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SECTION III: FACULTY PERSONNEL POLICIES

Personnel policies and procedures of Washington State University represent the cooperative efforts of the faculty, the administrative officers, and the Board of Regents to develop and maintain a superior faculty.

A. ANTIDISCRIMINATION POLICY

Washington State University subscribes to the principles and laws of the state of Washington and the federal government pertaining to civil rights and equal opportunity, including applicable Executive Orders. Washington State University policy prohibits discrimination on the basis of race, ethnicity, religion, age, color, creed, gender, national origin, physical, mental or sensory disability, use of a guide dog or service animal, marital status, sexual orientation, or status as a Vietnam-era or disabled veteran in the recruitment, admission and retention of students; the recruitment, employment, and retention of faculty, administrative professionals, staff, and students; and the operation of all University programs, activities, and services. Evidence of practices which are inconsistent with this policy should be reported to the Director of the Center for Human Rights (1022), French Administration Building, Room 225, (509)335-8288.

The University acknowledges that the several Reserve Officer Training Corps (ROTC) Programs operated on campus through the Department of Aerospace Science, Military Science and Naval Science may not adhere to this statement of nondiscrimination, due to programmatic restrictions imposed upon them by the United States Government and certain mandates imposed upon the University under State law. The University will enforce this statement with regard to such programs, however, to the full extent allowed by those supervening laws and policies.

B. AFFIRMATIVE ACTION

Washington State University is an affirmative action employer and educator and reaffirms its commitment to demonstrate the principles embodied in equal opportunity and affirmative action laws through its policies and practices. The University will make good faith, positive efforts to address under-representation of women and minorities in its faculty ranks through recruitment, hiring, and promotion and all other employment practices.

C. REASONABLE ACCOMMODATION FOR EMPLOYEES WITH DISABILITIES

The Washington State Law Against Discrimination, RCW 49.60, together with federal law, including section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act prohibit discrimination in employment on the basis of disability or impairment or use of a guide dog or service animal. If an employee is otherwise qualified to perform the job, the institution may not discontinue an employee, take adverse employment action or refuse to hire or promote an employee on the basis of disability. WSU complies with these laws by this section of the Faculty Manual and otherwise through policy and conduct. As part of its program of equal employment opportunity, Washington State University is committed to providing reasonable accommodation for employees with disabilities. Under Washington law (which provides protection beyond those under federal law), disability means the presence of a temporary or permanent sensory, mental or
physical impairment that is medically recognizable or diagnosable, exists as a record or history, or is perceived to exist whether or not it exists in fact. Employees should consult with Human Resource Services regarding services and rights in accordance with law pertaining to disabilities in the Washington State University work setting.

These provisions set forth guidelines for meeting reasonable accommodation requirements of state and federal laws. The reasonable accommodation process is subject to flexibility within governing law and as set forth in BPPM 60.12, incorporated reference.

1. **When Reasonable Accommodation is Available**

   For purposes of qualifying for reasonable accommodation in employment, an employee’s impairment must be known or shown through an interactive process with the employer to exist in fact. Additionally, the impairment must have a substantially limiting effect on the employee’s ability to perform his or her job, access to equal benefits, privileges or terms or conditions of employment. Alternatively, for purposes of qualifying for reasonable accommodation in employment, the impairment must be known or shown through the interactive process to exist in fact, and the employee must have put the employer on notice of an impairment, and medical documentation must establish a reasonable likelihood that engaging in job functions without a reasonable accommodation would aggravate the impairment to the extent that it would create a substantially limiting effect. A substantially limiting effect is one that is not trivial.

2. **Procedures to Request Accommodation**

   Once a disability is identified, if the employee is otherwise qualified to perform the job, the employee and employer must work together via the interactive process to determine whether reasonable accommodation is needed. This process generally involves assistance of Human Resource Services. If so, both parties will participate in identifying alternative accommodations that will allow the employee to perform the essential functions of the position. The University will consider all potential reasonable accommodations, giving special consideration to the employee’s preference, if any, among the alternatives. Each employee's circumstances will be evaluated on a case-by-case basis.

   A faculty member and/or department, unit or area head wishing to explore reasonable accommodation or having questions about other options available to employees with disabilities should contact Human Resource Services. Human Resource Services will provide information on the types of reasonable accommodation available to faculty and coordinate reasonable accommodation requests. Washington State University will try to reasonably accommodate the employee in his or her current position. Other options, however, may include a change in position, paid sick leave, or leave without pay, long-term disability, or retirement because of health conditions. In all its actions under this Section of the Faculty Manual the University shall be guided by and comply with the definitions and requisites of applicable state and federal law concerning employees with disabilities. This Faculty Manual incorporates by reference all University policies adopted pursuant to such laws and with or without amendment, is modified by such laws as they may change from time to time. Prospective employees and applicants for employment who need accommodation during the job search process should contact Human Resource Services.
3. Employee Complaints

Faculty who believe they have suffered discrimination on the basis of disability (including failure to reasonably accommodate) may make complaint to Center For Human Rights at Washington State University, the Washington State Human Rights Commission, the Federal Equal Employment Opportunity Commission, and/or the Office of Federal Contract Compliance Programs. It is against Washington State University policy and state and federal laws to retaliate against an individual who files a complaint of discrimination, participates in an investigation, or opposes illegal discrimination.

4. Funding

Facility modifications required by an employee to perform his or her job are funded from the Minor Capital Improvements budget, administered by Facilities Planning. Equipment required by an employee to perform his or her job is usually funded from the department's or the University's operating budget. Other sources of funding, including specific Minor Capital Improvements projects, the Department of Labor and Industries, and other rehabilitation programs, should be explored in all cases.

5. Record Keeping

It is important that employees identify their disabilities if they seek or wish to explore the need for reasonable accommodation. A health care provider’s evaluation may be required to assist in identifying which essential duties can be performed and what reasonable accommodations may be required. To ensure compliance with both state and federal law and regulations and to provide consistency within the institution, records of reasonable accommodations and health care provider’s summaries or reports will be maintained in the Office of Human Resource Services. Original copies of all documentation should be forwarded to HRS rather than maintained at the department, unit or area level. HRS shall provide a brief summary of accommodations to the Center for Human Rights.

D. EMPLOYMENT

The creation or elimination of faculty positions is approved by the Provost. Modified positions or positions transferred from one unit to another require special approval.

Whenever a department plans to employ or host an international professor, researcher, or scholar, it is important to contact the Office of International Programs regarding arrangements for the appropriate immigration status.

1. Faculty Appointment Categories

Tenured Appointment
Upon having attained tenured status, the faculty member shall continuously hold appointment with WSU until retirement, resignation, or termination pursuant to the terms of the Faculty Manual.

**Probationary Tenure-Track Appointment**

The faculty member is on probation during the time prior to consideration for tenure. Faculty members will have annual performance reviews in their academic units as well as annual reviews assessing their progress toward tenure. In their third year they will be evaluated to determine continuation and progress toward tenure. At a time specified in the offer letter, the University will decide whether to grant tenure.

**2. Initial Employment**

When a position becomes vacant, it is subject to reconsideration, and the department Chair is expected (a) to report the fact promptly to the principal administrative officer concerned, who will ascertain from the Provost whether the expected vacancy may be filled, and (b) to initiate a search for the most highly qualified available candidate for the approved position. No commitment is to be made until the proposed appointment has been approved by the Provost and Academic Vice President or the appropriate administrative officer authorized by the Provost and Academic Vice President to act on such recommendations.

The initial responsibility for seeking and recommending candidates for authorized faculty positions lies with department (or other unit) Chairs, who should recommend an appointment only after consideration by all available department members and after consultation with the principal administrative officer concerned. Where appropriate, consultation is to be encouraged with representatives of other departments, schools, colleges, or teaching programs to which the work proposed in the particular appointment is substantially related. Procedures are conducted in conformity with affirmative action policies.

No faculty member, department Chair, Dean, or other administrative officer shall vote, make recommendations, or in any other way participate in the decision of any matter which may directly affect the appointment, tenure, promotion, salary, or other status or interest of such person's parent, child, spouse, domestic partner, sibling, in-law, or close relative. However, it is the policy of the University that there shall be no prejudice against a faculty member or candidate for a faculty position whose parent, child, spouse, domestic partner, sibling, in-law, or close relative is employed by, or is a candidate for employment with the University. This policy applies within as well as between departments and colleges of the University.

When an agreement has been reached regarding the applicant best suited for the position, the recommendation for appointment is submitted on the prescribed form and with the required supporting information by the principal administrative officer concerned. All understandings, limitations, promises, and the like pertaining to the proposed employment are to be recorded in writing on the standard form or attached to it. The Provost approves all faculty appointments.
If approved by the appropriate officers and the Provost, the position is offered in writing to the prospective appointee.

a) Selection

The department, school, or other unit, with the approval of the principal administrative officer, initiates a recommendation for appointment to its faculty. The Provost, by delegation of authority from the President, makes all appointments of faculty and submits an annual report to the Board of Regents. The President usually discusses with the Board of Regents the appointment of principal administrative officers prior to the appointment. Every recommendation made through appropriate channels to the President should include, from individuals professionally competent to judge, three recent letters with respect to the professional education, training, experience, and other qualifications of the person recommended.

Each faculty position has, and should have, unique distinguishing features. In addition to the professional qualifications necessary for specific positions, certain attributes are desirable, in varying degree, in all academic ranks and positions and are always to be considered in making recommendations for appointment to the Academic Faculty. These include:

(1) High teaching and research ability.

(2) High standards of scholarship.

(3) Ability to clearly speak and write.

(4) Breadth and depth of intellectual interest.

(5) Interest and aptitude in dealing with the problems of individual students.

(6) Personal attributes such as integrity, initiative, diligence, open-mindedness, objectivity, cooperativeness, and commitment to the affirmative action policy of the University.

b) Faculty Titles for Tenure Accruing Appointments

Academic Faculty
The ranks of professor, associate professor, and assistant professor are the traditional academic ranks of appointment. Expectations for appointment and advancement are set forth in the Faculty Manual and may be further defined by the college and approved by the Office of the Provost.

Extension Faculty
Faculty assigned to extension, continuing education or public service. Expectations for appointment and advancement are defined by the Faculty Manual, and by the Director of Extension, and the extension faculty and approved by the Office of the Provost.
Library Faculty
Professional personnel of the Library. Expectations for appointment and advancement are defined by the Faculty Manual and may be further defined by the Dean of Libraries and the library faculty and approved by the Office of the Provost.

Scientific Faculty
The ranks of scientist, associate scientist, and assistant scientist, are appointments for research faculty. Expectation for appointment and advancement are defined by the Faculty Manual and may be further defined by the college and approved by the Office of the Provost.

Graduate Faculty
Faculty of the various WSU programs, departments and colleges who, based on their accomplishments as scholars, researchers and teachers, are elected by their colleagues to assume primary responsibility for conducting graduate education. Members of the Graduate Faculty serve on the Graduate Studies Committee of the Faculty Senate and assist the Graduate School in establishment of policies and procedures.

c.) Faculty Titles for Non-Tenure Accruing Appointments

Student Affairs Faculty
The Vice President for Student Affairs, the Vice President for Enrollment Services, and administrative officers concerned with student affairs, enrollment and recruitment.

Research Faculty
Non-tenure track appointments used to identify non-teaching faculty who may serve as principal or co-principal investigators on grants or contracts administered by the University. As qualified, ranks of assistant research professor, associate research professor, or research professor may be assigned to research faculty.

d.) Terms of Employment

All appointments are made in writing. Although preliminary information may be conveyed by letter of appointment by the Dean of the college, the official letter of appointment is signed by the Provost. The letter of appointment specifies the conditions and terms of employment as listed below. The original goes to the appointee, and a copy is retained for the personnel file. This letter of appointment and the acceptance of the position by the proposed appointee constitute the contract between the employee and the Board of Regents.

Joint Appointments
Refers to budgeting arrangements. A salary line is budgeted between two different units within WSU or between WSU and a contracted external institution, e.g., a medical center. An individual with a joint appointment will have voting rights and job performance reviews in both units as agreed upon at time of appointment.

The letter of appointment includes, by specific statement, the following items:

(1) Title
(2) Salary

(3) Basis of service: academic-year basis defined as August 16 through May 15, annual basis defined as July 1 through June 30, or for a stated period; tenured or tenure-track appointment

(4) Any special understandings, promises, or conditions. These must be included in the letter of appointment.

(5) Relocation expenses (household and personal effects) (a) Payment of relocation expenses for permanent new faculty employees must be approved in advance by the principal administrative officer (generally, the Dean of the College involved) and must follow requirements set forth by state regulations (b) Payment of relocation expenses for temporary faculty may be approved if a sponsored project specifically provides funds for these expenses (c) Per diem and personal transportation expenses for relocation are not covered. In all cases, the prospective employee must agree to reimburse the University for any funds paid for relocation expenses if he or she resigns or causes his or her termination within one year of the date of employment. The employee is responsible for all costs for relocation that have not been authorized or that exceed the total relocation allowance authorized by the University.

(6) Washington State University employs only U.S. citizens and lawfully authorized non-U.S. citizens. All new employees must show employment eligibility verifications as required by the U.S. Immigration and Naturalization Service to comply with the Immigration Reform and Control Act. Documentation must be shown to the faculty member’s department office within three business days after duties begin. Failure to do so will result in employment termination.

(7) The Washington State University Intellectual Property policy, which is included in the Faculty Manual and is a condition of the faculty members employment, provides that certain intellectual properties developed within the scope of the faculty members employment or association, or developed with substantial use of university facilities, or developed under third party funding agreements are considered to be the property of the University. For any intellectual property in which the University has an interest, the faculty member is hereby agreeing to execute promptly all assignments, waivers and other legal documents necessary to vest in the University or its assignee any and all rights to the intellectual property.

(8) Periods of appointment.

The Faculty Manual is the official guide to policy and procedure and its provisions should be considered a part of the conditions of employment. It cannot and does not foresee every possible contingency, but it should be consulted and followed where applicable as a means of resolving questions regarding the service of an employee. Future editions of the Manual, however, must apply when current, regardless of provisions in force at the time of original employment. (See section VI, Revision of Preceding Sections)
3. Review of Faculty

It is the policy of Washington State University to encourage the professional advancement of members of its faculty commensurate with their abilities and the effectiveness of their services. Among the encouragement to superior service, no factors are more important than the policies concerning advancement in salary and rank.

a) General Criteria

Faculty members are expected to contribute to the University through their accomplishments. Faculty members will be recognized for activities that fulfill the University’s responsibilities in teaching; research, scholarship and creative activity; and service. Scopes of the three areas are outlined below.

(1) Teaching

Teaching at WSU focuses on undergraduate and graduate instruction and is both formal and informal in nature. Teaching activities include, but are not limited to, the following.

- Instruction, which can be quite varied, including large enrollment lower-division courses, upper-division courses, graduate courses, honors college courses, seminars, and classroom and distance education courses.
- Mentoring of individuals, including face-to-face guidance of undergraduate students, graduate students, postdoctoral researchers, and others in such areas as special projects, senior projects, thesis and dissertation research, performances, exhibitions, career goals, and life choices. Guiding professional and student clubs may also involve mentoring.
- Academic advising, including guidance of individual students in setting up appropriate programs of instruction while observing academic requirements. It also includes guiding groups of students such as departmental majors.
- Educational outreach in areas in which a faculty member is expert, including Extension, external instructional activities in K-12 schools, other colleges and universities, presentation of public lectures, and lecturing at significant workshops or professional schools.

Especially for academic faculty, evaluation of teaching is a major consideration in annual review and in the tenure and promotion processes. Both quality and quantity of instructional activities are evaluated. Quantity of instruction will include, but not be limited to, consideration of class sizes, numbers of courses, course levels, whether courses require unusual levels of preparation, and development of new courses. For tenure and promotion, evaluation of the quality of instruction must be based on multiple forms of assessment, such as peer review and student end-of-course evaluations, rather than on a single form. Multiple forms of assessment are also
desirable in annual reviews. Evaluation of teaching will take into account special situations, such as a faculty member undertaking more instructional activity than is normally expected or a faculty member supervising or training teaching assistants in laboratory and clinical settings. Evaluation of teaching will also take into account the levels of desirable and actual assistance provided in support of instruction, such as in the form of teaching assistants.

Recognition will be given for creativity in the art of teaching, including submitting grant applications in support of instruction, receiving grant awards or other funds in support of instruction, student awards publishing pedagogical articles, and incorporating instructional innovations in courses. Similarly, learning more about teaching at conferences and workshops, developing significant new courses, applying methods supported by the current pedagogical literature, assessing the quality of instruction, and disseminating instructional innovations and assessments at conferences will be recognized.

There is overlap among scholarship, teaching and service activities. For example, documented activities such as publication of pedagogical papers in peer reviewed journals by a faculty member will be recognized as part of that person’s scholarly and creative accomplishments, sometimes the major part. Similarly, faculty members who obtain research grants that support and thereby make possible scholarly and creative activities of students at all levels will be recognized for contributing to teaching and learning.

Teaching is expected of all faculties. Its form and composition will vary across the colleges and units according to instructional needs and to the relative importance of teaching, research and service in particular disciplines. Individual faculty members are expected to document their teaching and instructional activities in informational materials they provide for annual review and in their teaching portfolios.

(2) Research, Scholarship and Creative Activity

Faculty are expected to demonstrate original research, scholarship and creative activities that involve efforts to examine, acquire, produce, disseminate, and interpret new and existing ideas, knowledge and artistic expression. The precise nature of scholarship, scholarly activities, research and equivalent professional activities varies significantly across the disciplines; therefore, these terms must be understood in their broadest context.

Research, scholarly and creative activity results in the dissemination of new knowledge and insights through a variety of media. Measures of creative activity will depend upon the discipline and may include, but are not limited to, journal articles; books; monographs; manuals; conference papers; participation in symposia and conferences; reviews; software programs; data bases; patents; bibliographic studies;
edited works; maps; reports; involvement in films, videos, audio recordings, live theatre, opera, and radio drama; group and solo exhibitions; commissioned creative work; activities associated with creation and production of performing arts, for example, music, dance, and theater; published and performed plays and music compositions; and public lectures related to the creative research area.

In evaluation of research, scholarship and creative activity, the quality of the work, not the sheer quantity, is the primary criterion. Since peer-evaluation and interaction are an integral aspect of research, scholarly and creative activity, evidence of peer responses and review is expected. There are many manifestations of peer evaluation, including, but not limited to, publication in a peer-evaluated media; reviews, adoptions, commentaries, and citations; invitations to present papers, performances and masterclasses, chair conference sessions, participate in symposia, referee papers, review grant applications, or participate on review panels; editorships of journals; and membership on boards of societies. Faculty members may be recognized for seeking and receiving funding through fellowships, grants, contracts, commissions and awards as appropriate. Expectations on funding should be consistent with the costs associated with doing research in a given area and the availability of funding.

(3) Service

Service is interpreted generally as activities aligned with teaching and research that benefit and contribute to the professional, university, or private communities. In addition to teaching and research, faculty duties include a substantive service component that, along with teaching and research, is considered in annual evaluations for salary increases, tenure, and promotion decisions. Shared governance, the basic operating principle of the University, is impossible without faculty service.

The basic elements comprising service include outreach and university, college, department, professional discipline, and public service.

- Outreach and public service, which are defined broadly to involve activities that benefit communities and industries external to the university, include for example, *but are not limited to*, activities such as contributions to the welfare of a city, school, or public service group; technology transfer to further economic development, or educational outreach to the general public.
- University service includes for example, *but is not limited to*, activities such as serving as member or chair of university level committees and task forces involved in tenure and promotion policies, diversity and equity policies, graduate and undergraduate program policies, and university level recruitment (e.g., Deans, provosts, president, etc.), organization, production, and support of University events, facilitation of visiting scholars and artists, and involvement with and support of Faculty Senate.
• College service includes for example, but is not limited to, activities such as membership or chairing of committees involved with tenure and promotion, curriculum, undergraduate and graduate programs, and college level recruitment.
• Departmental service includes for example, but is not limited to, participation or leadership in activities such as recruitment, advising student organizations, development of tenure and promotion practices and policies, graduate and undergraduate program policy development, and curriculum development and policies.
• Professional discipline service includes for example, but is not limited to, activities such as journal and grant reviewing, leadership roles in national or regional professional associations, leadership and contribution to regional and national conferences.

While service is expected and required of all faculty, its form and composition varies significantly across colleges, disciplines, and departments. Each college and unit defines the elements and requirements for service according to the traditions and dictates of their areas. The exact composition of the service requirement generally will include some configuration of the above basic elements as defined and specified at the unit level. In addition, service elements and duties will likely vary significantly with rank. For example, service for untenured assistant professors may be limited to departmental and professional discipline service. Tenured associate professors may be expected to assume increased levels of service. Along with departmental and professional discipline service, tenured associates may be expected to serve at the college and university levels to some extent. Service for full professors may include substantial elements of university service and college services along with departmental and professional discipline service. This variance is illustrative only, however, and again, though service is required of all faculty, the level and composition of service must derive from needs, traditions, and conditions at college and departmental levels.

b) Specific Criteria for the Four Faculty Categories

The criteria listed below for the several faculty categories are intended to supplement the General Criteria listed above (III.D.3.a) with additional guidelines to evaluate a faculty member for salary increases and for possible advancement in rank. Faculty members are also evaluated according to criteria approved at the areas or unit level (cf. III.D.5.b). In addition, each faculty member is subject to evaluation for his or her contributions to the effective functioning of the department, or equivalent unit, and for adherence to high ethical and professional standards.

(1) Criteria for Academic Faculty

The general criteria cover a wide range of faculty assignments and apply to faculty located at campuses, research stations, extension centers, and other locations. The differentiation and relative weights among these criteria may not be precisely defined and may vary from unit to unit or even with regard to different faculty members. The
approved criteria for the college and department or other unit are developed within the 
framework of these criteria but are more specific to the function of the individual unit.

The following primary criteria in addition to acceptable professional training are used 
in evaluating the qualification of a member of the academic faculty for possible 
advancement in rank and tenure:
(a) Teaching effectiveness in credit courses using appropriate modes and techniques.
(b) Teaching and leadership effectiveness in workshops, short courses and conferences.
(c) Effectiveness in advising and/or supervising students, undergraduate and graduate 
as appropriate.
(d) Productivity in research or creative scholarship; ability to obtain external funding 
for teaching, research and service.
(e) Service to the institution and to the public.

(2) Criteria for Extension Faculty

Extension faculty represent the University within the state. Primary criteria for 
evaluating extension faculty for possible advancement in rank and tenure follow:
(a) Effectiveness in analyzing problems of individuals, groups and communities, and in 
planning necessary work.
(b) Ability to organize and utilize the resources of the people, the University, and 
government agencies in carrying out programs.
(c) Ability to speak and write effectively and to communicate research findings, new 
applications, problems and ideas to others.
(d) Service to the institution and public.
(e) Professional development, professional achievement and professional recognition.

(3) Criteria for Library Faculty

The following criteria are used in evaluating the qualifications of a member of the 
library faculty for possible advancement in rank:
(a) Effectiveness in handling library services for the undergraduate programs, the 
graduate programs, the research programs, and extension.
(b) Efficiency in performance of library technical operations.
(c) Administrative ability and capacity for administrative responsibility.
(d) Achievement in research and scholarship.
(e) Service to the institution and the public.
(f) Professional development, including work toward an advanced degree or courses in 
appropriate fields.

(4) Criteria for Student Affairs Faculty

The following primary criteria, in addition to acceptable professional training are used 
in evaluating the qualifications of a member of the Student Affairs and Enrollment 
Management staff for possible advancement in rank:
(a) Effectiveness in work and communication with students.
(b) Achievement in service, research, and scholarship.
(c) Professional achievement and recognition in the University community.
(d) Professional development, including additional academic preparation in fields that are appropriate.
(e) Service to the institution and the public.

c) Annual Review

Annually, the status, qualifications, and performance of each faculty member are reviewed by the appropriate administrative officers. The criteria used in this annual review shall be those utilized for possible advancement in rank.

Each faculty member is expected to provide his or her department Chair a curriculum vitae that will include information concerning education, instructional performance, research activities and publications, awards, and professional experience, activities, and affiliations. This file is to be updated annually to keep the information current. A nontenured faculty member should add biographical or other information to assist tenured faculty in reaching a recommendation at the time of tenure consideration. The period for each annual review will be January 1 to December 31, with documentation submitted for the annual review received by the department in a timely manner.

The annual review of all faculty is intended to provide feedback about the faculty member’s performance relative to the department’s expectations. The basic criteria are those for promotion. These reviews are also designed to be a merit rating for each faculty member that forms the basis for salary increase recommendations. These reviews are intended to address performance during a single year. They are also intended to reflect the chair’s assessments of the faculty member’s performance and do not require input from other faculty members. However, the chair should solicit feedback from supervisors of faculty at distant locations such as program coordinators at branch campuses or supervisors at research stations.

After the department Chair, or equivalent, has completed written evaluations of faculty for annual review, he or she shall provide a copy to the faculty member and provide the opportunity to meet with him or her to discuss the contents of the report, the faculty member's performance over the past year, professional goals for the coming year and prospects for advancement in salary. Each faculty member so reviewed shall be given a copy of the completed written evaluation and shall have a minimum of two working days to sign a statement indicating that he or she has had the opportunity to read the evaluation report and to discuss it with the chair. A faculty member's dissent regarding contents of the report may be appended to the report upon the faculty member’s request. When a dissent is appended, the faculty member must receive written acknowledgement within 15 working days that the statements have been reviewed by the immediate supervisor (normally the Dean [s]) of the writer of the evaluation (normally the Chair) and must receive within an additional 15 working days written acknowledgement that the statements have been reviewed by the Provost. If in any year no funds are allocated for salary increases of faculty members, or if only a cost-of-living increase is available to the faculty member, the annual review reports will be retained and preserved at the department or equivalent administrative level for inclusion in the next year’s reviews. At that time the evaluations will be averaged and used to determine salary increases.
Recommendations for merit-based salary increases or promotion follow the same administrative channels used for employment. If a merit-based increase is available to a faculty member, then the report will be forwarded through the appropriate administrative channels. If no merit-based increase had been available to the faculty member in the immediate previous annual review period, then reports for both the current and previous annual review periods will be forwarded to the Provost for final action. If no merit-based increase was available to the faculty member for the most recent two annual review periods, then reports for the current and two previous periods will be forwarded. Irrespective of the availability of increases, reviews will be forwarded for a faculty member at least every three years. Reviews forwarded for more than one year shall be considered together.

Faculty shall be provided with comparative information to help them assess their performance evaluations and numerical ratings. Whenever a periodic evaluation and numerical rating for an individual faculty member is completed by a Chair and Dean, or their equivalents, then the rating shall be reported back to the individual faculty member, together with the mean and standard deviation of ratings for all faculty in the department or equivalent unit evaluated at the same time. If commensurate merit ratings assigned by the faculty member’s Dean are identical to those assigned by the Chair, no additional faculty signature is required. In such cases where the dean’s rating is different, a second and subsequent signature from the faculty member will be required on the form. However, no comparative information shall be reported back in departments having fewer than four faculty members on permanent appointment in order to preserve the confidentiality of ratings of individual faculty members.

To assure that salary increases and promotions will be made objectively, equitably, impartially, and as a recognition of merit, the policies and procedures given below are to be observed. In addition, to qualify for salary increases and promotion, a faculty member is expected to observe all policies applying to faculty covered in the Faculty Manual Freedom, Responsibility, and Discipline, Section II.

Ordinarily, recommendations for promotion or increase in salary will only occur at the time of annual review. Promotions for annual appointees will take effect July 1 and for academic-year appointees August 16. Salary increases for both annual and academic-year appointees normally take effect July 1 unless established otherwise by the legislature.

d) Yearly Reviews of Tenure Progress

Regular reviews, as set forth below, shall be conducted annually to advise and direct faculty members' progress toward tenure. Evaluations of nontenured faculty members are to be conducted at the department level at least once a year. These reviews should be done at the same time of year as the annual review noted above.

Annual pre-tenure reviews are intended to give faculty members feedback about their progress toward tenure. Since the criteria for tenure and promotion are the same, the same attributes and areas of performance are assessed. They are, however, expected to be cumulative and they require feedback from all tenured faculty in the unit, not just the chair.
The tenured faculty members of the unit are expected to establish how the evaluation is to be accomplished. These evaluations should whenever possible involve all tenured faculty members. Departments are encouraged both to hold a meeting of the tenured faculty and may require written comments be submitted to the chair or equivalent. [As with annual reviews for faculty at distant locations who have a supervisor there (e.g., Program Coordinator), feedback from that distant supervisor should be included in the review materials.] Current copies of college, department, school, or other unit criteria for tenure and promotion, the nontenured faculty member's updated curriculum vitae, student evaluations and previous progress-toward-tenure signed summaries are to be included in each yearly review of tenure progress where applicable. Following completion of the evaluations, the department chair or equivalent should prepare an accurate written summary of tenured faculty comments; tenured faculty should have the opportunity to review this summary prior to it being shared with the person under review. Each department has the option of providing the candidate with copies of written comments from tenured faculty members.

The department Chair, or equivalent, is to meet individually with each nontenured faculty member yearly to discuss results and implications of the evaluation. The purpose of the conference is to aid the faculty member in understanding how tenured members view his or her performance in light of the departmental criteria. A dated written summary of the discussion of these results and of the implications shall be signed by each non-tenured faculty member and the department Chair, or equivalent. The faculty member shall have the right to have a response concerning this summary permanently attached to the summary. A copy of the signed summary is to be provided to the faculty member. This summary also shall be available, upon request, to each tenured member of the department and to other supervisors if they exist. It is the responsibility of the department chair or equivalent to insure that the above procedures are followed and all parties are aware of their rights and responsibilities associated with the process.

e) Formal Tenure Progress Review

Satisfactory progress toward meeting tenure requirements must be demonstrated for continued appointment prior to tenure. In addition to the yearly reviews, a formal tenure progress review shall be conducted for all faculty members who were initially appointed full time at the level of Assistant Professor, or equivalent. This review normally will occur in the Spring of the third year of appointment. The timing for the formal tenure progress should be negotiated at the time of appointment for faculty appointments with a pre-tenure appointment less than six years. The formal tenure progress review is optional for faculty appointments with a pre-tenure period less than three years. The tenure progress review shall be conducted by those eligible to perform final tenure evaluations, and follow similar procedures as they apply to final tenure consideration, except for external professional evaluations. The purpose of this review is to identify relevant deficiencies with regard to progress toward tenure. The results of the tenure progress review shall be made available to the faculty member. The Chair shall provide the faculty member with written comments on progress at the third-year review. Where the results are judged unsatisfactory, the third-year tenure progress review can lead to nonreappointment as described on section III.F.1. In this event, the faculty member may, within thirty calendar days after notification of
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nonreappointment, 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.

f) Final Tenure Review

The final tenure review for faculty members initially appointed full time at the level of Assistant Professor, or equivalent, shall normally occur no later than the sixth year of appointment. All tenure review cases for faculty without tenure must be submitted by year six unless there is a documented exception. In the case of extraordinary circumstances such as catastrophic illness or similar family emergency, a nontenured faculty member in a tenure-track position may apply to the Provost through his or her chair and dean for an extension of the tenure probationary period. Under normal circumstances this will not exceed one year. This final review may occur earlier in especially meritorious cases at the request of the appropriate dean, and with the consent of the Provost, department Chair, and faculty member. Tenure consideration for faculty members initially appointed full time at the level of Associate Professor or Professor, or other comparable ranks, ordinarily will be considered for tenure no later than during the third year of service or during the first year of service respectively, at WSU. The timing of tenure consideration is a negotiable condition of employment. Tenure review shall result in either the granting of tenure, to become effective at the beginning of the academic year following the year in which tenure consideration is conducted, or the denial of tenure and the offering of a one year terminal appointment. The decision to deny tenure must be communicated to the faculty member by no later than May 15 of the review year.

The Instructions and Forms on Tenure and Promotion are normally distributed by the Office of the Provost in the spring for persons to be considered during the following academic year. The lists of names for those who are due for tenure consideration are distributed at the same time. These instructions are to be consulted and carefully followed because they provide more complete details than does the Faculty Manual. The completed recommendations, including recommendation forms, current resume, letters of recommendation, teaching portfolio, ballots and supporting materials are normally due in the Provost’s Office before Thanksgiving. Decisions, with letters sent to the faculty are normally made by the middle of the spring semester. Tenure becomes effective July 1 for annual appointees and August 16 for academic-year appointees.

At the time of tenure consideration, all faculty members with tenure in the candidate's department, including those who will retire prior to the effective date of such grant of tenure, are given the opportunity to fill out a form on which the following alternative recommendations are provided: (1) to grant tenure and (2) to deny the granting of tenure. At least five persons who are thoroughly familiar with the attainments of the eligible faculty member must complete this tenure form. When there are not five tenured faculty members in the unit, the tenured members shall recommend additional such persons through the principal administrative officers to the Provost, who shall determine which of these persons will complete the tenure form.
The complete tenure packet file for a faculty member under tenure review will be available to each tenured member within the department or unit. It is expected that professional evaluations for a candidate shall be obtained from persons outside the University.

Any nontenured faculty member who holds a tenure track position at the time she gives birth may request, through her administrative unit head, that the Provost grant a one-year extension of the time at which her tenure decision will be made. Similarly, if the birth occurs prior to the third-year review, a one-year extension of the date of that review may be requested. Requests for extension for these reasons must be made prior to September 1 of the year of tenure consideration and will be routinely granted by the Provost. A maximum of two such extensions (a single one-year extension for each of two births) is permitted. The option to extend the tenure candidacy period will be available regardless of the number of weeks of sick leave taken by the faculty member at the time of childbirth, whether or not she has requested or was granted a reduction in her normal professional duties, or whether or not she took leave without pay for the purposes of child care. This request for extension of the tenure probationary period is optional and at the discretion of the faculty member. If the faculty member believes her record justifies tenure within the usual time frame, she may decide not to exercise her option.

For faculty without tenure, all cases must be submitted by year six unless there is a documented exception. In the case of extraordinary circumstances such as a catastrophic illness or similar family emergency, a nontenured faculty member in a tenure-track position may apply to the Provost through his or her chair and dean for an extension of the tenure probationary period. Under normal circumstances this will not exceed one year.

The total promotional packet is normally due in the Provost’s Office before Thanksgiving. Final decisions are normally made by the middle of spring semester and letters notifying faculty of the decision are sent immediately thereafter. Promotion becomes effective July 1 for annual appointees and August 16 for academic-year appointments.

Tenure-track appointments for not less than three-fourths time (75 percent) may be offered for all ranks. Under exceptional circumstances, an appointment may be offered for at least halftime, but less than three-fourths time. A person employed at the rank of Assistant Professor, or the equivalent rank, who is on a three-fourths time or greater, but less than full-time permanent appointment, is to be considered for tenure no later than the seventh year of service at Washington State University, with tenure to be effective at the beginning of the eighth year. For persons appointed under exceptional circumstances to at least a half-time, but less than a three-fourths time tenure-track position, the time for tenure consideration may be extended.

The performance of all faculty on part-time tenure-track appointment is to be judged in accordance with the general criteria for tenure and promotion as set forth in this Faculty Manual and as articulated and supplemented by tenure and promotion criteria developed at the department and/or college level. No distinctions are to be made in tenure and promotion standards and criteria between full-time and part-time faculty.

The tenure review procedures of part-time faculty parallel those of permanent full-time faculty, except that the formal tenure progress reviews, analogous to the “third year”
review for full-time appointees, will occur during the fourth year of service for Assistant Professors.

Any exceptions to these procedures and any special provisions including any decision on the amount of prior service at another institution to be considered toward tenure, must be included in the original appointment. Whether time spent on leave without pay is included in time in rank applicable toward tenure should be determined when the leave is approved.

Computation of eligibility is made from the preceding August 16 for persons employed at any time during the first semester and from the following August 16 for persons employed during the second semester. Appropriate adjustments are made for persons on twelve-month appointments.

Faculty members without tenure who are promoted to a higher rank are eligible for tenure only after completion of the terms of service required for eligibility for tenure in the rank of their original appointments.

If the fraction of a faculty member's part-time appointment is increased in the same department after he or she has been granted tenure, tenure for the increased portion of the appointment must be granted automatically.

Tenure must be granted or denied. Granting of tenure becomes effective on August 16 for academic-year appointees and on July 1 for annual appointees. Upon denial of tenure, notification of nonreappointment will be given at least twelve months in advance of the termination of service.

Notification of the granting or denial of tenure shall be given in writing to the faculty member by the Provost within three working days after a decision has been made. While notification of the final tenure decision will be communicated by the Provost, the dean or relevant area administrator will provide more detailed analysis.

If the faculty member resigns within ninety calendar days after notification of denial of tenure, no reference will appear in his or her personnel file that tenure was denied or that a recommendation to deny tenure was made. The effective date of such resignation shall be the date upon which the appointment would have been terminated if tenure had been denied, or earlier, if mutually agreed to by both parties.

A faculty member who has been denied tenure may, within thirty days after notification of nonreappointment by the Provost, petition the Faculty Status Committee to review the decision, based upon an allegation of inadequate consideration an allegation of violation of academic freedom or an allegation of substantial procedural irregularity that had the effect of prejudicing the faculty member’s application for tenure. If a review by the Faculty Status Committee is requested, the Committee shall determine its own procedures for hearing the matter, in a manner consistent with Federal and state law, shall conduct its review as expeditiously as possible, and shall report its findings to the President, or designee, and to the faculty member requesting review within the next ninety days after the request is made. The Committee may elect to count only days of the academic year in the ninety-day period. The President shall notify the faculty member requesting the review of his or her decision
within thirty calendar days after receiving the report of findings. The President is under no obligation to accept findings by the Committee as binding.

A tenured person whose position has been eliminated also has the right of appeal to the Faculty Status Committee.

4. Advancement in Rank

a) General

Policies concerning advancement in rank, or promotion, are designed to encourage superior service. The status, qualifications, and performances of each faculty member are reviewed annually by the appropriate administrative officers. A part of that review is the analysis of the progress being made toward promotion by the faculty member.

Consideration for promotion requires a process that is separate from annual review for possible salary adjustment. Consideration for promotion to Associate Professor is considered in parallel with consideration for tenure except in those cases where a faculty member was hired as an Associate Professor without tenure.

The criteria for promotion are based on the General Criteria for Faculty Review listed in section III.D.2.b, above. Additional expectations for promotion to Professor are listed in section III.D.4.c below. Criteria for promotion to both Associate Professor and Professor are to be articulated and supplemented by criteria developed at the department, school, and/or college level to emphasize goals and objectives. College, and/or department/school, or other unit criteria for promotion shall be provided to the area administrators and to the Provost and Executive Vice President. After administrative approval, a copy of the criteria shall be provided to every faculty member of the college, department/school or unit and a copy shall be filed with the Executive Secretary of the Faculty Senate. A copy shall of all relevant college department, school, or other unit criteria for tenure and promotion be provided to each new employee at the start of his or her appointment. Units shall maintain records of having done so.

b) Procedures for Promotion

The Instructions and Forms on Tenure and Promotion are normally distributed by the Office of the Provost and Executive Vice President in the late spring for persons to be considered during the following academic year. These instructions are to be consulted and carefully followed since they provide more complete details than does the Faculty Manual. The completed recommendations, including recommendation forms, current resume, letters of recommendation, teaching portfolio, ballots, and supporting materials must be forwarded from the department Chair or unit head to the Academic Dean and Branch Campus Chancellor (when appropriate) on the same schedule as tenure recommendations.

In consultation with the department Chair or unit head and the relevant college committees on promotion, the Academic Dean will decide which promotion cases are to be forwarded to the Provost and Executive Vice President and will notify each candidate of the decision, in writing, within ten working days. If the decision is to not forward the packet 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 packet forwarded to the Provost and Executive Vice President, regardless of the Dean’s decision.

The promotion packet is normally due in the Provost’s Office before Thanksgiving. Final decisions are normally made by the middle of spring semester and letters notifying faculty of the decision are sent immediately thereafter. Promotion becomes effective July 1 for annual appointees and August 16 for academic-year appointees.

c) Promotion to Professor

Attainment of the rank of Professor is an indication that, in the opinion of colleagues, an individual has made, and continues to make, outstanding contributions to a major area of the individual’s work assignment. Satisfaction of minimum criteria at the unit level is not sufficient to ensure promotion. In fact, some successful faculty members will complete their careers without being promoted to the rank of Professor.

Candidacy for promotion to Professor may be initiated by the faculty member, one or more departmental Professors, or the department chair. Candidates for promotion to Professor must show clear and convincing evidence of persistent high levels of attainment in the criteria appropriate to their work assignment and to the mission of their units, including increasing service to the institution, professional organizations, and/or society. 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. National, and preferably international, prominence must be demonstrated through some form of recognized achievement reviewed by appropriate professionals for promotion to Professor. Only under extraordinary circumstances will a person be recommended for promotion to Professor when he or she has served as Associate Professor for fewer than 6 years.

5. Tenure

a) General

Tenure provisions are designed to ensure the widest possible range of freedom for scholarly inquiries in teaching, research, and extension for faculty members on permanent, full-time appointment as well as for those faculty members on permanent appointment for three-fourths time (75 percent) or greater but less than full time where the basic expectations for job performance are the same as for full-time faculty positions associated with tenure. Under exceptional circumstances, a tenure-track position may be offered for at least a half time but less than a three-fourths time full-time equivalent. For such appointments the time for tenure consideration may be extended. The decision to associate tenure with a position rests with the program, department, or division offering the position. This decision must be made at the time the job description is developed.

Tenure is granted only for academic rank or professional status within programs, departments, or service units. Department Chairs, School Directors, Deans, Directors, and other administrative officers do not acquire tenure in administrative positions. To qualify
for tenure, the faculty member is expected to observe all policies applying to faculty in section II of the Faculty Manual: Freedom, Responsibility, and Discipline. Except in extraordinary circumstances, such as financial exigencies or elimination of function, these tenure provisions apply.

The acquisition of tenure requires affirmative action by the President of the University by delegation of authority from the Board of Regents. Tenure, once granted, is retained by the faculty member until he or she retires or ceases to be an employee of the University.

When a former faculty member who had tenure is reemployed in a comparable position within two years, tenure may be given immediately, though the usual procedures must be followed. Units may consider prior academic appointments elsewhere in the tenure process; however, all probationary assistant professors will be allowed up to six years prior to tenure consideration.

If a tenured person takes a different faculty position within the institution on a permanent basis, the receiving department must assume the tenure obligations accompanying the transfer. In the special case of the formation of a new unit, the prior tenure of each faculty member will be transferred to the new unit.

A faculty member whose appointment is budgeted on a continuing basis in more than one unit may be granted tenure, provided that the positions are permanent and provided that tenure is granted in all units simultaneously. Such tenure implies no obligation for one unit to increase the employment of the person beyond the budgeted portion in the event that duties should cease to exist in another unit. This policy applies to a person holding a joint appointment in instructional units as well as to a person with duties divided between teaching and nonteaching responsibilities in a position having faculty status.

In special circumstances involving a joint appointee, one unit may request permission to assume an additional portion or all of the tenure responsibility for the faculty member, and in this case the other unit or units accept no responsibility for continuation of the position.

If the duties of a nontenured faculty member change so as to result in a shift between units in the budgeted appointment on a continuing basis, the date of eligibility for tenure consideration remains based on the original appointment to the faculty.

A person who is appointed to a temporary position, whether part-time or full-time, is not eligible for tenure. If a person in a temporary position is subsequently given an appointment without terminal date, the principal administrative officer, at the time of the permanent appointment, shall recommend to the Provost for consideration the extent to which past service shall count toward eligibility for tenure. This decision shall be included in the person's employment record.

b) Criteria

The criteria and procedures pertaining to tenure are of basic importance in the development of excellence within the faculty of the University. General criteria for faculty review are outlined in this Faculty Manual. These are to be articulated and supplemented by tenure
criteria developed at the department, school, and/or college level to emphasize goals and objectives. Input from faculty members of the unit and students, if appropriate, shall be utilized in the development of the statement of criteria.

In general, departmental criteria appropriate to the unit's particular needs shall be directed toward excellence in most or all of the following areas: teaching effectiveness, including advising; research or creative scholarship; extension education, extension service and other public service; professional service and advancement; academic and professional leadership; services to the University; and interactions with colleagues and students. Long-term support of faculty members requires commitment in terms of salary and other resources; therefore, criteria for tenure must include consideration of contributions toward program objectives.

Colleges departments, schools, and other units shall develop written criteria for tenure and promotion that are to be used in all progress-toward-tenure reviews and all tenure or promotion decisions. Criteria documents shall also delineate the process the unit will follow in its yearly reviews of the progress of untenured faculty. The criteria shall be developed with representative input from tenured faculty in the unit, and shall be approved by majority vote of all tenured and tenure-track faculty in the unit by anonymous ballot. The same procedure shall be followed in revising the criteria or review process. Proposed new or revised criteria and review processes shall be provided to relevant administrators and to the Provost. After administrative approval, a copy of the new or revised criteria and description of the process shall be provided to every faculty member of the college department, school or other unit, and an additional copy shall be filed with the Executive Secretary of the Faculty Senate.

Tenure should be recommended for a faculty member only after a thorough assessment and evaluation of the quality and extent of the individual's performance in terms of the department and/or college criteria. Input into tenure consideration should come from several levels, including students (when the person has instructional duties), other faculty, and administrative officers.

c) Eligibility and Procedures

A person employed full time at the rank of Assistant Professor, or comparable rank, must be considered for tenure no later than the sixth year of service at Washington State University with tenure, if granted, effective at the beginning of the seventh year. Generally, recommendations for tenure will be made concurrently with a recommendation for promotion to Associate Professor, Professor or comparable rank. A person employed full time at the rank of Associate Professor without tenure, or comparable rank, ordinarily will be considered for tenure no later than the third year of service at Washington State University with tenure, if granted, to be effective at the beginning of the fourth year. This is a negotiable condition of employment. A person employed full time at the rank of Associate Professor or Professor, or comparable rank, may be granted tenure through usual procedures, effective the date of initial appointment. This is a negotiable condition of employment. If not employed with immediate tenure, a person hired at the rank of Professor must be considered for tenure during the first year of service, with tenure, if granted, to be effective at the beginning of the second year.
d) Teaching Portfolio

A teaching portfolio is a compilation of information about a faculty member’s teaching, made by that faculty member, often for use in consideration for tenure or promotion. It is not, in itself, an instrument for teaching evaluation, but a vehicle for presenting information that may include results of evaluations and that may itself contribute to evaluation. It can therefore be selective, emphasizing the positive to serve as a showcase for the faculty member’s achievements in teaching, not necessarily a comprehensive or balanced picture of everything.

The format and uses of the portfolio will naturally vary from one part of the university or discipline to another. The outline that follows is meant to be an adaptable template, which can be modified for individual units or even individual faculty members.

There should still be a degree of uniformity. The original impetus for proposing the portfolio at Washington State University was the fact that personnel documents from different units described teaching activities in such varied ways that often it was difficult, if not impossible, to use them fairly or to obtain useful aggregate results.

Typically, the teaching portfolio shall be firmly limited to five pages and should present information under headings selected appropriately from those listed below (and perhaps others) and organized in much the same way. Some faculty members may attach complementary information in the form of appendices or exhibits, but these are not always essential and should be used, if at all, in moderation. The outline that follows can therefore be regarded as a menu from which faculty members (or departments, and colleges) can select items to include in teaching portfolios to fit their particular circumstances.

Each teaching portfolio should be dated and signed by the faculty member concerned.

(1) Goals

A compact but thoughtful statement about the faculty member’s intentions and aspirations in teaching, especially for the near future.

Examples include preferred principles for good teaching and plans for improvement, curricular projects, publications, presentations, and so forth. Platiitudes and vacuous generalities should, of course, be avoided.

Obstacles the faculty member has encountered, such as inadequate facilities, inadequate library resources, excessive class size, would be appropriately noted in this part of the portfolio.

(2) Responsibilities

The topics listed below reflect a broad concept of teaching. Others might be added.
(a) Percentage of appointment devoted to teaching, if stipulated

(b) Courses recently and currently taught, with credit hours and enrollments
   When instructional duties for a course are shared, those of the faculty member
   should be described or at least represented by a percentage. Attachment of typical
   syllabi as exhibits may be appropriate.

(c) Work with individual students
   Examples include guidance of independent study or undergraduate or graduate
   research, direction of theses, supervision of postdocs.

(d) Advising.
   Examples: Advising for the Student Advising and Learning Center (SALC),
   advising of majors, advising students competing for prestigious scholarships or for
   admission to graduate or professional programs, approximate numbers of students
   advised (advising students in one’s own classes specifically about those classes does
   not belong here).

(e) Instructional innovations.
   Innovation is not essential to good teaching, but credit should be taken for major
   efforts to improve teaching. Examples include novel use of instructional
   technology, development of collaborative arrangements outside the unit and/or
   University, adoption of such methods as collaborative learning, use of case studies,
   and so forth.

(f) Extraordinary efforts with special groups of students
   Examples include exceptionally able students; members of underrepresented groups
   or groups facing special challenges (women in mathematics, men in nursing,
   returning students, students with disabilities).

(g) Use of disciplinary research in teaching
   Examples include modification of syllabi, laboratory experiments, reading lists, and
   other classroom materials, in light of one's own research; involvement of students in
   one’s own research; special activities for helping students to develop creative and
   critical thinking skills for use in their research.

(h) Out-of-class evaluation activities
   Examples include participation in assessment of educational outcomes such as end-
   of-program assessment, participation in conducting examinations for advanced
   degrees, and screening students for scholarships and other distinctions.

(i) Service on WSU or other committees concerned mainly with instruction
   Examples include service on the Faculty Senate Academic Affairs Committee and
   college and department committees of the same general kind.

(j) Learning more about teaching
Examples include programs of systematic reading in the literature on teaching, attending short courses and professional conferences concerned with teaching, leading and or participating in faculty seminars concerned with teaching issues.

(k) Projects and potential projects requiring non-state funding
   Teaching-centered grants received and grant proposals under consideration. When other faculty members are involved, the role of the faculty member who is reporting should be made clear.

(3) Evaluation

The Evaluation section in a portfolio should consist chiefly of comparative data from whatever methods are used for evaluating teaching—not only evaluation by students. Some faculty members may wish to include explanations or rejoinders for evaluations which they believe to be potentially misleading.

(a) Student evaluations
   Examples include results of student questionnaires, interviews of students, the one-minute essay, and other forms of “classroom research.” Data must be presented in comparative form with departmental or college data.

(b) Measures of student learning
   Direct evidence of the extent and quality of learning by the faculty member’s students, such as performance on appropriate standardized tests.

(c) Peer evaluation
   Reports from respected colleagues who have visited classes, examined instructional materials, and talked with the faculty member. Letters from colleagues may also be used.

(d) Letters from students, alumni, and employers of alumni.
   Solicited letters, from former students, are not likely to carry the credibility of unsolicited statements.

(e) Teaching awards
   Something should be said about the character of the awards if the names are not self-explanatory.

(f) Other evaluations.

(4) Results.

(a) Student successes
   Examples include noteworthy achievements of students in terms of awards, admissions to graduate school, employment, and other accomplishments, for which the faculty member claims a significant part of the credit.

(b) Instructional materials
Examples include textbooks, workbooks, manuals, visual aids, software, etc.

(c) Contributions to the scholarship of teaching
The scholarship of teaching treats teaching itself (especially in one’s discipline) as a subject of scholarly discourse. Results may include oral presentations, papers in appropriate journals, and other presentation materials.
In items (b) and (c), data about publications should be presented with full citations and also included in the resume.

(d) Other results
Appendix or exhibits may include: detailed information (syllabi, student evaluation forms, reports of peer evaluations, grade distributions) about specific courses and other teaching activities, copies of materials listed under 4.(b) and preprints or offprints of items listed under 4.(c).

e) Resume for Tenure or Promotion Packet

The current resume to be submitted as a part of tenure or promotion packets should include at least the following:

(1) A description of the candidate’s research and scholarly or creative activities, including a statement of the nature and significance of research, scholarship, or creative activities, including involvement of graduate students, undergraduate students, and postdoctoral fellows, impact of research on teaching, extension or service functions, and academic history, degrees, and dates.

(2) A list of grant and contract support, including identification of principal investigators, granting agencies, periods, and funding of all awards. Unfunded proposals may be listed if accompanied by the reviewers’ comments (in any case, the number of unfunded proposals may be indicated).

(3) A complete list of publications with full citations, including abstracts, articles, book chapters, papers in conference proceedings, patents, and reviews; or creative activities including original scores, exhibits, performances, and works of art. In most disciplines the distinction between refereed and non-refereed work should be indicated.

(4) A list of consultancies, sabbatical leaves, and international collaborations, if applicable.

(5) A list of invited and contributed presentations at national or international conferences and symposia, including dates, titles, and/or identifications of groups addressed.

(6) Other supporting information, such as the number of citations of key publications (include period covered by the citations) or copies of reviews of exhibits or performances.

(7) A description of service to the department, college, and university, and other institution or firm.
(8) A description of service to professional groups or associations.

(9) A description of service to county or state governments, communities or other societal groups.

(10) A description of honors and awards, including teaching, research or public service awards.

(11) Other evidence of recognition, such as lectureships.

(12) All faculty may prepare a statement of context (not more than 2 pages) as part of the portfolio of materials to be considered for third year as well as tenure and promotion reviews. Such a statement may include expectations placed on a faculty member by circumstances extant at research stations or branch campuses, the requirement of joint-appointments or other special circumstances such as commitments to student groups.

6. Salary

The objective of the Faculty Salary Policy is to provide faculty salary increases, based on evaluation of professional growth and meritorious performance as determined in the annual performance review process. Within available means, salaries are to be comparable with those paid for similar service at peer institutions.

a) Allocation

When funds become available for faculty salary increases, they shall be allocated in the following manner: Unless provided otherwise by law, salary-increase monies shall be allocated 30 percent to professional development, 40 percent to superior merit, and 30 percent to extraordinary merit, equity, market adjustment. The professional development portion reflects professional growth and service to the University during the period of review and, unless extraordinary circumstances occur, each faculty member will receive this professional development adjustment. The professional development portion shall be uniformly allocated as an equal percentage of annual salary to all faculty, unless substandard performance or extraordinary circumstances occur. The superior merit portion, also a performance based merit adjustment, reflects the degree of superior merit above the average performance realized during the period of review. The remaining portion will be allocated based on merit and comparative information for equity and market.

b) Promotional Adjustment

When a faculty member is promoted, his or her salary will be increased by no less than 4 percent of his or her annual salary, or 2 percent of the average Washington State University faculty salary, whichever is greater, starting with the effective date of the promotion. This adjustment will be made regardless of the level of funding for salary increases and will be in addition to any other merit, equity, marketplace, or cost-of-living adjustments made to the faculty member's salary.
c) Alternative Allocation

Should the President believe in any particular year, that allocation of salary funds in accordance with the above subsection 5.a, is not in the best interests of the University, he or she shall seek the advice of the faculty through the Faculty Senate on an alternative salary allocation proposal. When the President seeks such advice the matter shall be privileged before the Faculty Senate and a response shall be forthcoming within fourteen days.

d) Summer Salary

Payment for summer employment will be at an agreed figure, which in no case may exceed a monthly rate of one-ninth of the previous academic-year salary. Normally, total employment is limited to two months. Requests for a third month of summer salary must be recommended by the Chair and Dean and approved by the Provost.

7. Benefits

a) Insurance

The University makes available group medical/dental insurance, salary continuation insurance (long term disability), and life insurance. Eligibility for these programs is determined by the State of Washington Public Employee’s Benefits Board Rules. Generally, full time and half time employees are eligible if their appointments last more than six months. Industrial insurance (worker’s compensation) covers all employees. (Consult the Benefit Services Office website for details of these programs [http://www.wsu.edu/benefits/].)

b) Institutional Liability Insurance

The University carries a form of liability insurance that covers the liability of each individual faculty member acting within the scope of his or her duties while representing Washington State University, except for actions involving their individual automotive vehicles, limited libel, slander, false arrest, and malicious prosecution, and for actions one against another. This statement is for information purposes; the policy provisions apply in each case. (Consult the Risk Management section in Business Affairs for policy provisions.)

E. LEAVE OF ABSENCE AND VACATION

1. Annual Leave

The vacation provision in the terms of employment is intended to provide opportunity for periodic leisure and relaxation, free from official duties. Vacation time, therefore, is not regarded as a leave of absence.

Faculty on annual appointment earn annual leave at the rate of 14.67 hours per month of completed service, not to exceed twenty-two working days per year. Unused annual leave is
cumulative to a maximum of forty-four working days. A faculty member moving from an annual to an academic year appointment has one year to use any accrued annual leave. Leave is scheduled with the approval of the unit administrator. Faculty cannot be paid for annual leave unless they leave state employment. Annual leave cannot be taken before it is earned and must be reported on a Faculty and Administrative Professional Leave Report. See also Business Policies and Procedures Manual, 60.63.

2. Academic-Year Faculty

Members of the faculty on academic-year appointment do not earn annual leave and are free to seek other employment in the summer, to do consulting work, or to study. Summer employment by the University of persons on academic-year basis is not precluded, but no obligation exists to provide such employment.

3. Holidays

The University establishes a schedule for each year that includes ten holidays. The schedule is available from Human Resource Services and is published in WSU Today.

The Faculty Senate establishes the academic calendar including the holidays that fall within the two academic semesters and the summer session.

Faculty on annual appointment are eligible for a one-day personal holiday to be used on a fiscal year basis and only in a one-day block.

4. Absence

Absence of faculty members from official duty is subject to such limitations as the administrative officer in charge may determine.

5. Sick Leave

Members of the faculty are allowed sick leave with full pay under certain conditions:

a) Faculty on academic-year appointment earn sick leave at the rate of one working day per month of completed service or nine working days per year. One additional day of sick leave is earned for each month of full-time summer employment.

b) Faculty on annual appointment earn sick leave at the rate of one working day per month of completed service or twelve working days per year.

c) Sick leave may not be taken before it is earned. It is usable only in case of illness or temporary disability of the faculty member or his or her immediate family.

d) A faculty member may use eight hours per month of accrued paid leave (including sick leave) for up to four months during parental or disability leave without pay to maintain eligibility for University-sponsored insurance benefits. This shall be concurrent with any
benefits provided under the Family Medical Leave Act, which shall be fully applicable to all University employees as defined by that Act. This Manual incorporates by reference all University-wide policies that may be adopted from time to time to implement the provisions of that Act.

e) A faculty member must submit a health certificate from a physician for illness requiring sick leave of more than ten continuous working days. If the certificate states that the employee is able to work part-time, sick leave will be authorized on a part-time basis only. Illness of more than three days with a visit to a physician may qualify the employee for Family and Medical Leave; the University is required to inform the faculty member at the time if the leave is to be so designated. See http://gatekeeper.dol.gov/dol.esa/fmla.htm.

f) A faculty member may use any accrued leave (annual or sick) or leave without pay to provide care for a newborn, adopted or foster child. The Family Medical Leave Act (FMLA) allows up to 12 weeks of paid or unpaid, job-protected leave to eligible employees for certain family and medical reasons, including care for a newborn, adopted or foster child, for each 12-month period. An eligible employee is an employee who has worked for the state for at least 12-months and for at least one thousand two hundred fifty (1,250) hours during the previous 12-month period. The employee may use annual leave, sick leave, leave without pay, or any combination thereof. Faculty members who do not qualify to take their leave under the Family Medical Leave Act, may be granted Parental Leave. Parental leave shall be in accordance with WSU policies and law applicable to all employees regarding leave, details of which are available via Human Resource Services. See, e.g., BPPM 60.56.1, 60.56-7, 60.56.7-8.

g) The administration of faculty sick leave is the responsibility of the President and is delegated, through the Provost, to the principal administrative officers and the department Chairs. Sick leave is reported on the Faculty Leave Report. For more information see Business Policies and Procedures Manual, 60.63.

6. Family Medical Leave Act

As noted above, the University complies fully with the Family Medical Leave Act. Faculty shall be entitled to leave under the terms of such policies as may be adopted by Human Resource Services from time to time to implement the provisions of the Act.

7. Military Leave

The regulations concerning leave for training duty and for active military service are as provided by state law:

According to RCW 38.40.060, every officer and employee of the state of Washington or of any county, city, or other political subdivision thereof who is a member of the Washington national guard or of the army, navy, air force, coast guard, or marine corps reserve of the United States, or of any organized reserve or armed forces of the United States shall be entitled to and shall be granted military leave of absence from such employment for a period not exceeding fifteen days* each calendar year. Such leave shall be granted in order that the person may take part in active training duty in such manner and at such time as he may be ordered to active training
duty. Such military leave of absence shall be in addition to any vacation or sick leave to which
the officer or employee might otherwise be entitled, and shall not involve any loss of
efficiency rating, privileges, or pay. During the period of military leave, the officer or
employee shall receive from the state, or the county, city, or other political subdivision, his
normal pay. (1957 c 236 1)

According to RCW 73.16.033, any person who is a resident of this state and who voluntarily or
upon demand vacates a position of employment to determine his physical fitness to enter, or
who actually does enter upon active duty or training in the Washington national guard, the
armed forces of the United States, or the United States public health service, shall, provided he
meets the requirements of RCW 73.16.035, be reemployed forthwith. The employer need not
reemploy such person if circumstances have so changed as to make it impossible, unreasona
ble, or against the public interest for him to do so. This section shall not apply to a
temporary position.

*Fifteen days is interpreted as fifteen working days and not fifteen calendar days.

If such a person is still qualified to perform the duties of his or her former position, he or she
shall be restored to that position or to a position of like seniority, status, and pay. If he or she
is not so qualified as a result of disability sustained during his or her service, or during the
determination of his or her fitness for service, but is nevertheless qualified to perform the
duties of another position under the control of the same employer, he or she shall be
reemployed in such other position: Such position shall provide like seniority, status, and pay,
or the nearest approximation thereto consistent with the circumstances of the case (1953 c 212
2). See also Business Policies and Procedures Manual, 60.63.

8. Leave for Jury Duty

Faculty members are entitled to leave for jury duty. Those not entitled to exemption by state
statute shall serve with neither gain nor loss in compensation. The jury fee to which they are
entitled shall not be deducted from their University salary.

9. Leave for Testimony at Trials and Hearings

University employees, as all citizens, have a duty to provide accurate information to ad
judicatory bodies. The purpose of this policy is, to the extent proper and permissible, to
alleviate the burdens of subpoenaed testimony and to permit expert testimony to be provided
through arrangements made directly between faculty and litigants. Where faculty are
subpoenaed because of facts gained within the course of University duties, arrangements for
providing expertise to litigants should be reviewed to assure the University's interests are
protected.

a) Voluntary Expert Testimony

Voluntary expert testimony is governed by the Policy on Compensated Outside Service by
Faculty Members.
b) Subpoenaed Expert Testimony.

In the course of his or her professional duties, a faculty member may develop facts based upon his or her specialized expertise. Such knowledge may cause him or her to become subject to a subpoena for testimony that is essentially expert in nature. In such cases, he or she may request permission from his or her immediate supervisor to testify as a voluntary expert witness and negotiate an arrangement and fee for such testimony. Normally, the faculty member's request to testify under such an arrangement will be granted unless the testimony (1) might involve the University in the litigation as a party; (2) is likely to damage the reputation of the University; or (3) is so closely connected to duties specifically directed by the University that it would be improper to permit testimony in a private capacity. If the faculty member is not granted permission to testify as a voluntary expert, he or she shall testify as part of his or her University duties and be reimbursed through the established process for actual expenses incurred. The University has the right to determine proper fees for testimony rendered on University time, and the fees shall accrue to the University. If permission to testify under a negotiated arrangement is granted, such activity is treated as voluntary expert testimony and is governed by the Policy on Compensated Outside Service by Faculty Members. Faculty, supervisors, and department chairpersons should consult the Office of the Attorney General when faculty are served with subpoenas relating to performance of University duties.

c) Nonexpert Testimony Pursuant to Subpoena.

A faculty member appearing as a nonexpert witness pursuant to an effective subpoena shall serve with neither gain nor loss in compensation; therefore, any statutory witness fee paid for such testimony shall be returned to the University. See also Business Policies and Procedures Manual, 60.63.

10. Leave without Pay

For important service to the State or to the United States, leave of absence without pay ordinarily will be granted to faculty members. Leave without pay for other reasons, such as graduate or professional study or acceptance of foundation grants, exchange professorships, and consulting appointments, may be granted. A faculty member applying for a grant, professorship, or appointment must secure the approval of the immediate administrative officers and deans prior to submitting the application. Leave, if granted, normally will be for a period not exceeding one year. Faculty members on leave-without-pay status do not earn annual or sick leave.

If a faculty member chooses to strike against the University or otherwise not perform assigned responsibilities, he or she shall inform the immediate administrative superior of such intention at least twenty-four hours in advance of action. Going on strike and/or otherwise willfully failing to perform regular duties shall be considered an automatic request by a faculty member for leave without pay. Such a request will normally be granted for the period during which the faculty member is not on duty. When the faculty member fails to perform assigned responsibilities, without providing notification of intent to strike, the principal administrative officer, after consultation with the immediate administrative officer, will determine whether that person is on strike.
These provisions shall not prejudice the right of the University to initiate disciplinary action in accordance with the regulations provided. See also Business Policies and Procedures Manual 60.63.

11. Professional Leave

Professional leaves may be granted to faculty members in recognition of meritorious service and/or scholarly achievement in teaching, research, and creative activity. Applications for professional leaves will be considered only from faculty members on permanent appointment (academic or annual) who have completed at least five years of active service for Washington State University at the time the leave is to be effective. The amount of prior service on temporary appointment at Washington State University applicable to professional leave will be determined by the Provost.

Faculty members on professional leave are relieved from all teaching, research, administrative, and committee functions for the leave period so that full time may be devoted to the purpose for which the leave is granted. Professional leaves are to be used for specified projects to further professional study or development and must be of advantage to the University in terms of improved instruction, research, or public service. Leaves may not be granted to faculty members when a major purpose of such leave is the enhancement of the faculty member's private business. Neither are leaves granted to faculty members whose primary purpose is working toward an advanced degree. Under unusual circumstances, professional leave may be awarded for a meritorious project that may incidentally lead to attainment of a degree; in such cases, leave is awarded on the basis of the proposed project itself without reference to the acquisition of the advanced degree.

A faculty member is expected not to engage in other employment during the period of professional leave for which University salary is paid. The sum of the professional leave salary and any salary provided by grants and stipends cannot exceed the University salary for the leave period. Reimbursements for travel and related expenses (including cost-of-living adjustments) for grantees and dependents are not considered salary items.

Professional leave may be granted for periods up to two semesters or twelve months for faculty on academic or annual appointment, respectively. Faculty on academic appointment may receive 100 percent of base salary for leaves of one semester or 75 percent of base salary for leaves of two semesters. Faculty on annual appointments may receive 100 percent of base salary for leaves of six months or 75 percent of base salary for leaves of twelve months. Faculty on academic appointment who are granted paid leaves of more than one semester but less than two semesters will be paid at a monthly rate which is the average of 4.5 months at 100 percent and any additional months at 50 percent. Faculty on annual appointments who are granted paid leaves of more than six months but less than twelve months will be paid at a monthly rate which is the average of six months at 100 percent and any additional months at 50 percent. In any case, the monthly rate of pay received from the state during the leave period may not exceed the average salary rate of the highest paid quartile of teaching faculty on academic year appointments (RCW 28b.10.650). Faculty on professional leave do not earn annual or sick leave. Extra compensation for services as a department Chair or other administrative officer is discontinued during a professional leave.
Professional leaves cannot be granted where the ongoing program of instruction, research, or extension will be jeopardized, and leaves cannot result in an additional dollar cost to the University. Administrative supervisors must certify that leaves will not affect the unit programs or result in additional costs.

Faculty members receiving professional leaves in a fiscal year can postpone them to a subsequent fiscal year only at the University’s request or because of the unexpected temporary unavailability of laboratory, library, consultant, or other resources required by leave projects. Otherwise, if faculty members wish to delay leaves into the next fiscal year, new applications must be submitted to be considered with others received at the later time.

A faculty member receiving a professional leave must agree to return to active duty as a member of the faculty for a period at least equal to the length of the leave. Faculty members must submit a written report of their activities during the leave through their department chairs or appropriate immediate administrator to their Deans with a copy to the Provost’s Office. These reports are due on the following April 1 for those who return from leave on or approximately January 1 and on the following November 1 for those who return from leave on approximately August 16.

Specific guidelines for making application for professional leave are available from the Office of the Provost. Completed applications are considered by the Provost. In some cases the Provost refers leave applications to the Faculty Status Committee for its recommendation. Final approval is given by the Provost.

12. Retraining Leave

Retraining leave may be granted to faculty members in recognition of previous meritorious service and for previous scholarly achievement in teaching, research, or service.

The purpose of retraining leave is to provide opportunities for tenured faculty to prepare themselves for beginning new educational programs, or for continuing existing ones, within specific areas of the University that are experiencing, or expect to experience in the future, declining enrollments. Subject programs may be assigned to a department or unit in which a faculty member is currently a part or may be assigned otherwise. In any event, the department or unit must clearly demonstrate a need for added personnel having specific qualifications.

Procedures for applying for retraining leave are available in the Office of the Provost. A faculty member is eligible for retraining leave provided he or she expects to serve Washington State University for at least five years following the leave and before retirement. Completed applications are considered by the Provost who subsequently approves or disapproves the application. A person accepting retraining leave is obligated to enter into a written and signed agreement with Washington State University stipulating that he or she shall return to University employment following completion of the leave for a period at least as long as the leave period.

Leave may be granted for up to two semesters or one year, respectively, for academic or annual year appointees. Salary policies and rates are the same as those for professional leave except
that, when retraining is a condition of continued employment, remuneration shall be at 100 percent of base salary.

13. Leave with Pay

Leave with pay for the purpose of official duties or service in behalf of the University may be authorized by the principal administrative officer in charge or, in the case of principal administrative officers, by the Provost. After two years of completed service, a faculty member may request ten days of special leave with pay. This must be approved by the Provost prior to leave. Further requests may be made after each additional two years of completed service. See also Business Policies and Procedures Manual, 60.63.

14. Emergency Leave

Emergency leave is intended to apply only in the case of death in the family or of a household member or comparable emergency.

Family member is defined as employee’s parent, spouse, child, grandparent, grandchild, sister, brother, stepbrother, stepsister, brother-in-law, sister-in-law, mother-in-law, father-in-law, son-in-law, daughter-in-law, stepchild, stepparent, and child in custody of and residing in the home of the employee.

Household member is defined as persons who reside in the same home who have reciprocal duties to and do provide financial and/or emotional support for one another. This term shall include, but is not limited to, foster children and legal wards. The term does not include persons sharing the same general house when the living style is primarily that of a dormitory or commune.

A comparable emergency is defined as a severe or life threatening illness or injury to a domestic partner, family, or household member.

Such leave, with pay, may be granted to a faculty member by the dean or other principal administrative officer in charge, provided the regular duties of the person concerned are assumed by other staff members without additional expense to the University. Up to five days of leave shall be granted for each emergency and may be extended to ten days with authorization of the Provost or his or her designee. See also Business Policies and Procedures Manual, 60.63.

15. Leave of Absence in Relation to Continuing Employment and to Tenure

Grant of leave of absence to an employee for any purpose does not constitute or imply, on the part of the University, any greater obligation to resume or continue such employment than had the employee not been granted leave, nor does grant of leave of absence involve any additional tenure obligation on the part of the University. However, especially meritorious service to the state or nation will be taken into consideration.

Faculty members on military leave, leave for jury duty, leave for testimony at trials and hearings, and leave with pay earn annual and sick leave. Faculty members on professional leave or leave without pay do not earn annual or sick leave. Whether time spent on leave
without pay is included in time in rank applicable toward tenure should be determined when
leave is approved. Washington State rules require faculty to submit leave reports to Human
Resource Services on a monthly basis.

F. TERMINATION OF EMPLOYMENT

A faculty member’s employment at the University may be terminated in any of the following
ways:

1. Nonreappointment

A faculty member on appointment without terminal date and without tenure has no
presumption of reappointment, including reappointment with tenure. Such faculty may be
terminated at any time consistent with their employment contracts and this section, with or
without cause. A nonreappointed faculty member will be advised in writing by the department
chair as soon as it has been decided that the appointment is not to be renewed. This decision
shall be made by the department Chair in consultation with the Dean and tenured members of
the department involved. This notification will be given to the faculty member as follows: (a)
至少 three months in advance of the termination of services if in the first year of
employment; (b) at least six months in advance of the termination of services if in the second
year of employment; (c) at least twelve months in advance of the termination of services if in
the employment of the University for two years or longer. At the request of the faculty
member, a written statement of the reason for nonreappointment shall be provided.

These notice provisions shall not apply in situations involving extraordinary circumstances,
such as financial exigencies or elimination of function.

2. Resignation

A member of the faculty with teaching responsibilities is expected to complete the academic
year unless the appointment is for a shorter term. Any member of the faculty with teaching
responsibilities who has decided to terminate services with the University is expected to notify
his or her Dean in writing at the earliest possible opportunity, but not later than March 15. A
faculty member without teaching responsibilities is expected to give at least two months
notice, and principal administrative officers are expected to give at least four months notice.
The faculty member may properly request a waiver of this requirement of notice in case of
hardship or in a situation where he or she would otherwise be denied substantial professional
advancement or other opportunity.

Unless otherwise mutually agreed, a faculty member who terminates service without giving
due notice or who fails to complete an academic year or other term for which he or she may
have been employed, except under extraordinary circumstances, is regarded as having broken
the terms of the contract of employment with the University.

Breach of contract may place the University in a position of hardship in meeting its
responsibilities to its students and services to the state. Such action is regarded also as a
breach of professional ethics. A complete account of any irregular resignation may be written
into the permanent record of the person concerned.
3. Under Extraordinary Circumstances

a. Financial Exigency

Termination of a tenured appointment or any other appointment before the end of the period of appointment may be based on financial exigency or the discontinuance of a program or department of instruction, research, or service.

A financial exigency exists when the President or designee, after consultation with the principal administrative officers and with the Faculty Senate Steering Committee, Faculty Senate Budget Committee, and Faculty Affairs Committee, has determined and declared that a budgetary crisis, legislative mandate, and/or other causes constitute the exigency, and that determination has the concurrence of the Board of Regents. The President will recommend one or more groups of faculty members to review proposed terminations, and the Faculty Senate Steering Committee and Faculty Affairs Committee will approve the appointments to the committee. Criteria for judgments determining where termination of appointments may occur will be developed and distributed to the faculty. The criteria will include considerations of institutional needs and educational policy, including affirmative action, as well as faculty status and length of service.

The notice: Before an appointment is terminated because of discontinuance of a program of instruction, research, or service, the institution will make reasonable and good faith efforts to transfer the affected faculty member to a suitable position for which he or she is qualified.

b. Discontinuation of a Program

If the University determines that a budget reduction, reallocation of resources, realignment of academic priorities, or other comparable extraordinary circumstance should be met in whole or in part, by discontinuing a program with the result that faculty positions are eliminated, the Provost shall simultaneously provide a written notice of the proposed action to the Faculty Senate Steering Committee (FSSC), the Faculty Affairs Committee (FAC), and the Dean and faculty of the affected program.

shall state the rationale for the proposed action in light of long-range institutional considerations and include the documentation used by the Provost in making the proposed action. Types of documentation used may include any of the following: reports from periodic reviews of the program; accreditation reviews of the program; performance data gathered and maintained by the program, department, school, college, or campus; and any other information that reflects on the program and/or long-range institutional considerations.

The notice shall inform recipients of the procedures in the Faculty Manual for responding to the proposed action. The notice and relevant documentation may be provided in hard copy or electronically.

Faculty who are in the affected program shall have 15 business days from the date the notice is sent to submit a written response, individually or collectively. The response shall include additional documentation, if any, relied upon by the faculty. Faculty responses and relevant
documents shall be submitted in writing, either hard copy or electronically, to the Provost, and shall be due in the Provost’s office at 5:00 p.m. on the 15th business day and shall be copied to the FSSC and the FAC.

The FSSC shall schedule a meeting of the Faculty Senate at which affected program faculty will be provided an opportunity to present their response. An opportunity will also be provided at the meeting for discussion of the proposed action by Faculty Senate members and other interested parties. The Faculty Senate Steering Committee may limit the speaking time at the meeting for each individual in order to allow all who wish an opportunity to speak. The meeting shall occur within 16 to 20 business days from the date the notice is sent by the Provost.

Following the meeting, the FAC and the FSSC, and/or their designees, shall have 8 business days to submit written comments to the Provost. The Provost shall consider these comments before making a final decision on discontinuation of the program(s) in question.

c. Placement in Another Unit

Before an appointment is terminated because of discontinuance of a program of instruction, research, or service, the institution will make reasonable and good faith efforts to transfer the affected faculty member to a suitable position for which he or she is qualified. If relevant qualifications are equal, priority will be given to tenured faculty according to higher rank. Terms of the new position will be negotiated with the faculty member.

The University’s obligation under this section shall not cease until the end of the faculty member’s notice period, unless a reasonable offer of employment was made and rejected.

d. Reappointment After Termination

If an appointment is terminated before the end of the period of appointment because of financial exigency or because of discontinuance of a department or program of instruction, research or service the released faculty member’s appointed position will not be filled by a replacement within a period of three years, unless the released faculty member is offered suitable reappointment and thirty (30) calendar days to accept or decline reappointment.

e. Notice Period

Termination may be effective for all faculty, including those on academic-year appointments, on any day of the calendar year. Tenured faculty members holding annual (twelve-month) appointments shall be entitled to receive at least twelve calendar months' notice in advance of termination for reasons of financial exigency or discontinuance of a department or program of instruction, research or service. Tenured faculty members holding academic-year (nine-month) appointments shall be entitled to at least nine calendar months' notice in advance of termination for reasons of financial exigency or discontinuance of a department or program of instruction, research or service, provided that the three summer months, not part of the usual academic year (May 16 to August 15 under the current academic calendar) shall not be included when computing notice requirements. Nontenured faculty members shall be entitled to minimum advance notice of termination of services for reasons of financial exigency or
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discontinuance of a department or program of instruction, research or service in accordance with the following:

<table>
<thead>
<tr>
<th>Type of Appointment</th>
<th>Year of Employment</th>
<th>Minimum Advance Notice in Calendar Months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual (twelve-month)</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Annual (twelve-month)</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Annual (twelve-month)</td>
<td>3 or more</td>
<td>12</td>
</tr>
<tr>
<td>Academic (nine-month)</td>
<td>1</td>
<td>3*</td>
</tr>
<tr>
<td>Academic (nine-month)</td>
<td>2</td>
<td>6*</td>
</tr>
<tr>
<td>Academic (nine-month)</td>
<td>3 or more</td>
<td>9*</td>
</tr>
</tbody>
</table>

*Excluding three summer months

Where less than the required notice is given prior to termination, the faculty member shall be entitled to receive at the time of termination one-twelfth of his or her current annual salary, on an annual appointment, or the faculty on an academic year appointment shall be entitled to one-ninth his or her current annual salary for each month less the required notice. The University may, at its option, make regular monthly severance pay payments from the date of termination until the expiration of the appropriate notice period, commencing the date notice of termination is given, unless there is an agreed settlement on or before the termination date of the total amount of severance pay to be paid to the faculty member.

In the event that a faculty member who has received notice of termination for reasons of financial exigency or discontinuance of a department or program of instruction, research or service secures new employment prior to the effective date of the termination, he or she shall provide the University with immediate notice, including the effective date of new employment. In these cases, the University shall waive the requirements for resignation notice that would otherwise apply.

f. Appeal Procedures

1. Each faculty member notified of termination for reason of program discontinuance or financial exigency shall have the right to appeal to the Faculty Status Committee (FSC) regarding whether the financial exigency or program discontinuance is bona fide or the faculty member was properly identified as a member of the eliminated program; and the university’s efforts to place the faculty member in another suitable position for which he/she is qualified. An appeal regarding the determination of exigency or program discontinuance, or identification of a faculty member within a program must be filed within 30 calendar days of the date on the faculty member’s notice of termination. An appeal regarding efforts to place the faculty member in a suitable position must be filed within 30 calendar days of the action on which the appeal is based until final day of employment. Grounds for all appeals include substantial procedural irregularity, inadequate consideration, and/or violation of the faculty member’s academic freedom.

2. If an appeal is filed with the Faculty Status Committee, the committee shall determine its own procedures for reviewing the matter, in a manner consistent with state and federal law, shall conduct its review as expeditiously as possible, and shall report its findings
and recommendations to the President, or designee, and to the faculty member appealing, within 120 calendar days after the appeal is made. The committee may elect to count only days of the academic year in the 120 day period as long as the President’s decision can be rendered before the termination date of the faculty member. Following the faculty member’s receipt of the FSC report he/she shall have 15 calendar days to provide the President with a written response to the report. The President shall consider both the FSC report and the faculty member’s response, if any, in making a final decision and shall notify the faculty member of that decision within 30 calendar days after receiving the FSC report. See the table below.

| Faculty Status Committee Investigation: | 120 Calendar Days |
| Faculty Members Written Response:     | 15 Calendar Days  |
| President’s Final Decision:           | 30 Calendar Days  |

4. For Cause: Violation of the Faculty Code of Professional Ethics or Faculty Conduct Subject to University Discipline

See Section II. F., G., H.

5. For Cause: Physical and Mental Health Reasons

A faculty member may be suspended or have his or her appointment terminated when physical or mental conditions prevent the faculty member from performing the essential functions of his or her position. Normally, solutions to such matters would be resolved through efforts of department Chairs and unit heads, Deans, appropriate central administrators, and the University Ombudsman. When these efforts do not result in a satisfactory solution, the procedures described below shall be followed. In all matters related to this issue, the University’s policies on accommodation of persons with disabilities and all applicable laws shall be followed; to the extent those provisions may be inconsistent with the procedures set forth in this section, the provisions of this section shall be modified to conform with those other strictures. Human Resource Services should be consulted on issues related to the disabilities laws.

The informal and formal procedures, if needed, shall parallel the procedures for disciplinary cases, except as follows. A Statement of Inability to Perform Essential Job Functions Due to Physical and Mental Health Reasons would replace the Statement of Charges. The Statement of Inability to Perform Essential Job Functions Due to Physical and Mental Health Reasons would be in the context of quality of performance due to physical and mental health reasons rather than violations, or if the latter, only incidentally so. Any suspension or termination would be for physical or mental health reasons.

If a formal hearing procedure is necessary, a hearing panel will be chosen by the Faculty Status Committee and will be comprised of three members, at least two of whom will be members of the faculty or University health service chosen with regard to the mental health problems at hand. The charge of the hearing panel is to determine that a physical or mental health problem underlies inadequate performance. The panel may or may not further identify the specific health problem.
The ultimate disposition may be suspension or termination. Such disposition shall not preclude the opportunity for a faculty member to receive salary continuation as provided by the University's insurance program. In cases of suspension there may arise a need for reconsideration if physical and mental evidence warrant. Reconsideration would be made at the request of the faculty member or immediate supervisor no more frequently than once each year and granted at the discretion of the same (if feasible) hearing panel.

In a given health situation, it may be that the need for the special procedure above may not be identified until after various stages of disciplinary procedures have been followed; in that case, in the discretion of the Faculty Status Committee (during informal procedures) or of the hearing committee (during formal procedures), the procedures of this hearing panel may be adopted. At any stage of the procedures whatsoever, the faculty member may ask that the special physical and mental health procedures be considered for adoption.

G. RETIREMENT

1. Retirement Age

There is no mandatory retirement age for Washington State University faculty. Retirement age for a Washington State University Retirement Plan participant is defined by his or her age on the last day of the calendar month in which a participant is leaving employment to begin retirement. Retiring prior to one's federally defined full retirement age will reduce Social Security benefits. Eligibility to participate in medical, dental and or life insurance after retirement is determined by the Health Care Authority rules. Information is available from Benefit and Payroll Services online at www.wsu.edu/benefits/.

2. Retirement System

The WSU retirement plan has been established by the Board of Regents under authority provided by laws of the state of Washington for the purpose of providing retirement incomes and related benefits to employees. (For details on the retirement plan, see information available from the Benefit Services.)

3. Phased Retirement System

Washington State University Phased Retirement Plan is a program designed to give University employees – faculty and administrative professional staff participants in the WSU Retirement Plan an opportunity for pre-retirement reduction of full-time service while gradually phasing into retirement over a period of years. Phased retirement is intended to support the University's excellence. It permits the University to retain the services and contributions of senior faculty and administrative professional staff while enabling participants to continue to remain in their profession and to build additional financial security for the future. The Phased Retirement Plan provides an opportunity for individual career flexibility and forms an important part of the long-range personnel resource management of the University. The Plan also assists in diversifying the University's work force by releasing positions and funds that can contribute to renewing its personnel resources. The WSU Retirement Plan Phased Retirement Plan is a
voluntary and mutually agreed upon arrangement between the University and the participant.

ELIGIBILITY CRITERIA FOR APPLICATION TO PARTICIPATE ARE AVAILABLE ON THE WEB SITE OF www.wsu.edu/benefits at the left side of the front page under "Retirement Information" and Phased Retirement Policy for WSU Retirement Programs.

H. EMERITUS FACULTY APPOINTMENT

Eligibility:

Emeritus Rank is granted in recognition of service to Washington State University.

To be eligible, faculty must be either age sixty or older with ten or more years of service at the University or have completed twenty-five or more years of service to the University, AND have held an eligible nontenure or tenure track rank at Washington State University for a period of at least five years prior to leaving the University.

Upon retirement, the Chair or Director will submit the Personnel Action Form (PAF) of the eligible retiring faculty who wish to move to Emeritus Faculty rank to Human Resource Services.

Notification of Granting of Emeritus Rank:

A letter of recognition will be sent by the Provost to each faculty retiree named to an Emeritus Rank.

Privileges of Emeritus Rank:

The Emeritus rank shall entail continued campus courtesies including the options to:

1) use library and recreational facilities;
2) receive publications sent to active faculty and members of the Alumni Association;
3) participate in contract, grant, and other scholarly endeavors;
4) negotiate with academic Chairs or Directors for office space, laboratory space, and computer (retain internet and e-mail @wsu.edu privileges) and facility access as available;
5) participate in academic convocations, commencements and other academic endeavors; and
6) request that their names be retained in the University catalog until their death.

Emeritus faculty status is the last earned rank that will be accorded to eligible faculty upon their retirement. Emeritus faculty are encouraged to remain an important part of the University. Department Chairs and unit Directors are encouraged to assist Emeritus faculty in maintaining a continuing relationship with the department, school, college, and University as is feasible and mutually acceptable. “The Ethics in Public Service Act (RCW 42.52) provides that state employees cannot use state resources for personal benefit or their state positions to obtain special privileges.”