

Making the Leap to Professor

Frances K. McSweeney
Regents Professor
Vice Provost for Faculty Affairs

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Recording date of this workshop is
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Some of the rules and procedures discussed in this workshop are subject to change.

Please check university resources before relying exclusively on this recorded presentation.

Themes

- The faculty review process is detailed and thoughtful, not arbitrary and capricious.
- No surprises – In most cases, promotion should follow from prior annual reviews.



Probability of Success

- The probability of success is high.
 - 94% of candidates over the years 2000 - 2008 were promoted.
 - Some faculty members never stand for promotion.



Resources

- *Faculty Manual* – University web page
- *Provost's Instructions for Tenure and Promotion* – Provost's web page



More Resources



- *Provost's Instructions for Annual Review* – Provost's web page
- *A Guide to WSU's Policies and Procedures for Evaluating Faculty Members* – Provost's web page

Still More Resources

- Your department chair
- Your department & college guidelines
- Your mentors
- E-mail (fkmc@wsu.edu) or call (5-5581) me.



Key Points

- Procedures and standards vary across departments, colleges.
 - Get the appropriate guidelines.



Mentoring

- Having a mentor(s) aids success.
- Number and function of mentors depends on culture and your needs
- Work with your chair to appoint one or more.



Timing



- Date for promotion is usually 6 years after promotion to associate professor.
 - That means that consideration occurs after 5 years.

Responsibility



- "Candidacy for promotion to Professor may be initiated by the faculty member, one or more departmental Professors, or the department chair."
Faculty Manual

Responsibility (continued)



- In an ideal world, the chair would contact you when you're ready.
- Our world is not ideal.
 - You may have to ask your chair if you're ready.
 - You may need to bring your own case forward.

The Dean's Role

- "..., 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." (*Faculty Manual*, p. 65)



The Candidate's Rights



- "... 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." (*Faculty Manual*, p. 65)

The Procedure

- Exact procedures vary by department and college
- Decision should be consistent with prior reviews when possible



Procedure (continued)

- Faculty member assembles a file (May?)
 - Curriculum vitae
 - Teaching portfolio (limited to 5 pages)
 - Context statement (limited to 2 pages)
 - Exhibits



External Letters

- At least 4 external letters are solicited (summer?)
 - The candidate submits a list.
 - The chair adds names.
 - The candidate cannot veto names.
 - All letters received on time by the department go forward.

External Letters (continued)

- External letter writers are distinguished professors (e.g., editors, chairs of study sections).
 - No personal relationship with the candidate.
 - Writers receive the file prepared by the candidate.



External Letters (continued)

- External reviewers:

- Evaluate the quality and quantity of the candidate's work
- Compare the candidate's work to the unit's requirements
- State whether the candidate would be promoted at his (her) institution



The Department Considers the File (August – September?)

- The file now contains:

- The candidate's curriculum vitae
- Teaching portfolio
- Context statement
- External letters
- Annual reviews since the last promotion
- Exhibits

Faculty Recommendations



- Each professor makes a recommendation.

- This is part of shared governance.
- Recommendations should be consistent with past reviews when possible.
- At least 5 faculty recommendations

Exceptions to Recommendations:



- Anyone who will participate later in the process (e.g., chair, dean, chancellor).
- Anyone who has a personal relationship with the candidate.

The Chair's Summary

- Interprets the case for those outside the field.
- Addresses disagreements in the faculty recommendations.
- Consults the branch campus if needed.
- Makes a personal recommendation on promotion.
 - A recommendation that is inconsistent with the faculty should be explained.

The Dean's Summary (October – November?)

- The Dean consults his (her) Advisory Committee (and the Regional Campus Chancellor).
- The Dean makes a recommendation and interprets the case for those outside of the college.
 - A recommendation that is inconsistent with the department should be explained.

The Provost Considers the File (December – January?)



- Consults Vice Provosts
- May ask the Deans for additional information
- Can disagree with the prior decisions, but rarely does

If Promotion is Granted

- The candidate receives a letter and a 10% raise effective in the fall.
- The candidate is recognized at the Celebration of Excellence Banquet.



If Promotion is Denied

- Appeal to the Faculty Status Committee (FSC) within 30 days.
 - Inadequate consideration
 - Violations of academic freedom
 - Substantial procedural irregularities
 - Not: Merits of the case



Appeal to FSC

- A subcommittee investigates.
- FSC makes a recommendation to the President.
- The President accepts or rejects the recommendation.

Standards for Promotion



- Standards must be met in teaching, scholarship, and service.
 - Weight depends on job description
- Judgment of professors is important.

Faculty Manual

- "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.**" (p. 66)



Faculty Manual (continued)

- "Satisfaction of minimum criteria at the unit level is not sufficient to ensure promotion."
- "...some successful faculty members will complete their careers without being promoted to the rank of Professor." (p. 66)

Faculty Manual (continued)

- "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." (p. 66)

Faculty Manual (continued)

- "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." (p. 66)



Faculty Manual (continued)

- **"National, and preferably international, prominence must be demonstrated through some form of recognized achievement reviewed by appropriate professionals for promotion to Professor."** (p. 66)



Standards (continued)

- "Criteria for promotion to ... Professor are to be articulated and supplemented by criteria developed at the department, school, and/or college level to emphasize goals and objectives." (Faculty Manual, p. 65)



Standards (continued)



- Time in rank is not sufficient.
- Administrative service is not sufficient.
- National or international prominence is required.

Standards for Regents Professor

- Tenured full professor
- Served WSU for at least the preceding 7 years
- National or international prominence
- No more than 30.
- No more than 2 nominations per year per College

Promotion Myth 1

- Promotion is a right. I will be promoted if I do a reasonable job.

- "...some successful faculty members will complete their careers without being promoted to the rank of Professor."
(*Faculty Manual*, p. 66)



Promotion Myth 2

- Getting promoted is tough. Most faculty will never be full professors.

- Faculty are hired on the assumption that they will become full professors.
- 94% of candidates over the years 2000 - 2008 were promoted.
 - Some faculty members never stand for promotion.

Promotion Myth 3



- Only research and grant funding count.
 - Performance in teaching, scholarship, and service all count.
 - The exact factors and their weights vary by department.
 - Learn about your department.

Promotion Myth 4



- Being promoted to professor is a license to retire.
 - Regents professor
 - Professors can be fired.
 - Raises are based on performance.

Promotion Myth 5

- A majority "vote" leads to promotion.
 - Faculty recommendations are advice, not really votes.
 - Promotion is based on many factors (e.g., external letters, summaries of dean and chair).
 - A simple majority does not yield promotion.
 - Thoughtful recommendations carry more weight.
 - Some faculty recommendations count more than others.
 - Faculty members may write negative recommendations while "voting" positively. These recommendations are counted as negative.

Promotion Myth 6

- If one professor “votes” against me, I won’t be promoted.
 - Negative recommendations may not be decisive.
 - Many successful faculty members receive negative “votes”.



Promotion Myth 7

- If you’re well liked, you’ll be promoted; if not, you won’t.
 - Academics tolerate eccentric behavior.
 - You will not be promoted if your behavior interferes with the functioning of your unit.
 - Faculty members who are well-liked may have an easier time.

Promotion Myth 8



- I’ll be promoted if I have x papers.
 - Teaching and service count.
 - Quality counts.
 - Level of contribution counts.
 - Other factors contribute to scholarship (e.g., grant funding).

Promotion Myth 9

- If Professor X was promoted, I'll be promoted.
 - Cases are judged on their merits relative to standards, not in comparison to others.
 - You do not know everything about Professor X.
 - Standards change over time, etc.

Frequently Asked Questions

- Can a candidate withdraw his (her) case?
 - Candidates for promotion may withdraw at any time.



FAQs (continued)

- What should be in the context statement?
 - Explanations of any unusual challenges or opportunities



FAQs

■ Is early promotion permitted?

- "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." *Faculty Manual* (p. 66).

- Only with the Provost's prior approval



FAQs (continued)

■ Can excellence in one area mitigate lesser performance in another area?

- Yes, but no faculty member can omit one of the areas teaching, scholarship, and service.



FAQs (continued)

■ Can a candidate add to his (her) file after the file leaves the department?

- Only minor modifications are allowed (e.g., full citation of a paper listed as in press).
- If a submitted paper (grant) is accepted, the candidate can request reconsideration of the file by the department.

The End



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