a list of evaluation items for each category. The Head will evaluate the quality of performance for each item, as well as its importance in terms of the time and effort it required, and its impact to the department or the college. After consideration of each item, the Head will assign a rating for each category according to:

- (5) Greatly Exceeds Expectations,
- (4) Exceeds Expectations
- (3) Meets Expectations,
- (2) Needs Improvement, or
- (1) Unsatisfactory.

In order to offset some of the inequities inherent in the variation of state appropriations for salary adjustments from year to year, a rolling average will be used to determine the faculty member's adjusted score. By combining the score in a weighted average with the specific scores from the two previous years the formula is:

$$\text{Adjusted score} = 0.6 \times \text{year1} + 0.25 \times \text{year2} + 0.15 \times \text{year 3}$$

Where year1 is the specific score for the current year, year2 is the specific score from the previous year, and year3 is the score from the next previous year. The adjusted scores will then be used to distribute percent salary increases for merit, in the usual manner. A faculty member who does not meet the minimum departmental criteria of faculty performance (chronic low achievement) will receive a merit increase of 0% and fall out of the rolling average. When the faculty member again meets minimal departmental standards, he/she will begin a rolling average following the policy described below.

Rolling averages for faculty new to the Department will be determined as follows:

First year:	100% - 0% - 0%
2 nd year:	80% - 20% - 0%
3 rd year:	60% - 25% - 15%.

The written evaluation compiled by the Department Head will include a narrative portion for each category, explaining and justifying the rating. The Department Head will compile a list of faculty scores and each faculty member will have the option of seeing how his/her evaluation ranks relative to the other faculty members in the department. Nevertheless, the anonymity of the final scores will be protected.

B. TEACHING

The importance of teaching has been defined in this document in Section II-A under Characteristics of an Effective Faculty Member. Faculty will therefore include in their summaries evaluation items which speak to the quality of their teaching.

To help determine teaching competence, [faculty members \(as defined below\) will be evaluated by students using the TEVAL form](#). The Department Head will use the teacher effectiveness score of the TEVAL to evaluate course ratings in the following manner:

- All non-tenured faculty members and part-time faculty members will be required to submit all ratings with the average rating being used on the Evaluation Report.
- Tenured faculty are encouraged to be evaluated by students in each course, [submitting a minimum of one rating](#) of their choice to be used in the Evaluation Report.

Note: The actual rating number will be recorded, weighed, and become part of the total score. Only ratings from classes with 10 or more students (and at least two-thirds of the class participating) will be used in the rating system. The teaching load considers such factors as student contact hours, class size, first-time preparations, number of different preparations, night courses, and other relevant factors.

C. SCHOLARSHIP AND CREATIVE ENDEAVORS

The importance of Scholarship and Creative Endeavors are discussed in Section II-B of this document. Faculty should refer to that section for possible accomplishments and evaluation items to be included in their summary.

D. SERVICE TO THE COLLEGE

Faculty members are expected to participate in the life of the College, attend faculty and department meetings, use facilities appropriately, be available to colleagues and students, and respond favorably to reasonable assignments. Section II-C of this document lists several items faculty could consider for goals.

X. CHRONIC LOW ACHIEVEMENT

As required by Section C31.5-C31.8 of the Faculty Handbook, this policy sets forth minimum-acceptable levels of productivity in the three critical areas of Teaching, Scholarship/Research, and Service. For the period under review, any faculty member failing to meet the following expectations would result in an overall evaluation of falling below minimum-acceptable levels of productivity.

Teaching

Teaching is the foremost duty of all faculty in the Department of Arts, Sciences, and Business. Accordingly all faculty are expected to achieve these minimum standards:

- Provide students with a current course syllabus for each course taught.
- Hold regularly scheduled office hours.
- Meet classes on a regular basis or ensure they are adequately covered.
- Receive a minimum average weighted TEVAL score of 2.50.
- Use current materials in classes.

Scholarship/Research

The faculty in the Department of Arts, Sciences and Business must demonstrate a commitment to scholarship or research by participating in any one of the following:

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

Service

The faculty in the Department of Arts, Sciences and Business must show evidence of active participation in one area from the following list:

- Serve on one college/university committee.
- Participate with one community or professional organization.

- Participate in an outreach project.

The Department of Arts, Sciences and Business maintains a team-oriented philosophy which interprets this policy from a mutually caring viewpoint, rather than as punishment. Consequently, our procedure for implementation involves a three-pronged process as follows.

Procedure for Implementation of our Chronic Low Achievement Policy

The procedures for implementation of the Department of Arts, Sciences and Business Department standards will conform to written guidelines set forth in the Faculty Handbook. The policy of Chronic Low Achievement applies only to tenured faculty members. Accordingly, when a tenured faculty member fails to meet the minimum standards set forth in this policy, this sequence of events will occur:

Notification/Justification

- First, notification will be in writing during a private oral consultation with the Department Head.
- Second, the faculty members will have the opportunity to provide written justification of activity within one month of written notification. The Department Head may withdraw the written notification if the faculty justification is accepted.

Prescription

In the event the two parties do not come to an agreement, these actions will take place:

- First, the Department Head will select another faculty member to serve as a peer mentor with the faculty at issue.
- Second, during the course of the next year evaluation period, the Department Head will solicit feedback and provide assistance with the peer mentor as well as the faculty member.

Resolution

At the end of the year long evaluation period, the faculty member at issue will participate in the regular departmental evaluation process. Refer to the University Handbook, sections C31.5-C31.8 for a complete explanation of the resolution process.

As with all issues within this document, faculty members have all the rights and privileges afforded them in the faculty handbook and the right to appeal given in Appendix G.

APPENDIX A

Promotion and Tenure Documentation Required by Kansas State University

- I. Cover Sheet
 - A. Recommendation by the Dean (to be completed by the Dean)
 - B. Recommendation by the Department Head (to be completed by the Dept. Head)
- II. Description of Responsibilities During Evaluation Period
- III. Statement by Candidate
 - A. Candidate's statement of accomplishments (one page summary of why a candidate feels he/she should be promoted/tenured)
 - B. Candidates statement of five-year goals (one page summary of candidate's goals)
- IV. Teaching (a one page summary for each)
 - A. Statement of activities (classes taught, student advisement, etc.)
 - B. Evidence of instructional quality (student ratings, peer evaluations, evaluation of advisement, etc.)
 - C. Other evidence of scholarship and creativity that promote excellence in instruction (multimedia presentations, computer-aided instruction, papers published or presented)
- V. Scholarship and Other Creative Endeavors
 - A. One page statement
 - B. Listing of publications and creative achievements
 - C. List of grants and contracts
- VI. Service contributions (two page summary)
- VII. Cooperative Extension
- VIII. External letters of evaluation
- IX. Other Summary Information Considered Pertinent by the College
- X. Supporting Documents
 - A. Teaching Evaluations (last three years)
 - B. Reprints and/or Manuscripts
 - C. Other Materials
 - D. Detailed Curriculum Vitae

Recommendation for Promotion and Tenure Section I
(To be filled out by the Department Head)

Department _____

- A. Name of Candidate:_____
- B. For tenure: Yes_____; No_____. If already tenured, date_____.
- C. For promotion: Yes_____; No_____. To rank of:_____.
- D. Current rank:_____. Year and month received_____.
- E. Average distribution of Assignment: Scholarship_____. Instruction_____.
Service_____. Administration_____.
- F. Highest degree:_____; date:_____; institution:_____.
- G. Years of professional experience prior to KSU_____; at KSU_____.
- H. Years of prior service credited toward tenure consideration:_____.

I have reviewed the documents contained herein and it contains all of the materials I wish to submit.

Candidates Signature_____

To be completed by the Department Head after departmental review

Faculty Recommendation:

	<u>Tenure</u>	<u>Promotion</u>
Number voting yes:	_____	_____
Number voting no:	_____	_____
Number abstaining:	_____	_____
Number absent and not voting:	_____	_____

Department Head recommendation: Yes_____; No_____.

Department Head's Signature_____

DESCRIPTION OF RESPONSIBILITIES DURING EVALUATION PERIOD SECTION II

To be completed by Department Head and signed by Candidate and Head

Candidate's Signature

Department Head's Signature

Date _____

Date _____

STATEMENT BY CANDIDATE SECTION III-A

Statement of Candidate Accomplishments

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

STATEMENT BY CANDIDATE SECTION III-B

Statement of Five-Year Goals

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

SUMMARY OF CANDIDATE'S INSTRUCTIONAL QUALITY SECTION IV-A

Instructions: Candidate is to provide a one page summary of courses taught, student advisement, thesis supervision, and any other evidence of instructional productivity. Summary is limited to the space provided below.

SUMMARY OF CANDIDATE'S INSTRUCTIONAL QUALITY SECTION IV-B

Instructions: Candidate is to provide evidence of instructional quality such as student ratings, peer evaluations, evaluation of advisement, outcomes of instructional projects directed, awards, etc. Summary is limited to the space provided below.

OTHER EVIDENCE OF SCHOLARSHIP AND CREATIVITY IN INSTRUCTION
SECTION IV-C

Instructions: Candidate is to provide any other evidence of scholarship and creativity that promote excellence in teaching such as multimedia presentations, computer-aided instruction, innovative teaching methods, instruction-related publication, presentations, etc. Summary is limited to the space provided below.

SCHOLARSHIP AND OTHER CREATIVE ACTIVITIES SECTION V-A

Instructions: Candidate is to provide a one page statement of scholarship and other creative activities. Statement is limited to the space provided below.

SCHOLARSHIP AND OTHER CREATIVE ACTIVITIES SECTION V-B

Instructions: Candidate is to provide a list of publications and other creative achievement for the evaluation period. Include items accepted but not yet published/presented.

4-19-04

SCHOLARSHIP AND OTHER CREATIVE ENDEAVORS SECTION V-C

Instructions: Candidate is to provide a list of grants and contracts for the evaluation period.

SUMMARY OF CANDIDATE'S SERVICE CONTRIBUTIONS SECTION VI

Instructions: Candidate is to provide evidence of service contributions such as Departmental, College, and University committees, service in professional organizations, community service, etc.
Summary is limited to two pages.

SUMMARY OF CANDIDATE'S COOPERATIVE EXTENSION ACTIVITIES SECTION VII

Instructions: Candidate is to provide evidence of Cooperative Extension contributions. Summary is limited to one page.

SUMMARY OF EXTERNAL LETTERS OF EVALUATION SECTION VIII

Instructions: Candidate is to provide evidence of External letters of evaluation.

OTHER SUMMARY INFORMATION CONSIDERED PERTINENT Y THE COLLEGE
SECTION IX

Instructions: Candidate is to include here any other summary information considered pertinent by the college.

SUPPORTING DOCUMENTS SECTION X

Instructions: Candidate is to provide in order, the following supporting documents: A. Teaching Evaluations (last three years), B. Reprints and/or Manuscripts, C. Other Materials, D. Detailed Curriculum Vitae

APPENDIX B

Ballot for Promotion

Professor _____ should be promoted to the rank of _____.

Please mark your recommendation from the following list. Your comments will be appreciated.
(Note that an "abstain" vote is considered as a negative vote.)

____ Yes

____ No

____ Abstain

How strong is your opinion? (Circle one)

- 1 Strong -- I would protest if this did not happen
- 2 Moderate -- I would like this to happen
- 3 Weak -- I would not object to this not happening
- 4 Ambivalent -- I don't care if this happens.

Justification:

APPENDIX B-2

Ballot for Tenure

Professor _____ should be awarded tenure

Please mark your recommendation from the following list. Your comments will be appreciated.
(Note that an "abstain" vote is considered as a negative vote.)

_____ Yes

_____ No

_____ Abstain

How strong is your opinion? (Circle one)

- 1 Strong -- I would object if this did not happen
- 2 Moderate -- I would like this to happen
- 3 Weak -- I would not object to this not happening
- 4 Ambivalent -- I don't care whether this happens.

Justification:

PROCEDURES FOR FACULTY EVALUATION,
APPOINTMENTS, PROMOTION, AND TENURE
DEPARTMENT OF ARTS, SCIENCES, and BUSINESS
KANSAS STATE UNIVERSITY-SALINA

APPENDIX B-3

Ballot for Reappointment

Professor _____ should be reappointed for continuing in the tenure-track program .

Please mark your recommendation from the following list. Your comments will be appreciated.
(Note that an "abstain" vote is considered as a negative vote.)

 Yes

 No

 Abstain

How strong is your opinion?

- 1 Strong -- I would object if this did not happen.
- 2 Moderate -- I would like this to happen.
- 3 Weak -- I would not object if this did not happen.
- 4 Ambivalent -- I don't care whether this happens.

Comments:

APPENDIX C

TIME TABLES**A. PROMOTION AND TENURE**

<i>Date by which action must be completed</i>	<i>Action</i>
First week of Fall Semester*	The Department Head informs the candidates, who are in the final year of the probationary period of their responsibilities in preparing for the tenure decision.
September 15*	Nominations and written requests for early tenure and for promotion due in Departments Head's office.
September*	Candidate presents a Departmental Colloquium.
September/early October	Candidates prepare materials.
Second week in October*	Candidate's materials become available for faculty inspection.
Last week in October*	Faculty meet to discuss the candidate. Faculty votes.
Monday of second week in November	Department Head sends recommendations to the Dean and reports to the candidate and faculty .

*These dates are established by the Department; all others, by the Administration.

APPENDIX C-2

B. MID-PROBATIONARY REVIEW

<i>Date by which action must be completed</i>	<i>Action</i>
First week of Fall Semester	The Department Head informs the candidate of his/her responsibilities.
Fall Semester	The Candidate prepares materials
January 15	The Candidate submits materials to the Department Head. Those materials become available for faculty inspection.
End of February	The Candidate presents a Departmental Colloquium by this date.
End of February	The faculty meets to discuss the candidate. Faculty votes.
March 15	The Department Head informs the candidate and the faculty of his/her recommendation.
End of third week in March	Appeals must be resolved.
Last Friday in March	The Department Head forwards the recommendation to the Dean.

APPENDIX D-1

COLLEGE OF TECHNOLOGY ARTS, SCIENCES, AND BUSINESS DEPARTMENT

TENURED / TENURE-TRACK FACULTY ACTIVITY AND EVALUATION REPORT

NOTE: This form will be used to document your annual evaluation and to serve as a historical record for your periodic reviews and/or promotion and/or tenure discussions.

NAME: _____ **RANK:** _____

DATE OF PREPARATION: _____ **REPORTING PERIOD:** _____

	WEIGHT	RATING	SCORE
TEACHING (50% - 90% total):			
STUDENT EVALUATIONS	10%		
TEACHING LOAD	10%		
ADDITIONAL TEACHING CONSIDERATIONS (30% - 70%)			
OTHER (10% - 50% total):			
SCHOLARSHIP (5% - 40%)			
SERVICE (5% - 30%)			
TOTAL	100%		

RATING SCALE
 5 - Greatly Exceeds Expectations
 4 - Exceeds Expectations
 3 - Meets Expectations
 2 - Needs Improvement
 1 - Unsatisfactory

				SCORE
ROLLING AVERAGE	CURRENT YEAR (*) 60% * _____ = _____	ONE YEAR AGO 25% * _____ = _____	TWO YEARS AGO 15% * _____ = _____	

* The Chronic Low Achiever Checklist (on back of form) is applied when an individual faculty rating is below 3.00.

WRITTEN NARRATIVE EXPLANATION OF EVALUATION _____ **is attached.**

Faculty Comments:

Signature of the Faculty _____ **Date** _____

Evaluation Conducted By (Dept. Head): _____

Approved by Dean: _____ **Date** _____

APPENDIX D-2

**COLLEGE OF TECHNOLOGY
ARTS, SCIENCES, AND BUSINESS DEPARTMENT**

NON-TENURE TRACK INSTRUCTOR EVALUATION REPORT

NOTE: This form will be used to document your annual evaluation and to serve as a historical record for your periodic reviews and/or promotion and/or tenure discussions.

NAME: _____ **RANK:** _____

DATE OF PREPARATION: _____ **REPORTING PERIOD:** _____

	WEIGHT	RATING	SCORE
TEACHING (60% - 90% total):			
STUDENT EVALUATIONS	10%		
TEACHING LOAD	10%		
ADDITIONAL TEACHING CONSIDERATIONS (40% - 70%)			
OTHER (10% - 40% total):			
SCHOLARSHIP (0% - 30%)			
SERVICE (5% - 30%)			
TOTAL	100%		

RATING SCALE
 5 - Greatly Exceeds Expectations
 4 - Exceeds Expectations
 3 - Meets Expectations
 2 - Needs Improvement
 1 - Unsatisfactory

				SCORE
ROLLING AVERAGE	CURRENT YEAR (*) 60% * _____ = _____	ONE YEAR AGO 25% * _____ = _____	TWO YEARS AGO 15% * _____ = _____	

* The Chronic Low Achiever Checklist (on back of form) is applied when an individual faculty rating is below 3.00.

WRITTEN NARRATIVE EXPLANATION OF EVALUATION is attached.

Faculty Comments:

Signature of the Faculty _____ **Date** _____

Evaluation Conducted By (Dept. Head): _____

Approved by Dean: _____ **Date** _____

CHRONIC LOW ACHIEVER CHECKLIST—Used when a faculty member’s rating is below 3.0

Teaching: (Faculty are expected to achieve each of these categories.)

- ___ Provide students with a current course syllabus for each course taught.
- ___ Hold regularly scheduled office hours.
- ___ Meet classes on a regular basis, or ensure they are adequately covered.
- ___ Receive a minimum average weighted TEVAL of 2.50.
- ___ Use current materials in class.

Scholarship/Research: (Faculty are expected to participate in at least one of the categories.)

- ___ Departmental Grant Activity
- ___ Presentations
- ___ Publication
- ___ Conference/workshop participation or attendance
- ___ Coursework for academic or professional growth

Service: (Faculty are expected to participate in at least one of the categories.)

- ___ Serve on one college/university committee
- ___ Participate in an outreach project
- ___ Participate with one community or professional organization

Meets Minimum Acceptable Levels of Productivity:

YES

NO

Department Head signature

Date