



Policies and Procedures for Promotion and Tenure of Washington State University Extension County and Area Faculty

**(Applies to County and Area-based WSU Extension
faculty eligible for tenure or promotion on July 1, 2010
and thereafter)**

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OVERVIEW AND PURPOSE OF THE DOCUMENT

This document should be distributed to all Washington State University (WSU) Extension county and area-based tenure-track and tenured faculty members. Additionally, County Directors, District Directors, Program Directors, and the Dean and Director and Associate Dean and Dean should be familiar with the content of this document.

This document is an overview of policies and procedures that apply to county and area-based WSU Extension faculty who are eligible for tenure (tenure-track) or tenured and eligible for promotion to more senior ranks. It does not replace the Washington State University Faculty Manual, annual promotion and tenure instructions issued by the Provost and Executive Vice President or similar instructions issued by the Associate Vice President and Dean, WSU Extension. And specifically, the Washington State University Faculty Manual (http://facsen.wsu.edu/faculty_manual/) provides a detailed overview of all policies and procedures governing tenure and promotion procedures. When conflict in interpretation of instructions occurs, the Faculty Manual and instructions from the Provost and the Dean have priority over these policies and procedures.

The document is divided into three discrete sections. The first provides an overview of the rationale and criteria for granting tenure, the ranks within WSU Extension, and the criteria used to determine qualification for advancement. The second section describes the timetable for promotion and tenure-related processes. Finally, the third section describes the roles and responsibilities of persons involved in the processes that result in granting or denying tenure and/or promotion.

SECTION 1: CRITERIA FOR TENURE AND PROMOTION

General Criteria

Extension faculty are responsible for extending the research and knowledge bases of Washington State University to communities of place and practice across the state. Primary criteria for evaluating extension faculty for possible advancement in rank and tenure follow:

1. Effectiveness in analyzing problems of individuals, groups and communities, and in planning and conducting necessary work leading to measurable outcomes.
2. Ability to obtain, organize, and utilize resources of the people, the University, agencies, and other organizations in carrying out programs.
3. Ability to speak and write effectively and to communicate research findings, new applications, problems and ideas to others.
4. Demonstrated service to the institution and public.

5. Acquisition of professional development, professional achievement and professional recognition.

All WSU Extension faculty are expected to conform to a high standard of personal and professional ethics. The WSU Faculty Code of Professional Ethics is described in Section II of the WSU Faculty Manual. Failure to adhere to this code could result in disciplinary action and/or denial of promotion/tenure.

While all aspects of this code are important, all WSU Extension faculty are expected to make special efforts to eliminate:

- All discriminatory practices and language. This is especially important because faculty responsibilities require contact with students, volunteers, staff, and the public.
- Behavior that is or can be construed as sexual harassment and/or sexual misconduct.
- Unethical behavior including fabrication of data, plagiarism, or other unacceptable practices.

Tenure

Tenure is a major tenant of the American university system. While it is not a guarantee of lifetime employment, tenure provides faculty with proven credentials the assurance that they will not be dismissed without due cause. This provides tenured faculty with a degree of freedom to pursue ideas that may lack popular or political support.

In addition to the general criteria mentioned in the previous section, the decision to grant tenure is also determined by three critical and interrelated factors. These are outlined below.

- **Appropriateness of the Position Description.** Work done by the candidate for tenure must be appropriate for a faculty position. This should be outlined in the tenure-track faculty member's position description. Specifically, responsibilities outlined in the position description should include expectations for engagement with local stakeholders; establishing and maintaining close working relationships with other county-based and departmentally-based faculty; developing and applying creative approaches to non-formal education; and ultimately, improvement of quality of life, economic situation and/or environmental condition. Additionally, the position description should outline the expectation for continual professional development. Finally, the position description should outline the level of scholarly accomplishment that is appropriate for the position. It is expected that each faculty member develop and update (annually or as needed) an appropriate position description. This should be done in close collaboration with the County Director and the District Director. Modifications to the position description may also be recommended by the Career Guidance Committee. The position description of all tenure track faculty should be

reviewed annually with appropriate changes incorporated and approved by the County Director and District Director. A template for position descriptions is provided in Appendix A of this document.

- **Demonstrated Ability to Achieve Measurable Results.** The successful candidate for tenure should be able to clearly demonstrate that her/his extension programming has effectively engaged appropriate target audiences and that the work has resulted in change in behavior and/or improvement of quality of life, economic situation and/or environmental conditions for the target audience or for society in general. The scope of work should be aligned with an appropriate position description as mentioned above.
- **Demonstrated Scholarly Accomplishment.** Tenure track faculty are expected to engage in scholarly activities that are appropriate for their position. Scholarship is defined as the development and implementation of creative concepts that are broadly communicated and validated by appropriate peers. Within this context, scholarship can take on many forms including, but not limited to, publication of creative concepts in peer-reviewed journals, books, proceedings and abstracts, and approved extension publications; peer-validated presentations; and creation of other forms of durable scholarly products (including digital and electronic media) that have been scrutinized by peers and widely communicated. It is important to note that scholarship is not simply the act of doing creative work. For instance, conducting research is not in itself scholarly. Research only leads to scholarly outcomes when it has been peer validated and communicated through publication or other appropriate means.

Faculty Rank and General Criteria for Advancement

At Washington State University, tenure-track and tenured faculty fall into three ranks. Each has an equivalent within the broader academy. Policies that govern advancement in these ranks are designed to encourage superior performance and service.

The rank of E-2 is generally entry level for tenure-track WSU Extension faculty and is equivalent to that of Assistant Professor.

The rank of E-3 is equivalent to Associate Professor. Elevation to this rank usually occurs at the time tenure is conferred. Successful candidates for the rank of E3 must demonstrate the ability to develop and deliver extension programs that result in positive change in behavior of target audiences. In addition, this programming should exhibit the potential to improve the social, economic and/or environmental status of the target audience(s) or society in general. In addition, the candidate should demonstrate appropriate peer-validated scholarly accomplishment necessary to develop a reputation for expertise at the statewide and regional levels.

The senior rank of E-4 is the WSU Extension equivalent to Professor. Generally, elevation to the rank of E-4 does not occur until the candidate has held the rank of E-3 for at least six years. It is important to note that time in service alone does not justify promotion to E-4. Successful candidates for the senior rank of E4 must demonstrate a sustained, high-quality record of accomplishment including clear documentation of the social, economic and/or environmental impacts of her/his work. In addition, it is

expected that successful candidates for E-4 have achieved a national and/or international reputation for their application of creative concepts leading to these societal impacts. This reputation must be documented by a well-established body of high-quality scholarly work evaluated by national or international peers, clear evidence of leadership, and programming excellence leading to improvement of quality of life, economic situation, and/or environmental condition of target audiences or society in general.

Generally, promotion to the rank of E4 does not occur before the sixth year in the rank of E3, however, outstanding candidates may petition to have their candidacy for E4 considered at an earlier date.

SECTION 2: TIMELINE FOR PROMOTION AND TENURE

Processes associated with advancement in rank and tenure are on-going and should not be viewed simply as hurdles or individual points in time. Candidates for tenure and/or promotion should maintain appropriate records and update their vita annually. However, there are critical milestones related to tenure and promotion processes for WSU Extension faculty. These are described in the following narrative.

Annual Reviews

Satisfactory progress toward meeting tenure requirements must be demonstrated for continued appointment prior to tenure. Additionally, annual assessment is necessary in order to provide feedback on the overall trajectory of a faculty member's career. Therefore, every WSU Extension faculty member is expected to receive a performance and a progress toward tenure review annually. The annual performance review is usually conducted by her/his immediate supervisor (usually the County Director). The progress-toward-tenure review is overseen by the District Director with involvement of the Career Guidance Committee and all tenured faculty in the district. It is possible for both reviews to be conducted simultaneously. The annual review of the senior (tenured) faculty covers only their activities during the preceding calendar year. Pre-tenure faculty members receive an additional review that describes their cumulative progress towards tenure.

Immediately before the review, the faculty member should submit a position description, up-to-date vita, list of significant accomplishments during the past year, and a plan of work (including professional development plans) for the coming year. It is critical that feedback provided to faculty by the supervisor be consistent with the expectations for achieving tenure and/or promotion. Supervisors should stress the importance of conducting appropriate needs assessments, proper program development and delivery, achieving documented outcomes and impacts, and conducting appropriate scholarly work. Supervisors should also assure that position descriptions are up to date and serve as functional guides for the faculty member.

In addition to the performance review conducted by the direct supervisor, tenure-track faculty members will receive feedback annually from their Career Guidance Committee. Additionally, all tenured faculty in the district participate in the review to ensure that the tenure track faculty member is not given idiosyncratic or misleading information and to

ensure that voting (tenured) faculty members are fully informed about progress of the tenure track faculty member. The District Director writes a summary of these recommendations and meets with the tenure-track faculty member and his/her county director to discuss the outcome of their progress toward tenure review. All three sign the summary report. If the tenure-track faculty member desires, she/he may add a statement to the summary report.

Third Year Review

A formal tenure progress review (third year review) is conducted for tenure-track faculty members who were initially appointed full time in the rank of E-2, however; the review can be omitted for those who are hired with previous experience that is deemed appropriate to use as credit toward tenure. This review will normally occur three years prior to tenure consideration, but the review is optional for appointments with a pre-tenure period less than three years. In these cases, the timing of the third year review should be negotiated at the time of appointment.

The third year review is conducted by tenured faculty in each district and follows procedures similar to those used in final tenure consideration, except external professional evaluations are not required. The purpose of this review is to identify relevant deficiencies with regard to progress toward tenure.

Written results of the third year review are made available to the faculty member in a face-to-face meeting with the District Director. When the results are judged unsatisfactory, the third-year tenure progress review can lead to non-reappointment as described on section III.D.3.e. of the Washington State University Faculty Manual (http://facsen.wsu.edu/faculty_manual/). In this event, the faculty member may, within thirty calendar days after notification of non-reappointment, petition the Faculty Status Committee to review the decision upon an allegation of inadequate consideration, an allegation of violation of academic freedom, or an allegation of substantial procedural irregularity.

Final Tenure Review

Final tenure review for WSU Extension faculty members initially appointed full time at the rank of E-2 normally occurs no later than the sixth year of appointment. All cases must be submitted by year six unless there is a documented and approved exception. In the case of extraordinary circumstances such as catastrophic illness or similar family emergency, a tenure-track faculty member may apply to the Provost and Executive Vice President through his/her District Director and the Associate Vice President and Dean, WSU Extension for an extension of the tenure probationary period. Under normal circumstances this will not exceed one year. Final review may occur less than six years after initial appointment in especially meritorious cases when requested by the Dean and Director and approved by the Provost and Executive Vice President, District Director and the faculty member. Additionally, persons with professional experience prior to appointment to a tenure-track position at WSU may negotiate at the time of hire to be considered for tenure before the sixth year of employment. Final tenure reviews for

faculty members initially appointed full time at the rank of E-3 or E-4 shall be in the third year and first year of service, respectively.

The District Director will consult with the candidate for tenure to identify external reviewers to evaluate the candidate's dossier. The District Director considers this input and decides on at least four external reviewers for each tenure candidate. These may or may not be individuals recommended by the candidate. Reviewers are then contacted by the District Director and provided with an overview of the criteria for promotion and tenure of county and area-based faculty at Washington State University. Reviewers must submit their evaluations by late spring of the year of tenure application. These letters are then included in the tenure dossier.

Tenure review results in either the granting of tenure or denial of tenure. If tenure is granted, it becomes effective at the beginning of the fiscal year following the year in which the tenure review is conducted. The decision to grant or deny tenure must be communicated to the faculty member within three days from the time the decision is made.

Promotion

Generally, granting of tenure and promotion to E-3 (Associate Professor equivalent rank) occurs simultaneously, but this is not required by WSU policies and procedures. In rare occasions, individuals may be granted tenure without promotion to E-3. Faculty that are not on tenure track are also eligible for promotion. The process is similar to that of tenure track faculty, but does not involve awarding of tenure concurrent with promotion to E-3 as is typical for tenure track faculty. A faculty member is eligible for promotion from E-3 to E-4 after six years in rank. However, promotion may be considered in less than six years in especially meritorious cases. Additionally, individuals may remain in current rank beyond six years if they fail to submit required materials and/or if the cumulative quality of their work does not meet requirements for promotion.

SECTION 3: ROLES AND RESPONSIBILITIES RELATED TO TENURE AND PROMOTION

The evaluation process for candidates for promotion and/or tenure involves several persons and groups with unique responsibilities. It is important that each tenure-track faculty member, each tenured faculty member, and all persons in leadership roles clearly understand their roles responsibilities in this process.

The Candidate for Promotion and/or Tenure

It is ultimately the responsibility of the candidate for tenure and/or promotion to compile the necessary documents that outline his/her accomplishments. The principal vehicle for communicating accomplishments is the vita. This is an 'additive' document that should be progressively constructed beginning with the date of initial appointment. Guidance in the preparation of curricula vitae is provided in a companion document entitled

“Preparing Promotion and Tenure Documents.” This can be found at <http://ext.wsu.edu/admin/>.

District Director

The tenure unit for WSU Extension is the district. Therefore, the District Director serves many critical roles in the promotion and tenure processes. The following outlines these roles and indicates an approximate timeline for each. These roles are segregated into four categories: first year of appointment, yearly tenure review processes, third-year review processes, and final review processes. Though all faculty undergo annual performance reviews, tenure-track faculty are also evaluated annually for progress toward tenure and undergo in-depth third-year reviews. Final reviews are conducted for eligible tenure-track faculty and any faculty member seeking promotion in rank.

First Year of Appointment (All Faculty)

- Within six months of the initial appointment date, the District Director appoints a Career Guidance Committee for each untenured faculty member in a tenure-track position.
- District Director assures that all new faculty attend a new faculty orientation session.

Annual Tenure Review Processes (Candidates for Tenure; Conducted in addition to annual performance review)

- District Director receives summary of each Career Guidance Committee meeting (twice per year).
- District Director calls a meeting of all tenured faculty in the district (usually in June-August).
 - Chair of the each Career Guidance Committee makes presentation about the progress of the tenure-track faculty
 - Tenured district faculty discuss progress toward tenure
 - District Director summarizes input from the tenured district faculty. This document should contain benchmarks for measuring progress toward tenure.
- District Director and County Director jointly meet with tenure-track faculty to discuss the assessment of progress toward tenure (includes input from tenured faculty and the Career Guidance Committee).
- District Director, County Director and the tenure-track faculty member each sign and date a written summary of their discussion signifying that the discussion took place.
- District Director must inform the tenure-track faculty member that she/he has the right to permanently attach a statement to the summary. If this occurs, the statement will be distributed to members of the Career Guidance Committee by the District Director.
- District Director distributes the original and copies of the summary and attachments as follows.

- The original signed copy will be placed in the tenure-track faculty member's official personnel file
- One copy will be sent to the tenure-track faculty member
- One copy will be sent to the County Director
- One copy will be sent to the Career Guidance Committee Chair
- One copy will be kept in the district files and be available (on request) to tenured faculty

Third Year Review Processes (Candidates for Tenure)

- District Director schedules a meeting of tenured faculty to discuss progress toward tenure. This meeting usually occurs in February of the third year in tenure track.
- Before the meeting, the District Director provides all tenured faculty in the district current vitae and position descriptions for all candidates.
- District Director will record the names of tenured faculty in attendance.
- District Director issues and collects advisory ballots from tenured faculty.
- District Director writes evaluative statement including the results of advisory ballots.
- District Director submits the evaluative statement to the Associate Vice President and Dean, WSU Extension.
- District Director with the County Director informs the candidate of the findings relative to her/his progress toward tenure.

Final Review Process (Candidates for Tenure and/or Promotion)

- District Director oversees process at the summer meeting (June-August) of tenured faculty in the district where final dossiers of candidates seeking tenure or promotion in rank are reviewed and discussed.
- District Director records the names of tenured faculty in attendance.
- District Director submits advisory ballots to the tenured faculty and external reviewers (tenured faculty are not eligible to vote on their own candidacy for promotion).
- District Director writes evaluative statement that includes results of advisory ballots. Ballots are included in the tenure and/or promotion notebook, but the ballots are removed before materials are forwarded to the WSU Extension Promotion and Tenure Advisory Committee for review.

Career Guidance Committee

The Career Guidance Committee is expected to meet at least twice per year and is responsible for guiding and mentoring the tenure-track faculty member. In addition, the committee provides critical evaluation about progress of the untenured faculty member to the District Director and to all tenured faculty in the district during an annual meeting.

The committee will consist of at least three tenured faculty members (generally from within the district) and should be established within six months of the untenured faculty member's appointment date. If the district does not have sufficient tenured faculty for a Career Guidance Committee, tenured faculty representatives from other districts will be

asked to serve in this capacity. In addition, when appropriate, WSU Extension Program Directors are expected to serve as ex-officio members of career guidance committees.

Tenured District Faculty

Tenured faculty in each district vote to either grant or deny tenure and/or promotion to each eligible candidate within the district. Therefore, each tenured faculty is responsible for reviewing appropriate materials and becoming familiar with the accomplishments of each candidate. At least five (5) tenured faculty in the district must vote on the candidacy for tenure and/or promotion. If there are not five tenured faculty members in the district, the tenured members shall recommend additional tenured faculty from other districts through the District Director and Associate Vice President and Dean to the Provost and Executive Vice President, who determines which of these persons will complete the tenure ballot.

Promotion and Tenure Advisory Committee

The WSU Extension Promotion and Tenure Advisory Committee reviews materials submitted by all candidates for promotion and/or tenure. The committee then submits written recommendations to the Associate Vice President and Dean, Extension. The Promotion and Tenure Advisory Committee is composed of seven tenured faculty in the senior ranks (E-3, E-4, Associate Professor, Professor or Regents Professor). The committee should be composed of tenured faculty from each Extension district. In addition, departmental faculty in senior ranks may serve on the Committee.

Associate Vice President and Dean, WSU Extension

The Associate Vice President and Dean, WSU Extension receives dossiers from District Directors. The dossiers (without ballots from district faculty) are then provided to the WSU Extension Promotion and Tenure Advisory Committee. After the Committee reviews dossiers and votes on all candidates for promotion and/or tenure, ballots are returned to the Associate Vice President and Dean. The Associate Vice President decides which of the tenure and promotion cases will be forwarded to the Provost and Executive Vice President. All tenure cases must come forward unless the candidate resigns. The Associate Vice President and Dean will notify the candidate of his or her decision, in writing, within ten working days of when the decision is made. Written justification will be provided if the case is not being forwarded.

Provost and Executive Vice President

The Provost and Executive Vice President will receive tenure and/or promotion documents from the Associate Vice President and Dean in mid-late November. He/she will review the documents and the summaries provided by the Associate Vice President and Dean and the District Director. Final decisions are normally made by the middle of spring semester and letters notifying faculty of the decision are sent immediately thereafter.

General Timeline for Submission of Tenure and Promotion Materials

Approximate Date	Activity
Year 1	
April	Instructions and forms for tenure and promotion distributed
April	Names of persons eligible for tenure distributed
May	Draft materials submitted to District Director
June	External letters requested by District Director
August	Faculty dossier completed
June-August	Tenured district faculty vote on promotion and tenure
End of August	Materials submitted to Associate VP & Dean's office
October to early November	Materials submitted to and reviewed by Promotion and Tenure Advisory Committee
Before Thanksgiving Break	Materials due to Provost
Year 2	
February - March	Final decision on tenure and/or promotion
Within 3 days after final decision	Candidate is notified about the decision
Within 30 days of notification of denial	Faculty may appeal to Faculty Status Committee No mention of tenure denial will appear in personnel file if faculty member resigns within 90 days of denial.
July 1	Tenure and/or promotion become effective