

May 27, 2014

MEMORANDUM

TO: CAHNRS Unit Leaders

FROM: Ron C. Mittelhammer, Interim Dean



SUBJECT: 2014 Recommendations for Faculty Promotion and/or Tenure and Regents Professor Nomination

**MATERIALS DUE IN THE DEAN'S
OFFICE NO LATER THAN
MONDAY, AUGUST 25, 2014**

Please find attached instructions and forms for the 2014 promotion/tenure recommendations and Regents Professor nomination. Also attached are the "College of Agricultural, Human, and Natural Resource Sciences Guidelines for Preparing Promotion/Tenure Documentation". In these guidelines, we have incorporated recommendations from the Promotion and Tenure Advisory Committees, the CAHNRS Teaching Portfolio Committee, and the Teaching Portfolio section from Provost Daniel J. Bernardo's memo.

Unit leaders should review with the Dean any candidates for early promotion or tenure before submitting tenure and promotion materials.

Please note: A minimum of four external letters is still required. Also, the statement from the Provost's Office must be included in letters to external reviewers. External letters of reference are to be made available to departmental faculty prior to balloting. When soliciting external letters, please clearly state the responsibilities of the faculty member's position. If the faculty member is on an academic appointment, **do not** refer to the appointment as a "teaching position," and make certain that you communicate the research scholarship expectations associated with the position. Please solicit external letters from individuals from aspirational or [peer universities](#)/programs.

Departments are responsible for making their own recommendation forms – they will not be provided by the CAHNRS Business and Finance Office.

Please follow the directions from the Provost and the College/WSU Extension policies, procedures, and criteria for promotion and/or tenure. **Preparation and evaluation of tenure and/or promotion materials follows the policies, procedures, and criteria in**

“Policies, Procedures and Criteria for Promotion and Tenure in CAHNRS, May 2011” and “PT Policies and Procedures for Extension Program Unit Faculty 2013” as appropriate based on appointment. We ask that you provide a copy of these documents to all candidates eligible for promotion/tenure.

The revised CAHNRS Tenure and Promotion Policies, Procedures, and Criteria document dated May 2013 is also attached. **Please provide copies of this document to all new faculty who have been appointed since June 2011.** Faculty who are eligible for tenure and/or promotion this year may find pieces of the newly revised CAHNRS policies, procedures, and criteria helpful in preparing their packet, particularly with respect to documenting activities, and are certainly welcome to use these as well.

Departmental lists which indicate faculty eligible for tenure consideration in 2014-15 will be posted onto the Promotion and Tenure SharePoint site by the end of the week <https://sharepoint.cahnrs.wsu.edu/CAHNRS-TP/2013/default.aspx>. If you have questions or need clarification, please call Lisa Johnson (5.3590) or Kathy Stillwell (5.2933).

We will continue to use the SharePoint site this year. A notebook for each candidate will still need to be submitted with the following items: faculty and administrative recommendation forms with original signatures; recommendation letters with original signatures; and supporting materials that are not available electronically. The complete dossier is due in my office by Monday, August 25, 2014. **Note:** Please do not duplex, staple, use plastic covers or paper clips. As last year, departments are responsible for uploading Tabs 1-6, 8, and 9 to the CAHNRS SharePoint site.

encs. (1) Provost Bernardo’s memo dated May 8, 2014
 (2) Guidelines for Preparing Promotion/Tenure Documentation May 2014
 (3) Policies, Procedures and Criteria for Promotion/Tenure in CAHNRS, May 2011
 (4) CAHNRS Tenure and Promotion Policies, Procedures, and Criteria May 2013
 (5) PT Policies and Procedures for Extension Program Unit Faculty 2013

cc: CAHNRS Promotion and Tenure Advisory Committee + att.

**College of Agricultural, Human, and Natural Resource Sciences
Guidelines for Preparing Promotion/Tenure Documentation
(Supplemental to Provost's Guidelines)
May 2014**

The following guidelines have been developed to assist faculty and administrators in CAHNRS in preparing promotion/tenure documentation. It is an attempt to address the common questions and concerns of candidates, administrators, and the College Promotion and Tenure Advisory Committee. Guidelines for preparing each major element (Tab) of the promotion/tenure document are included. **Those materials to be provided by the chair/unit head are Tabs 1, 3, 5, 7, 9; those to be submitted by the candidate are Tabs 2, 4, 6, 8. All materials are uploaded by the department.**

As in the past, the majority of the dossier will be uploaded onto the SharePoint site. Examples of what each document should be named as on the SharePoint site are in parentheses below. It is essential that each document is uploaded into SharePoint consistently across the college. A notebook for each candidate will still need to be submitted with the following items: faculty and administrative recommendation forms with original signatures, recommendation letters with original signatures, and supporting materials that are not available electronically. Please contact Lisa Johnson (5.3590) or Kathy Stillwell (5.2933) with questions.

THREE RING BINDER: Please include the following in a separate binder for each candidate.

TITLE PAGE

PROMOTION/TENURE DOCUMENT FOR

(full name)

(unit name)

(title)

TABLE OF CONTENTS

- Tab 1. Administrative (Dean's and Chair's) Recommendation Form(s)
- Tab 5. Letters of Recommendation with original signatures
- Tab 7. Faculty Recommendations
- Tab 8. Supporting Materials that are not available electronically (i.e., items that cannot be scanned)

TO BE UPLOADED TO SHAREPOINT: Please name each file as shown below in parentheses in italics.

- Tab 1. Administrative (Dean's and Chair's) Recommendation Form(s) (*Last Name1 Chair Dean Recommendation*)
- Tab 2. Current Resume (*Last Name2 Resume*)
- Tab 3. Past annual progress toward tenure and third-year reviews (in cases of promotion to full professor, only those reviews conducted since last promotion need to be included). (*Last Name3 Past Annual Pre Tenure Third Year Reviews*)
- Tab 4. Candidate's Context, research, extension statements (all optional) (*Last Name4 Statement*)
- Tab 5. Letters of Recommendation (*Last Name5 Letters of Recommendation*)
- Tab 6. Teaching Portfolio (*Last Name6 Teaching Portfolio*)
- Tab 8. Supporting Materials (*Last Name8 Supporting Documents Available Electronically*)
- Tab 9. Copy of Departmental and College Criteria for Promotion and Tenure (*Last Name9 Copy of Departmental and College Criteria for Promotion and Tenure*)

Tab 1. Administrative Recommendation Form(s)

The statement and recommendation should:

- Be an evaluative analysis of the candidate's "case" for promotion/tenure, followed by a recommendation for or against the candidate. Note: This is NOT to be an "executive summary" of the contents of the packet. **The evaluative analysis should begin with the candidate's primary area of responsibility. For example, for a candidate with 70% teaching appointment, the analysis should begin with teaching.**
- Document all statements and address all significant concerns/questions in the candidate's record.

- Include an analysis of all prior annual reviews or reviews since the last successful promotion/tenure action taken on the candidate. Identify trends in these performance evaluations. The analysis should be holistic and integrative across years of service, not a year-by-year sequential discussion. **If feasible, the Chair/Unit Head should include a discussion of the merit ratings for each area of responsibility (teaching, research, extension).**
- Provide context regarding the rationale for votes to deny/defer promotion/tenure. Chair/supervisor should provide an indication of any special biases, knowledge, insights, and perspectives relative to other faculty, of the faculty member(s) casting votes to defer, and/or an interpretation of the motivation for votes to defer.
- Describe the number and range of the candidate's responsibilities (job expectations in explicit terms), and provide the social, political, and economic context of the position. This is especially important for extension personnel and others with unique job expectations.
- Include an evaluative interpretation of any awards and other recognitions received by the candidate that are listed in the CV. The candidate can provide their interpretation in their statement of contribution.

Tab 2. Current Resume

The resume should include, in addition to the Provost's General instructions for the resume, the following:

- Degrees earned, dates received, institution granting.
- List of supporting scholarly materials; to be listed in the following order:
 - Professional articles, refereed
 - Professional articles, non-refereed
 - Books and chapters in books, monographs
 - Juried design and/or artistic works
 - Abstracts
 - Experiment station bulletins, circulars, etc.
 - Extension bulletins, circulars, etc.
 - Proceedings
 - Computer programs (reviewed software and CD-Rom packages)
 - Variety releases
 - Depositions to public data bases
 - Patents granted or applied for
 - Video programs
 - Web pages developed
 - Popular periodicals

- Other scholarly work (both disciplinary and non-disciplinary)

The following procedures should be followed for publications in each category. They should be listed in reverse chronological order (i.e., 2014-1980). Be sure to list complete citations with the inclusive page numbers for each reference. Those manuscripts which are not yet published should be listed after the most recently published manuscript in each category. There should be two categories of unpublished materials; the first will be those that are accepted or in press and the secondary will be for those under review, including those being revised for resubmission to an editor or publisher. A letter of acceptance from the editor or publisher must be attached for any articles listed as being accepted or in press.

See Appendix I of “CAHNRS Tenure and Promotion Policies, Procedures, and Criteria May 2013” (attached) for instructions on how to show author contributions to creative works (publications and grants).

The following definitions apply:

Publication:

Must have an “institutional” publisher (not the author). For example, a paper which appears in a published proceedings is distinguished from one that doesn't. A contract report is a “publication” only if the recipient or another “publisher” is prepared to distribute copies in response to requests. Computer products are in the publication category if the documentation, and probably the program itself, is available for general distribution through an institutional source. The intent is to exclude from “publications” those materials that no institution is willing to assume responsibility for responding to requests for the material.

Professional Publication:

A regular periodical, with or without the term “journal” in its title for which one's professional peers are a significant, if not dominant, fraction of the audience.

Refereed:

A refereed professional article is one refereed by one's peers. A “peer,” insofar as a disciplinary association is concerned, should have training beyond the bachelor's degree.

It is a common practice in some units to have some form of internal review before articles are submitted to the institutional publisher. This practice does not result in a “refereed” article. Additionally, the fact that a publication outlet does not accept all manuscripts does not, of itself, make articles published therein refereed.

Several professional associations have a practice of inviting articles on specific topics from selected authors, not necessarily members. In a similar vein, some professional associations have a practice of almost automatically publishing specified addresses presented at their annual meetings. The associated journal may often be the lead journal of the discipline. The above criteria would put these articles in the “non-refereed” category. An argument could be made for a category of “invited” articles.

- List of other materials to support research and creative scholarship including popular press articles, newsletters, slide sets, oral presentations, and other appropriate materials.
- Other resume items per the Provost's instructions, such as service activities, honors, etc.

Tab 3. Past annual progress toward tenure and third-year reviews (in cases of promotion to full professor, only those reviews conducted since the last promotion need be included).

Tab 4. Context, Research, Extension Statement (*optional*)

The content, research, and/or extension statement **is prepared by the candidate** and is limited to two pages *total*. The statement may include a description of expectations placed on a faculty member by circumstances existent at research and extension centers, counties or regional campuses, the requirement of joint appointments, or other special circumstances such as commitments to student groups.

The candidate may also provide a description of his/her research and/or extension program(s) in the Statement (teaching contributions belong in the Teaching Portfolio, Tab 6). The program description should include a statement of the problem or scope of the program, its goals or objectives, a brief action plan and measurable outcomes or impact. Materials listed in this section should NOT REPEAT what is reported in the resume, nor should this section merely include a listing of contributions; rather, this section should include an evaluative interpretation of the types of contributions made and their impact.

Overall, the candidate should address the questions, “What am I trying to contribute to the state, nation, science, and society; what contributions have I succeeded in making; and what contributions will I make in the future?”

Teamwork and collaboration are valued aspects of faculty efforts. As such, it is important to indicate ways in which the candidate’s activities have included team projects or collaborations. The statement should clearly illustrate the candidate’s contribution to the team effort.

- Regarding extension activities:

Extension faculty-candidate contribution statements are more effective in describing productivity in job functions when they are clearly organized and explicitly define objective (target problems), methods (proposed solutions), and results (tangible measures of success). Extension faculty should bear in mind that some of the reviewers of promotion/tenure documents are academicians who, although experienced in teaching and research activities, may have little understanding or appreciation for extension functions and activities.

- Regarding research activities:

Provide a brief narrative, for major publications, or groups of publications, explaining who conceived of experiments or research projects, who did the work, who analyzed and interpreted the data, and who wrote and edited the paper. Address the question above about the contribution to science and society and future contributions.

- Regarding teaching and advising activities:
Include in Tab 6, Teaching Portfolio.

Tab 5. Letters of Recommendation (minimum of four external letters per the Provost's instructions).

- Careful thought should be given to the qualifications, stature, and overall appropriateness of those from whom letters of recommendation are solicited. Letters should be solicited from respected members of the academy, not stakeholders or advocates of the candidates.
- **Names supplied by the candidate must be marked by an asterisk. The chair should select and request all letters.**
- Senior faculty should be used as references, i.e., for promotion to full professor, such rank or its equivalent should be used; for associate rank/tenure, a similar rank or greater should be used.
- Major professors and coauthors should not be used as references.
- It is normally inappropriate to solicit letters of recommendation from assistant professors.
- Letters of recommendation should be made available to tenured faculty who will be voting on candidates.
- Letters should be kept in departmental main office.

SAMPLE LETTER REQUESTING A LETTER OF RECOMMENDATION

Dear Dr. ____:

Dr. Jane/John J. Smith is being considered for tenure and promotion to the rank of Associate Professor.

Our procedures require outside letters of recommendation for all tenure and promotion cases. Because of your position and knowledge of Dr. Smith's work, I am requesting a letter from you. I am enclosing documentation for your use in preparing your letter.

Your letter should be an objective evaluation and should specifically address the following:

- Quality and significance of published research and/or instruction-related materials.
- Dr. Smith's reputation in his/her area of expertise.
- Leadership in professional activities and how demonstrated.
- Specific impacts of Dr. Smith on clientele groups and/or organizations.
- Other documentable indicators of capability, productivity, and professional stature.

- Would the individual be a viable candidate for promotion and tenure at your institution?

Washington State University will treat your evaluation as a sensitive document, and it will not be made generally available. However, because Washington State University is a public institution, and because our state has a very broad public record's law, we are unable to guarantee complete confidentiality. It is likely that, if requested, evaluations will be made available to the candidate.

To be most useful to me, I should receive your letter by _____. If you feel that you cannot meet this deadline, please contact me as soon as possible.

Please provide a short vita or a paragraph of your credentials.

For your convenience, I have enclosed a self-addressed envelope for return of your letter and short vita. You may discard the other materials.

Thank you for your help. Your effort is extremely important to us as we make decisions concerning the future of our faculty and department.

Sincerely,

J. C. Jones
Chair

Encs. Current resume, context statement, candidate's contributions and vision for the future, teaching portfolio

Tab 6. Teaching Portfolio.

Follow the Provost's Guidelines for the Teaching Portfolio. **This is firmly limited to five pages.** Refer to: http://provost.wsu.edu/teaching_portfolio/

Tab 7. Faculty Recommendations.

- Each recommendation should be followed by frank, objective comments in its defense.
- **Faculty members should take particular care to ensure that the contents of their recommendation conforms to, and supports, their recommendation of yes or no.**
- Completed recommendations are not to be seen by tenured faculty.

Tab 8. Supporting Materials.

Client evaluations of program effectiveness should be included. These evaluations refer to the perceptions of clientele regarding the effectiveness of presentations and programs of extension faculty with which they have had first-hand experience. In many cases, these evaluations may be numerous, in which case they will need to be summarized similar to the summarization of teaching evaluations.

Peer evaluations of teaching and advising should be included in this Tab. These evaluations could be letters from colleagues, alumni, and others able to evaluate the faculty member's teaching and/or advising. Alumni and employers of alumni survey information could also be included.

Please provide a summary of these data.

Tab 9. Departmental and College Criteria for Promotion and Tenure