

TENURE AND PROMOTION POLICY
DEPARTMENT OF CHEMISTRY
WASHINGTON STATE UNIVERSITY

January 3, 2020

The Faculty Manual of Washington State University (WSU) states the official criteria and procedures for advancement to tenure and promotion in rank. The following text supplements these guidelines and explains their application in the Department of Chemistry. The criteria reflect the goals of the Department of Chemistry and College of Arts and Sciences (CAS); the procedures provide a framework for evaluation and ensure due process for the candidate. Professional evaluation is based on informed judgment, which must be sound, adequately sampled, carefully reviewed, and subject to appeal.

Nothing in this document should be construed to be in conflict with the broader statements of the university, the College of Arts and Sciences, or the *Faculty Manual* pertaining to tenure and promotion. In case of apparent conflict, university, college, and *Faculty Manual* rules take precedence. In the document below, we refer to the *Faculty Manual* several times. The current version can be found on the web at <http://facsen.wsu.edu>.

An additional level of oversight is required for faculty at campuses other than Pullman (WSU Spokane, Tri-Cities, and Vancouver). In general their annual reviews, tenure reviews, and consideration for promotion require input from both Pullman and the other campus, and the signature of the other campuses' vice chancellors for academic affairs (VCAA). These issues are addressed below.

Cases for early promotion and/or tenure must be justified by extraordinary merit, and permission to bring the case forward must be obtained from the Provost before the case is prepared. With the agreement of the faculty member, the Chair sends a memo to the Provost via the CAS Dean (for signature), making the case for early promotion and/or tenure. Although extraordinary merit is necessary for early consideration, the College criteria for receiving the promotion and/or tenure remain the same.

I. TENURE TRACK FACULTY

A. TENURE

Criteria

The areas of evaluation in considering eligibility for tenure are:

- (a) nationally recognized research, scholarship or creative activity
 - publication of research articles from work performed at WSU in high-quality journals at an average rate of 2 per year
 - delivering both contributed and invited talks at national and/or international conferences
 - delivering seminars and lectures at PhD-granting universities
- (b) external funding at a level appropriate to the candidate's discipline
 - at least one competitive federal grant awarded with the faculty member as lead PI
- (c) classroom and individual instruction
 - effective teaching of both undergraduate and graduate courses as evidenced by student and peer evaluations. Large enrollment courses (>100 students) should be included if possible.
- (d) interactions with colleagues and students, as well as the supervision and mentoring of
 - graduate and undergraduate students
- (e) participation in professional activities
 - e.g., peer reviewing of journal manuscripts, conference organization, etc.
- (f) participation in departmental and extra-departmental service

In the Department of Chemistry, criterion (a, b, and c) are of primary importance, but the others are also important. In view of the responsibilities of the faculty in university governance, judicious participation in extra-departmental assignments is expected. Except in instances in which written agreement specifies otherwise, tenure will not be recommended unless excellence in both research/scholarship/creativity activity and instruction can be satisfactorily demonstrated. The university and college have adopted the teaching portfolio (refer to the college tenure and promotion document for sample formats) as the means of documenting excellence in instruction. Normally, tenure and promotion to Associate Professor will be considered simultaneously.

Procedures

Copies of the department and college criteria for tenure and promotion will be provided to new faculty hires, no later than at the time when the offer is made, normally the criteria are sent with the letter of offer. For joint appointments, the letter of offer will specify which department will be the lead for annual evaluation and tenure and promotion.

It is the responsibility of each untenured faculty member to maintain an curriculum vitae and teaching portfolio that provides material bearing on the criteria identified above. It is the joint responsibility of the faculty member and the Chair to assure that these documents present the case fully, clearly and accurately.

The Department will assign both an internal mentoring committee and an external faculty mentor for each new assistant professor. Their function is to advise on various local and discipline-specific aspects regarding teaching, research, scholarship, creative activity, grantsmanship, service, and progress towards tenure and promotion.

Annual Evaluation of Progress Toward Tenure

Each year a "Comprehensive" annual review, see Sec. III.C.3 of the *Faculty Manual*, will be carried out that will include not only a review of annual accomplishments but also a cumulative review of progress towards tenure. The purpose is to advise and direct progress towards tenure or to recommend termination of employment. These annual reviews should usually lead logically to the final tenure decision. As with all annual reviews, relevant local campus administrators should be consulted when reviewing the progress of faculty members at campuses other than Pullman.

A written summary of the review is prepared by the Chair and shared with the untenured faculty member. If the faculty member desires, a face-to-face meeting shall be conducted with the Chair. The purpose of the discussion is to aid the faculty member in understanding how his or her performance are viewed in light of the departmental and college criteria and expectations. The faculty member shall have the right to append a statement concerning this summary; the statement will become a permanent part of the record. A copy of the signed summary is to be provided to the faculty member, the Dean, and, if applicable, to the local campus CAS Director if outside of Pullman.

The process can lead to a recommendation that employment be terminated before the end of the pre-tenure period. The procedure is outlined in Section III.E.1. of the *Faculty Manual*.

Third Year Review

Every tenure-track faculty member with a pre-tenure period of six years undergoes a formal “third year” tenure-progress review in the spring of his or her third academic year at WSU. The purpose of this "Intensive" review is to identify relevant strengths and deficiencies with regard to progress towards tenure. The review shall be conducted following the same procedures that apply to the tenure review (see below), except that external letters are not required. The timing for the formal third year review should be negotiated at the time of appointment for faculty with a pre-tenure appointment less than six years. The third year review is optional for faculty appointments with a pre-tenure period less than three years.

The review consists of a Comprehensive review report as well as a career progress report. The Chair will meet face-to-face with the faculty member to discuss both reports in the context of progress towards tenure. After this consultation , the Chair will make a recommendation according to the categories (a) well prepared, (b) satisfactory, (c) some improvement is needed, or (d) unsatisfactory. The recommendation is forwarded to the CAS Dean and, if applicable, to the campus vice chancellor for academic affairs (VCAA) if not on the Pullman campus. The Dean will prepare and forward a recommendation to the Provost, along with the case materials and Chair's recommendation. The VCAA, if applicable, writes a separate recommendation. A determination that the progress toward tenure is unsatisfactory can lead to non-reappointment as described in Section III.E.1. of the *Faculty Manual*.

Tenure Review

At the time of faculty tenure consideration as specified in their letter of offer (or at hire, for faculty being hired with tenure at senior ranks), the candidate and the Chair shall jointly assure that the case materials as specified by the Provost’s office are complete. For a tenure-track faculty member with a pre-tenure period of six years, this process generally begins in the spring of the 5th year in order to facilitate the solicitation of external letters. In particular in addition to the standard Activity Insight report, the following shall be included in the confidential file:

(a) curriculum vitae;

(b) a total of up to 10 relevant research publications and other scholarly and creative contributions and manuscripts in press that makes a compelling case for tenure. These publications and contributions should have been generated while the candidate held a faculty position at Washington State University unless the faculty member has been granted time off of the tenure clock for work done elsewhere. If the selected materials have co-authors or co-investigators, it is the responsibility of the candidate to indicate clearly his/her role in those publications/contributions;

(c) peer teaching evaluations, as well as a letter from the external mentor(s)

(d) confidential letters from at least five well qualified external reviewers evaluating the quality of the candidate's published research or other evidence of scholarly activity, the contribution to the candidate's profession and discipline, and the candidate's professional reputation. Every review letter that is solicited (by the Chair) and received must be included. The reviewers shall be selected by the Chair, and may include ones suggested by the candidate, but should not include present or former collaborators of the candidate, coauthors or thesis/post-doctoral advisors. The majority of letters cannot be from reviewers on the list provided by the candidate. Letters from other WSU faculty are not acceptable. Under no circumstances will a reviewer be paid or compensated in any way for reviewing the candidate's file or writing a letter;

(e) a teaching portfolio (no more than 5 pages of narrative) in the format adopted by the College of Arts and Sciences (see Appendices 1 & 2 of the CAS tenure and promotion document); and

(f) statements limited to 2 pages each that can be used to clarify the themes of your scholarship and/or service activities, as well as a context statement that includes expectations placed on your position arising from atypical circumstances, e.g., joint positions, other campuses, etc. These statements are optional if adequately represented in your CV.

Following the review of the file and discussion of the record among themselves, the tenured faculty members shall provide recommendations by way of confidential, signed faculty recommendations, a sample of which is supplied in the Tenure and Promotion Guidelines distributed by the Provost's office. The Chair shall assure that every tenured member (including those on leave, if practical) has an opportunity to review the record and to complete a faculty tenure recommendation form. The Chair must also convey to the faculty the responsibility to participate in the evaluation process and to provide a rationale for their recommendation, whether it is positive or negative. Faculty who have appointments that might provide more than

one occasion to participate in evaluations must do so only once. If the candidate resides on a campus other than Pullman, the Chair will seek information from relevant individuals at that site.

The Chair shall collate the results and all files are uploaded to a SharePoint site as specified by the CAS Dean. It is college policy that faculty tenure recommendations and letters of recommendation are privileged information and are to be handled as such. They are not to be shared with the candidate without an official Public Records Request. All personnel involved with tenure and promotion should realize that state and federal public disclosure laws may limit confidentiality of the file (including faculty recommendation forms and outside letters). The Provost's office recommends qualifying statements to be used on all requests for letters of recommendation.

Tenure review shall result in either the granting of tenure, to become effective at the beginning of the next academic year following the year in which the tenure review is conducted, or denial of tenure together with the offering of a one-year terminal appointment. The policy for appeal of denial of tenure follows procedures stated in Section III.C.5f of the *Faculty Manual*.

B. PROMOTION

Criteria

The basic criteria are those outlined above for evaluating tenure. Time in rank is not sufficient by itself. Consideration for promotion is based on the quantitative and qualitative characteristics of the candidate's cumulative record. Additional criteria for the ranks are listed below.

Promotion to Associate Professor

This will depend upon adequate demonstration of the candidate's sustained excellence in the following: scholarly and/or creative contributions; effort and success in obtaining external funding at a level appropriate to the candidate's discipline; supervision of graduate students; and undergraduate and graduate instruction. Normally, promotion to Associate Professor and tenure should be considered simultaneously.

Promotion to Professor

In addition to the cumulative qualifications already summarized, a candidate must present evidence of:

- (a) national and international recognition,
- (b) reputation for sustained scholarly competence, and
- (c) an increased level of professional activity.

This evidence may include, but is not limited to, a substantial body of publications, scholarly or creative contributions, a well-established research program with a substantial record of external funding at a level appropriate to the candidate's discipline and experience, effective use of professional leave and other opportunities for self-improvement, service as an editorial referee or editor of scientific journal(s), consulting, and invitations to speak to professional societies. The progress made since the faculty member achieved tenure should be clearly indicated. Candidates for promotion to Professor must have made substantial progress beyond the work submitted for promotion to Associate Professor. For example, research publications, scholarly/creative contributions or grants responsible for a favorable tenure decision will not be considered to justify promotion to Professor. *Documented evidence that the quality and quantity of the accomplishments of the candidate are at a significantly higher level than that expected of an Associate Professor is required.* It should be emphasized that individuals who cannot present a record of continuing excellence in instruction will not be considered favorably for promotion to the rank of Professor, if instruction is part of their assignment. For promotion to Professor, an individual must exhibit mature leadership qualities that are essential for the progress of the Department. On occasion, the rank of Professor will be recommended for individuals who excel in instruction and show clear and convincing evidence of a statewide or national reputation in teaching. Evidence may include publications in refereed pedagogical journals, recognition by organizations external to WSU, and funding for creative activities in instruction.

The rank of Professor is a faculty rank. As a result, administrative service alone usually will not justify promotion to Professor, no matter how excellent the work. Administrators can be rewarded for their contributions in other ways (e.g., through salary increases). Faculty members accepting heavy administrative burdens before achieving the rank of Professor may jeopardize their opportunity to meet the standards of teaching and scholarship necessary for promotion.

Only under exceptional circumstances will a faculty member be considered for promotion to Professor prior to serving as an Associate Professor for fewer than five years. In such instances, prior approval for consideration for promotion to Professor must be obtained from the Provost, via the Dean.

Procedures

The procedures of documentation and review for promotion in rank are similar to those outlined for tenure review.

Nominations for promotion to Professor normally originate with the Chair. The T&P committee will meet with candidates for promotion and assist them in preparing their case. An individual faculty member may also initiate his/her promotion to Professor. In this case, it is highly recommended that the faculty member should request an Intensive annual review in the year preceding this request. Documentation, including a Teaching Portfolio and letters of evaluation from at least five external reviewers, will be assembled by the Chair and the Departmental Tenure and Promotion committee. The promotion package will be presented for consideration to the tenured departmental faculty members holding academic rank higher than that of the candidate. If the candidate resides on a campus other than Pullman, the Chair will seek information from relevant individuals at that site.

The Chair presides at the deliberations of the departmental faculty and determines whether to forward a recommendation for promotion and the accompanying documentation. The faculty member may request that the promotion package be forwarded to the CAS Dean even if the Chair's recommendation is negative. Recommendation procedures are outlined in the annual distribution of information regarding tenure and promotion from the Provost's office. It is college policy that faculty recommendations for promotion and letters of recommendation are privileged information and are to be handled as such. They are not to be shared with the candidate without an official Public Records Request. The Chair shall collate the results and forward them together with the faculty recommendation forms, documentation, and a confidential recommendation to the CAS Dean in the format specified in the guidelines from the Provost's office. The Dean presents promotion cases to the CAS Tenure and Promotion Committee.

II. CAREER TRACK FACULTY

A. APPOINTMENTS

Currently the Department of Chemistry has career track faculty in both the teaching and scholarly sub-tracks. Within the Department, working titles are listed with the sub-track designation, e.g., scholarly associate professor. In each case, typically 3-year contracts are given to career track faculty at the assistant level with up to 5-year contracts at the associate/full level.

Teaching Professor Track

The primary responsibility of faculty in this sub-track is teaching undergraduate courses. A maximum of 20% of these faculty members' appointments can be devoted to service. Research apportionments are not appropriate for this track. Faculty in the teaching sub-track will typically have a 3:3 teaching load, particularly when the teaching assignment includes high enrollment courses and/or courses that include laboratory sections.

Scholarly Professor Track

The main responsibility of faculty in this sub-track is still teaching, mostly at the undergraduate level and sometimes at the graduate level. Faculty in the scholarly sub-track will typically have a 2:2 teaching load, particularly when the teaching assignment includes high enrollment courses and/or courses that include laboratory sections. In addition, a faculty member in the scholarly sub-track will devote up to 40% to a secondary component related to research, scholarship, creative work, outreach, student advising, administration, academic service, or training activities. The secondary area of responsibility could be pedagogical or discipline specific.

B. PROMOTION

Criteria

Time in rank is not sufficient by itself and, except for exceptional circumstances, a faculty member must have served at their current rank for at least five years before consideration for promotion. Consideration for promotion is based on the quantitative and qualitative characteristics of the candidate's cumulative record as evidenced by their annual reviews. Additional criteria for the sub-tracks are listed below. Promotion of career track faculty is

generally initiated by the faculty member or the Department Chair. If promotion is not pursued or granted, the faculty member may remain at the same rank provided satisfactory performance continues. There is no limit on the number of times promotion can be sought.

Promotion to Teaching Associate and Teaching Professor

Since the primary responsibility of a faculty member in the teaching sub-track is undergraduate teaching, the leading criterion of promotion evaluation is exceptional performance in teaching. Signs of exceptional performance may include student evaluations, peer evaluations, internal and external teaching awards, publication in journals about teaching, invitations to present at professional meetings about teaching, etc. Internal WSU signs (college/WSU awards and recognition of distinction) are acceptable for promotion. Also, any service component and the ability to interact effectively with colleagues, students and staff will be given significant consideration.

Promotion to Scholarly Associate and Scholarly Professor

The primary areas of evaluation in considering eligibility for promotion in the scholarly sub-track are excellence in the areas of teaching along with excellence in the faculty member's secondary area. Candidates will be evaluated for their balance of accomplishments in both the primary and secondary areas. The ability to interact effectively with colleagues, students, and staff will be a tertiary, but significant consideration. As noted previously, signs of excellence in teaching may include student evaluations, peer evaluations, internal and external teaching awards, publications, invitations to present at professional meetings, etc. for promotion to Scholarly Associate Professor. However, some external recognition of distinction in the secondary area is necessary for promotion to Scholarly Professor.

Procedure

The department conducts a intensive tenure-style review. All files are uploaded to a SharePoint site as specified by the Office of the Provost. A notebook is submitted according to the normal promotional processes as outlined in the guidelines released by the Office of the Provost. The SharePoint site and the notebook contain similar information as the promotional file for a tenure track faculty member. Candidates will be asked to provide a current curriculum vitae, a signed

teaching portfolio, and supplemental material related to scholarship or creative activity to support the case.

All other elements of a promotion file should be presented, including at least five supporting letters solicited by the Chair. These may be internal or external to WSU, but all must be external to the Department. A few of the letters could include former students. Although letters external to WSU are optional, it is highly recommended. Under no circumstances will a reviewer be paid or compensated in any way for reviewing the candidate's file or writing a letter.

Following the review of the file and discussion of the record among themselves, career and tenure track faculty members with higher rank than the candidate shall provide recommendations by way of confidential, signed faculty recommendations.

It is college policy that faculty recommendation forms for promotion and letters of recommendation are privileged information and are to be handled as such. They are not to be shared with the candidate without an official Public Records Request. The Chair shall collate the results and forward them together with the faculty recommendation forms, documentation, and a confidential recommendation to the Dean in the format specified in the guidelines from the Provost's office.

The Dean considers the cumulative record, obtains input in writing from the other campus' VCAA, if applicable, and determines whether or not to forward to the Provost a positive recommendation and the documentation. If the decision is to not forward the documentation, the faculty member will be given a written justification. In addition, the faculty member will be given a minimum of five working days to exercise the right to have the documentation forwarded to the Provost regardless of the Dean's decision.