

GUIDELINES FOR TENURE TRACK FACULTY DEPARTMENT OF VETERINARY CLINICAL SCIENCES

The faculty of the Department of Veterinary Clinical Sciences believe that pre-tenured faculty members should focus their efforts on areas described in their current position descriptions. When these faculty work toward establishing successful programs in the areas of teaching, service, and research (scholarly activity), in accordance with the assignments in their position descriptions, the award of tenure will be a logical consequence of these achievements.

1. General Philosophy
 - a. For tenure, a faculty member has to meet or exceed expectations in the areas of teaching/advising, research/scholarly activities, and service/outreach. Faculty seeking tenure should recognize the high value placed on scholarly endeavors which results from all these activities. Creation and dissemination of original scholarly works should be a lifelong endeavor and should not simply be considered as a specific hurdle one clears to achieve tenure.
 - b. The contributions of individual tenure-track faculty members to the maintenance of a viable teaching caseload in the VTH, and to the smooth operation of the teaching facility, are critical components in any decisions regarding tenure and promotion. Collegiality and professional conduct in this regard are desirable attributes of those granted tenure.

The following examples illustrate the types of evidence used when considering promotion from Assistant to Associate Professor. Written documentation is important.

1. Teaching/Advising

The individual must demonstrate the ability to effectively teach and advise students at the undergraduate, Professional Veterinary Medical (PVM), or graduate level in a classroom, clinical, or research laboratory setting. If the individual has a significant clinical commitment, (s)he must contribute to the overall maintenance of the VTH as a productive and viable teaching environment for PVM students, residents, and interns.

For veterinary curricular courses, teaching effectiveness will be evaluated based on the student evaluations and peer reviews. The student evaluation process is established by the CVM. In general, student teaching evaluations and peer reviews in core courses should be favorable. Peer reviews may be requested by the faculty member or the Department Chair. Faculty with clinical responsibilities must possess a consistent record of active/effective participation in student and house officer rounds.

2. Research/Scholarly Activities

Accomplishments in research/scholarly activities can be demonstrated by developing and sustaining a productive independent or collaborative research program and/or with contributions leading to advances in veterinary and/or human health. Receipt of extramural funding, prompt publication of research results in refereed scientific journals, and the direction of student study and research are evidence of productive research, and indicate ability to function as an independent scholar. Faculty with research/scholarly activity appointments approximating 30% will generally be expected to produce a minimum of 6 first or senior author publications during the pre-tenure period. This number is only a guideline and the quality of publications is at least as important as their absolute number. Productivity for faculty with research/scholarly activity appointments substantially lower or

greater than 30% will be assessed based upon their respective appointments. These manuscripts should be published in refereed journals and be based on the faculty member's original or collaborative research or clinical scholarly activity from work conducted during the years employed at Washington State University. Photocopies or galley proofs of papers accompanied by a letter from a refereed journal indicating that the paper has been "accepted" or "in press" can be included. The relative merit of publications will be evaluated by the Department Chair in consultation with the candidate's Tenure Advisory Committee and the entire tenured faculty, based on the impact of journals, number of citations, book sections, etc. in the respective field of scholarship.

Progress toward tenure in the area of research will be evaluated in light of the faculty member's structured approach toward the pursuit and acquisition of extramural research funding. Pursuit of extramural funding will be evaluated based on an individual's documented and observable good faith effort to secure such support.

Achievement may also be evidenced by national or international recognition of scholarly activity including invited presentations, membership of steering/organizing committees for scholarly/regulatory bodies, serving as a reviewer for a granting organization, or serving as an editor and/or reviewer for a professional journal.

Teaching in itself will not satisfy the obligation for the category of research/scholarly activity, but publications of observations and innovations in educational pedagogy and significant work to lead advances in teaching will be considered.

3. Service/Outreach

Pretenured-faculty are expected to have a modest participation in academic service assignments as part of their citizenship responsibilities in the Department, College, and University. Effective academic service is not a substitute for meeting the expectations in primary areas of teaching, research, and/or public/clinical/diagnostic service in accordance with the position description. Examples include:

- a. **University Service**
University service includes contributions to the governance and leadership of the University through participation in the formulation and implementation of department/college/university policies via membership on committees, councils, and advisory groups and participation in administrative activities. It is expected that pretenured-faculty will serve on at least one departmental committee each year, and one College or University committee during their pretenure term.
- b. **Professional Service**
Service in professional organizations may include editorial activities for professional publications; service as an officer or committee member of a professional society; participating in or organizing research conferences, workshops or professional meetings; reviewing grant proposals; and service on academic review or accreditation boards. Candidates must demonstrate professional service
- c. **Outreach/Continuing Education**
This involves education and information transfer activities for constituencies that are typically not traditional students. Outreach includes presentations, workshops,

or training sessions; service on local, state, national or international commissions, advisory boards, corporate boards, or agencies; participation in a professional capacity in programs sponsored by student, faculty, or community groups; participation in distance and continuing education instructional activities including those in an organizational or advisory capacity for University programs; technology transfer and non-credit lectures to groups; interaction or educational activities involving county extension agents or relevant regional/satellite site University personnel, and public relations activities that serve the University's interests. Candidates must demonstrate significant outreach efforts; participation in at least 1 major outreach activity per year is expected.

d. Student Organizations

Pretenured-faculty are encouraged to participate in the mentoring of PVM and graduate students. Examples may include serving as faculty advisor to student clubs, participation in formal mentor groups, and leading rounds discussions for student clubs and organizations.

Collegiality

Candidates for tenure should demonstrate a high level of collegiality in their professional lives at Washington State University. Faculty should be professional in their communication and interactions with peers, staff and students.

The actions of faculty should support the collective goals of the program. This expectation may not be construed to prevent disagreement or the holding of alternative views, opinions or beliefs. It is, however, important to our mission and the learning environment that agreements and disagreements be communicated between colleagues in a civil, positive manner that reflects a high level of principled thinking and emotional intelligence.

Summary:

Candidates to be considered for promotion to the rank of associate professor with an indefinite contract should satisfy each of the recommendations in the preceding categories. The recommendations are guidelines and are not meant to be absolute minima as quality and degree of impact as well as extenuating circumstances will be taken into account.

While the Department recognizes the importance and value of all categories and the provost states that it is the faculty's role to set the level of expectations, the University will likely place significant emphasis on scholarly activity and will not let outstanding contributions in teaching, clinical, and/or service serve in lieu of attainment of scholarly achievement. Original scholarship and establishment of a research program is emphasized, including creating and disseminating new knowledge, attaining national and international recognition, and contributing and becoming a leader in one's discipline. Quality of publications, impact of scholarly activity and proportion of appointment allotted to scholarly activity will all be considered.

Tenure Advisory Committees:

Each pre-tenured faculty member on a tenure-track appointment will be assigned a mentoring committee, hereby referred as the Tenure Advisory Committee. The purpose of the Tenure Advisory Committee is to advise each tenure candidate on the progress they are making towards tenure. The Committee will be comprised of 3 to 4 tenured faculty members, with at least one member principally within the candidate's section or area (generally the chair), and at least one member totally divorced from the candidates area of primary responsibility.

The responsibility of the Committee is to review progress made by the candidate and to evaluate the candidate's progress since the last review. The Committee should meet no less than annually. The Committee should advise the candidate about direction and focus of academic efforts with the intent that with excellent progress, the candidate should be awarded tenure. The Committee should consider the candidate's previous performance, job description, and Departmental requirements, when making recommendations on the expectations of the candidate for the subsequent year. The Chair of the Committee will submit a written report of each meeting and outline the progress made and deficiencies that were addressed. This report will be shared with the candidate and all committee members. A report summarizing all meetings will be orally presented during the annual Departmental review of untenured faculty.

The candidate will be responsible to see that the Committee meets in a timely fashion and that he or she receives the annual written report. Committee members will be chosen (and if required, modified) through joint consultation and agreement between the candidate and the Department Chair. The Department Chair will review the written report and explain any discrepancies with the Departmental annual report with the candidate.

This committee should also have the responsibility to advise the Chair as to whether the written job description and written assignment T/R/S proportions truly reflect the activities required of the candidate.

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