

GUIDELINES FOR ANNUAL REVIEW, TENURE, AND PROMOTION
DEPARTMENT OF APPAREL, MERCHANDISING, DESIGN AND TEXTILES
Washington State University
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Introduction

Establishing guidelines for the evaluation of faculty performance for annual review, promotion, and tenure is a key responsibility of the faculty. In accordance with the Washington State University *Faculty Manual*, Department faculty will be recognized for activities that fulfill the University's responsibilities in teaching, research, extension, and service. In AMDT we have teaching, research and service responsibilities. Annual review will focus on the accomplishments and contributions of each faculty member to the AMDT Department, CAHNRS and the University over the past year. The department will not expect each faculty member to contribute in the same way. Given the potential for comparative strengths among faculty members, each faculty member in conjunction with the Chair will establish personal performance expectations for the coming year, including individualized expectations for the evaluation of each activity. The assigned tasks and evaluation of overall performance should consider the individual's mix of appointments, stage-of-career, and role within the Department. The annual review affords the opportunity to discuss plans and establish goals for future research, teaching, and service activities and the weighting of these activities to be used in the following year's evaluation. While the guidelines are organized according to the research, teaching, and service categories, final recommendations must reflect the overall performance of an individual, and this evaluation must give recognition to the mix of teaching and research tasks assigned to the individual, as well as service to the Department, College, University, professional associations, academic journals, governments, and the public.

The annual review score for every faculty member will consist of a weighted average of evaluations for research, teaching, and service activities based on an agreed-upon duties in research, teaching, and service engagement. Currently all tenure track faculty in the Department are on a 40/40/20 split however this can change depending on the needs of the department. The annual review of each faculty member is intended to provide feedback about the faculty member's performance relative to the Department's expectations and it forms the basis for determining any merit salary increases. In the event that merit salary increases are not available in a particular year, the annual review for that year will be carried forward and considered in the determination of merit salary increases when they become available. This is to comply with the faculty manual and to insure that salaries reflect annual reviews, career contributions, and market conditions. The annual review of untenured faculty, in conjunction with the formal progress towards tenure review, provides the faculty member with information about the Department's assessment about progress towards tenure and promotion to associate professor. The annual review of associate professors may include information about progress toward promotion to full professor. Specific details about promotion and tenure follow the annual review guidelines.

The intent of these guidelines is to ensure that tenure, promotion, and annual review decisions are made in recognition of high quality professional performance. While the recognition of quality is subjective, these guidelines provide common standards of performance where possible

and ensure that those making judgments have adequate information about the faculty's overall performance.

At least once each year each faculty member will provide the Chair with a current curriculum vitae and other information as requested by the Chair, and the Chair will consult with each faculty member about his or her research, teaching, and service activities. Any conflicts between this policy statement and the *Faculty Manual* must be resolved in favor of the *Faculty Manual*.

Annual Review

Research and Scholarship

The Department of Apparel, Merchandising, Design and Textiles emphasizes, promotes, and rewards active research programs. A program includes productive scholarship, mentoring of graduate students, and actively seeking external grant to support scholarship activities. An active research program keeps faculty current in their field, promotes good teaching, contributes to the supervision of graduate student research, and brings national and international recognition to the Department and University. Research and creative scholarship are an expected activity of all faculty.

Within AMDT there is diversity in the type of scholarship performed and produced by the faculty. Scholarship, through research and creative activity, are understood to be intellectual work whose significance is validated by peers and which is communicated and retrievable. More specifically, such work in its diverse forms must be based on a high level of professional expertise; must give evidence of originality; must be documented and validated as through peer review or critique; and must be communicated in appropriate ways so as to have impact on or significance for publics beyond the University, or for the discipline itself. Intellectual work in *research, teaching, extension, service*, or other assignments is scholarship if it is shared with peers in journals, in formal peer-reviewed presentations at professional meetings, or in comparable peer-evaluated forums, such as online, visual media.

While the kinds of scholarship for faculty across the range of positions at the University will vary, the requirement that the significance of the scholarship be validated and be communicated to publics beyond the University will sustain a uniformly high standard. In some fields, refereed journals and monographs are the traditional media for communication and peer validation; in others, exhibitions and performances are valued. In still other fields, emerging technologies are creating, and will continue to create, entirely new media and methods. In consideration for annual review, promotion and tenure, scholarship and creative activity are not merely to be enumerated but are to be carefully, objectively, and rigorously evaluated by professional peers, including those external to the University.

The interdisciplinary nature of opportunities for scholarship in ADMT makes the merit, promotion and tenure evaluation of Faculty in AMDT particularly challenging as a variety of media can be used to disseminate scholarship. The nature of creative work and research varies with the field along with the technical processes, applications or venues of presentation, and opportunities for critical evaluation of the work. In addition, there are faculty that exclusive use

journals or books with peer validation for scholarship dissemination, others use pieces in exhibitions with peer validation, and still others are curators of exhibitions.

The Chair will evaluate faculty performance on research and scholarship by taking into consideration the quality of the work based on peer review, acceptance rates, impact value, venue, and journal/exhibition reputation within the field. In the annual process of establishing expectations for individual faculty members, consideration will be given to identifying the most appropriate and effective outlets and quality measures for a given faculty member's research programs. Faculty are expected to publish in appropriate outlets.

The nature of the design discipline makes merit and promotion evaluation of Faculty in AMDT particularly challenging. The nature of creative work and research varies with the field along with the technical processes, applications or venues of presentation, and opportunities for critical evaluation of the work.

Critically reviewed exhibitions of creative work and published papers are basic to academic merit reviews, but in the design fields additional dissemination venues should be equally significant indicators of the impact or innovative aspects of the candidate's creative and research efforts. For example, to have a line of fashion, furnishings, lighting fixtures or textiles selected by a reputable manufacturer for mass market production is a form of competitive critical review and acceptance. Market success of such products in terms of consumer acquisition, impact on market trends, etc. is a form of review that is typical in the design professions. A visual education campaign directed to the general public via print or multi-media venues or formal exhibition is only possible via a critical review process in a highly competitive media environment. Similarly projects designed to serve the public good which are selected for construction or installation by public agencies such as non-profit organizations, museums and government agencies may be excellent examples of creative work that are quite worthy within the merit and promotion system.

While these atypical forms of creative academic work should be regarded as similar to more typical publications and exhibitions of creative work, each example of design work that is put forward for merit and promotion review should include some form of evaluation or critical review of the work. Evaluation might take the form of exit-questionnaires at an exhibition designed to assess the learning experience of the project, or public statements from qualified agencies about the impact of the creative work, or critical reviews in reputable public media.

Finally, design is a highly interactive process based on communication with users of the designed product to develop the design concept, to explore design options, and to execute the completed work. Competition for selection of faculty/designers for projects is very intense, and to have a piece of work selected for manufacture, construction, distribution, or exhibition is a significant accomplishment. It is the responsibility of the candidate to state the nature of the atypical competitive environment from which his/her work was selected as a part of the candidate statement to inform merit and promotion committees as they evaluate the candidate's materials.

Based on the above noted considerations, Faculty in AMDT have discussed merit and promotion guidelines and have agreed upon the following criteria for acceptable research and creative work:

- 1. Review of creative work and research publications should evaluate the overall impact and innovative qualities of the work across the breadth of the candidate's work. Quota for numbers of exhibitions or papers should not be criteria for quality of the work, in other words quantity is not a substitute for quality.*
- 2. Exhibitions of creative work should be evaluated on the quality (location) of the exhibition venue, the competitive aspects for inclusion in an exhibition of individual or group work, and the published critical reviews of the work by peers in the discipline.*
- 3. Articles, papers and design work should be published in reputable journals; books by reputable publishers. The publication of design work refers to both finished pieces of design and representations of design, like sketches, mock-ups and architectural drawings of proposed projects. "Reputable" refers to publications that are held in high esteem by the practitioners of the respective design discipline. While the competition to have one's work published in these venues is very high, the process of selection is not necessarily by peer review. Generally editorial staff select on the basis of merit and significance of the work to the professional environment.*
 - a. Works will be assessed according to merit in the following order (listed in order of highest to lowest prestige):*
 - i. blind peer reviewed (including blind juried),*
 - ii. invited,*
 - iii. referred (non-blind review), and*
 - iv. non-referred.*
 - b. Two significant pieces per year is the research expectation for all research faculty members (significant pieces can include referred journal articles, book chapters, designs, professional practice) or one book with a nationally recognized publisher.*
 - c. Exhibitions of works should be at a national level to count as "significant pieces" other areas should be noted but will be counted towards development.*
 - d. Submitting extramural grants is expected.*
- 4. Mass media communications, manufacture or construction of creative work, or other public dissemination of creative work should be evaluated in terms of the audience: who is the audience, how long is the venue up, what is the significance of the audience, how many people see, experience or use the work and what is its impact?*
- 5. In group projects of creative or published work, candidates should define his/her part of the work and the percent of the final output for which the candidate was responsible as part of the candidate's letter or portfolio materials.*

6. *Candidates may report service as curators of exhibitions as creative works. Descriptions of the exhibition via photographs and printed media and evaluations of the exhibition should be included in the candidate's materials.*
7. *Critiques of the candidate's work in reputable, limited-distribution journals specific to the design professions should be accepted.*
8. *Conference presentations of papers, abstracts, or posters that are selected through a competitive process, papers published in full in conference proceedings or serving as a primary conference presenter are highly valued venues of dissemination but are not as impactful as articles in refereed scientific journals.*
9. *Work in foreign journals must be translated, and the significance of the journal should be noted.*
10. *Serving as an editor of a professional journal will be considered "service" unless the candidate writes a significant article to introduce the journal.*
11. *Successful entries of creative work to national and international design competitions should be considered as peer-reviewed work.*
12. *Inventions leading to product patents should be reviewed as creative accomplishments.*
13. *Articles or books on pedagogy in the discipline published in professional journals related to teaching are acceptable for merit review.*
14. *The candidate shall prepare a letter in which he/she summarizes the creative work and publications for the review period, its significance, and any critical reviews giving information on the quality of the effort. A summary of teaching, service and community outreach activities and any unusual or noteworthy efforts in these areas should also be included. Copies of published works and visual images of creative work should be included in a portfolio accompanying the candidate letter. Brief explanations of the portfolio work should be provided for reviewers who may not be familiar with the design discipline of the candidate, the nature of the design process used by the candidate, significance of the work, or other details that will assist in fairly assessing the candidate's materials.*

Consideration will be given to the quality of journal or book publisher, the contribution of the faculty member to the research if the number of authors is greater than one, whether the paper is an article, note, comment, or case study, and the intended audience. Publications in the primary general and field journals and with leading academic publishers have the highest priority.

Other indications of research productivity include, extramurally funded, peer reviewed research grants; bulletins, reports, testimony before governmental agencies; presentations at professional meetings; book reviews in professional journals; internally funded research grants (for untenured assistant professor); and working papers.

The AMDT faculty also support faculty with creative design scholarship should have a balance of Peer-reviewed research supports the traditional aspirations of scientific study through referred publications (books, journal articles, and papers in edited volumes).

Teaching

A primary responsibility of the Department of Apparel, Merchandising, Design and Textiles is to provide excellent instruction in both undergraduate and graduate courses and to individual student research projects.

The Department of Apparel, Merchandising, Design and Textiles is known for high quality instruction and advising. It is the policy of the Department to promote and reward those efforts that maintain and enhance our instructional program at both the undergraduate and graduate levels. Annual assessment of the teaching activities of each faculty member will involve consideration of the teaching load and teaching quality, as well as advising of both undergraduate and graduate students.

The Chair is responsible for determining and measuring the teaching loads of faculty members subject to the faculty member's specific appointment. The factors to be considered in comparing teaching loads are: classroom contact hours; variations in preparation time, grading responsibilities and office hour requirements as a result of differences in the course type, level, or enrollment; new preparations; supervision research, master's and special study programs; special committee assignments related to the teaching program of the Department; time spent in preparing grant proposals and administering grants for the general purpose of improving instruction.

Teaching quality includes subject command, good judgment in organizing courses and presenting material, enthusiasm, intellectual integrity, and rapport with students. Evaluation of teaching performance is made on the basis of student evaluations, course syllabi and other course materials such as assignments and examinations, reports on any class visits by the Chair or other peer review, reports of high-quality teaching or valid complaints, information on performance of students in subsequent courses, honors and awards for good teaching, and the willingness to support students in terms of job information, references and student advising. When student evaluations are used, the entire evaluation is to be considered and not just the mean of one summary statistic. Due consideration should be given to the distribution of responses to all questions and the effect of outliers on averages, particularly in small classes. Faculty are expected to maintain high standards in the classroom. Faculty are encouraged to provide any information providing evidence of their teaching ability. In addition to the classroom performance, other aspects of teaching to be taken into account will include: supervision of special study programs and master's research; service on graduate student committees; development of innovative teaching techniques or materials; successful external funding for the improvement of the teaching program; and special committee assignments related to the teaching program of the Department.

It is the policy of the Department to reward good teaching and discourage poor teaching. Innovation is encouraged and Department resources will be used to develop the most appropriate

teaching techniques. It is the responsibility of each faculty member to inform the Chair of special teaching techniques that have improved teaching quality. In addition, the Department will administer and compile student evaluations for each course every semester. These will be returned to the instructors.

Service

Service activities are regarded as meritorious faculty activity. The Chair will evaluate each faculty member on service activities, giving due credit especially to those activities that further the ability of the AMDT to achieve its goals, and which bring recognition to the AMDT for its world class programs, both within the University, and internationally, through professional organizations, public service, and outreach activities. Service activities should usually require a smaller fraction of faculty time and so service usually will be weighted less than teaching and research in the reward structure. Instances of extraordinary service shall be recognized, particularly when they have been requested or imposed. Meritorious service activities include: service to the Department, College, and University through committees and other assignments for which release time has not been given professional service, including serving as a referee for major professional journals, editorships or serving on editorial boards, and service to professional and community organizations; general service, including appearance as discussant, service on national or state committees, and work for government agencies and private foundations.

Tenure

The general guidelines and procedures for promotion and tenure at Washington State University are outlined in the *Faculty Manual* and in the Instructions and Forms on Tenure and Promotion distributed by the Office of the Provost. Individual academic units are responsible for defining the criteria and procedures appropriate to their unique objectives. Since the Colleges also contribute to promotion and tenure decisions, the guidelines for the faculty member's College of appointment also should be consulted. Each untenured faculty member shall be provided a copy of the Departmental guidelines, as well as those of the College.

The criteria set forth below are intended to ensure that faculty given tenure in the Department of Apparel, Merchandising, Design and Textiles will contribute toward achieving the long-term goals of the Department with respect to its teaching, research, and service programs.

The granting of tenure commits the Department and University to a lifelong relationship and can be made only after a comprehensive evaluation of each candidate's contributions. The tenure decision is a forward-looking decision made on the basis of an established record. Research and teaching effectiveness receive the greatest weight in tenure evaluation for candidates with primarily research and teaching appointments. A positive recommendation for tenure must be based upon strong performance in both research and teaching and demonstrated excellence in at least one of these areas.

A research program is evaluated primarily by its refereed scholarly outputs. Other factors taken into account include the extent and nature of the contribution in both sole-authored and collaborative work, non-refereed publications; the existence of a focused research agenda; the receipt of externally funded grants; and the presentation of papers at professional meetings. A

strong performance in research is one that establishes the individual as a significant, independent contributor to his or her field with the potential for national distinction. Evaluation of the research program shall include reviews by at least four external professionals in the faculty member's research area. Instructions for the selection of references and the solicitation of letters are provided by the Provost. Solicitation of letters on tenure candidates will be done at a time so that responses can be received by the preferred time of at least three weeks prior to when tenure ballots must be completed.

The University requires the submission of a teaching portfolio as a means of compiling information about a faculty member's teaching that forms the basis of evaluating teaching performance for the tenure decision. The types of information to be included in the teaching portfolio are outlined in the *Faculty Manual*. The promise of a strong performance in teaching is that the individual has established or is well on the way to establishing effectiveness in the classroom and in guiding individual research.

Performance in service activities is also a significant area of value by the department and include the extent of participation in Department, College, and University service, and the ability to interact effectively with students, other faculty, constituents. Serious deficiency in one or more of these areas is sufficient for a negative recommendation for tenure.

In view of the responsibilities of the faculty in university governance, judicious participation in Department, College, or University committee assignments is expected. A record of consistently conscientious performance of assigned functions, such as conducting classes, advising students, and meeting Department needs, is also expected.

Faculty input to the final tenure decision process will be in accord with procedures specified in the *Faculty Manual*. It is preferred that at least three weeks before tenure ballots are to be completed, the Chair shall afford access by all tenured faculty to the tenure review files and external evaluations. The Chair also shall schedule a meeting of the Department's tenured faculty at a time prior to the ballot completion date at which the performance of candidates shall be discussed. All tenured faculty complete a ballot and forward it to the Chair. The Chair shall forward the ballots, along with the Chair's recommendation, to the Dean.

Annual Review of Progress toward Tenure

Each year, all non-tenured tenure-track faculty will be reviewed for progress toward tenure. Interim evaluations of the non-tenured faculty are intended to advise the candidate of strengths and weaknesses in performance; to recommend ways to improve progress towards tenure; and, if necessary, to indicate when the possibility of tenure is remote.

The Chair shall appoint a tenure advisory committee for each tenure-track assistant professor with input from the faculty. This committee will consist of between two and four tenured faculty members that can be from within, or outside of the department but at least one member must be from the department.

It will be appointed soon after the new faculty member official starting date of employment.

The tenure advisory committee and the Chair will advise the new faculty member with respect to policies, procedures, and performance expectations of the Department, the relevant College, and the University. This committee also will give advice on matters related to professional improvement and advancement. Such advice can take the form of informal reviews of manuscripts, informal advice on research or extension programs, and informal advice on teaching methods. Each affected non-tenured faculty member shall be strongly encouraged, but is not required, to solicit and utilize the services of their Committee.

In addition, the Department's tenured faculty will meet as a group each spring to discuss each tenure-track faculty member's performance over the previous calendar year. Tenured faculty also can provide written comments about performance to the Chair. In accordance with the *Faculty Manual*, the Chair shall provide a detailed, written summary of the tenured faculty discussion of the candidate's performance relative to the Department's expectations.

Third-year Tenure Review

A more formal review of an individual's progress toward tenure is made during the third year as an assistant professor. This interim review is similar to the final review except that no external evaluations are sought. Each tenured faculty member submits a recommendation ballot that indicates whether progress toward tenure is satisfactory, needs some improvement or is unsatisfactory. Unsatisfactory performance can result in nonreappointment.

Promotion

Promotion from assistant to associate professor is normally part of the tenure decision. The procedure for promotion from associate to full professor is similar to the procedure for granting tenure and is described in the *Faculty Manual*. Consideration for promotion to full professor usually does not occur until a faculty member has been an associate professor for a minimum of six years.

For faculty with primarily research and teaching appointments, promotion to full professor requires a well-established reputation in the faculty member's primary research area. Evidence of a well-established reputation includes (but is not limited to) distinction for the quality of his or her contribution to the discipline, especially in refereed publications, citations, invitations to present papers, and the evaluation of the candidate's standing in the profession by at least four external referees. The Provost provides instructions for the selection of referees and the solicitation of letters.

The candidate also should have established a reputation as an effective teacher, both in the classroom and in the guidance of graduate student research, and have demonstrated a willingness and ability to provide service in the support of the Department, College, and University programs.

Contributing to the overall positive workplace environment and promotion of the program is also considered.

The Chair shall notify all full professors of recommendations for promotion from associate to full professor. This notification shall also schedule a meeting of full professors to consider the

recommendations. Such meetings shall usually be no later than three weeks prior to when promotion recommendations must reach the relevant Dean. The Chair shall afford access by relevant faculty to the review files of promotion candidates. Copies of the curriculum vita, faculty review forms completed since employment or last promotion, and evaluation letters on those to be considered will be mailed to relevant off-campus faculty along with a ballot. All full professors will complete a ballot and forward it to the Chair. The Chair shall forward the ballots, along with the Chair's recommendation, to the Dean.