

School of Molecular Biosciences  
Policy and Procedures  
Washington State University  
Last revised - by Faculty 23 September 2004

I. Objectives: The objectives of the School are to foster an environment conducive to the achievement of excellence in teaching at the undergraduate and graduate level and in research related to molecular biosciences. The term, "molecular biosciences," is a general reference to the fields of biochemistry, biophysics, cell biology, genetics and microbiology.

II. School Director:

A. Administration of the School shall be the responsibility of the Director.

B. Duties of the Director shall be those specified in the Faculty Manual of the University but include the fiscal operation of the School, assignment of teaching duties and space, and conducting annual reviews of all faculty members.

C. The Director shall be selected as specified in the Faculty Manual of the University.

D. Term of office of the Director shall normally be 4 years in compliance with the Faculty Manual. In the case of the first Director, a term of 3 years has been agreed on with the Dean of Science. In the event of extreme urgency, the Director may be removed. Procedures for the termination of office are outlined in the Faculty Manual.

III. Faculty:

A. Eligible faculty members of the School shall be determined in accordance with the Faculty Manual. The Director will annually supply a complete list of current eligible faculty members to each faculty member.

FTE tenured faculty	vote on all issues
FTE untenured tenure track faculty	vote on all issues except tenure and promotions
FTE nontenure track faculty	vote on all undergraduate and faculty issues except tenure and promotions
NonFTE nontenure track faculty	not eligible to attend faculty meetings unless participation is invited by Director and not eligible to vote
NonFTE associate graduate Faculty	vote on all graduate issues except tenure and promotion

B. Usual procedure for selection of new faculty in the School:

1. Establish job description and advertise nationally.
2. A Selection Committee and its Chairperson shall be appointed by the Director to recommend candidates for each position.
3. Final candidates must be interviewed and present a seminar.
4. The Selection Committee shall seek the advice of all faculty members prior to making their final recommendation to the Director.
5. The Director will define the conditions and expectations for a new faculty member and will provide him/her with copies of the School Policy and Procedures including procedures for evaluation of performance.
6. There maybe unusual circumstances such as spousal accommodations or unique opportunities when aspects of this procedure (such as national search) may be bypassed.

C. Evaluation of performance of faculty members:

1. Procedures for evaluating faculty performance shall be determined by the Director in consultation with the Advisory Committee, will be consistent with current College of Sciences policy, and will be communicated in writing to each member at the time of his/her appointment.
2. Individual faculty will be reviewed annually and evaluated for contributions to instruction, research, and service using a personalized distribution of percent effort among those three areas. Faculty members receiving the most meritorious evaluations must be excellent in all three areas.
3. Even after a faculty member has attained the rank of Professor, the Director will make an annual evaluation of performance using the guidelines adopted by the College and the University. It is expected that these senior members of the faculty will continue to set high standards.

D. Procedure for review and recommendation of faculty members to acquiring tenure or promotion:

1. The general guidelines for acquiring tenure and the guidelines for promotion are set forth in the University Faculty Manual and the School guidelines for evaluation of performance are Appendix I to this code.
2. The faculty member being considered for tenure is responsible for insuring that his/her dossier is complete and as informative as possible. The Director will provide advice in preparing the dossier and other documents.

3. A committee of tenured faculty appointed annually in the Spring by the Director will consider faculty members eligible for tenure and promotion. This committee will be called the Promotions and Tenure Committee, and will prepare a written evaluation of the faculty member. The Director usually will initiate the promotion and tenure process, although an individual faculty member may initiate a promotion request for consideration by the Promotion and Tenure Committee. The Director will annually review with the Promotion and Tenure Committee the status of all faculty who are eligible for promotion.

4. In relation to tenure decisions, the report from the Promotions and Tenure Committee relating to each faculty member considered will be available to tenured faculty in the School Office for their perusal prior to voting. The tenured faculty will vote to make a recommendation to grant or deny tenure to each faculty member being considered.

5. In relation to promotion, the report from the Promotions and Tenure Committee relating to each faculty member considered will be available to eligible faculty in the School Office for their perusal prior to voting. The eligible faculty will vote to make a recommendation in favor of or against promotion of the faculty member being considered.

6. The written recommendation of the Promotions and Tenure Committee, together with a tally of the vote of tenured or eligible faculty, will be transmitted to the Director who will write a review either approving of the faculty action or recommending reversal and will submit the package to the Dean.

E. Procedure and guidelines for appointment of non-tenure track, non-FTE (NTT-NFTE) faculty (e.g., research-assistant, -associate or -full professor.) It is recognized that appointment of senior postdoctoral fellows to non-tenure track, non-FTE faculty positions can be advantageous to the appointee and to the institution in that this appointment would allow for independent submission of grant proposals. Appointments to these titles recognize the independent professorial contributions of individuals within research programs and provide opportunities for career advancement within the research professorial track. Since this type of appointment carries with it a level of independence and the right to use some School resources, it also carries with it responsibilities to the School. Individuals may be asked to participate in teaching, committee work or in other School activities.

1. Candidates for the position of research assistant professor shall present a seminar to the School faculty. Following the seminar—and prior to applying for external funding—candidates must be approved by the Steering Committee based on the following criteria.

a. Ph.D. degree, or equivalent, and at least three years of postdoctoral experience

b. Support from a member of the School faculty. The facilities, equipment and space must be identified and come from that of the mentor. The School

will not provide additional space, facilities or support unless agreed upon in advance of the submission of a grant proposal. This support will include provision of the opportunity to meet criteria for promotion to research associate professor as outlined below.

c. The candidate's potential to contribute effectively to the research programs of the School and to successfully meet the criteria for promotion to research associate professor, generally achieved after five years in rank.

2. Candidates for promotion or appointment to research associate professor shall meet all requirements as outlined in the University Faculty Manual. In addition, the senior faculty of the School will review candidates with respect to the following criteria.

a. Development of independent research funding.

b. Evidence of independent research achievement.

c. Active participation in School seminars and in research-related administrative activities.

d. Participation in the teaching program of the School is encouraged.

3. Candidates for promotion or appointment to research professor should show continuing excellence in the criteria listed for promotion to research associate professor and should be recognized internationally as a leader in his/her field of specialization.

4. Salary requests on proposals must be approved by the Director and must be in line with FTE faculty at the same level. NTT-NFTE faculty will be reviewed annually as part of the regular, annual review process. The Director is responsible for these annual reviews. Any recommended salary increases will be based on these reviews and consultation with the mentor.

5. NTT-NFTE faculty and their mentors will be asked to sign a memorandum agreeing to the above conditions.

6. NTT-NFTE faculty cannot train SMB graduate students unless appointed as an Associate Graduate trainer of SMB.

F. Procedure for appointment of associate graduate faculty.

1. Faculty will vote on accepting an individual associate only after a meeting of the full faculty to discuss the candidacy of that associate. The meeting will allow for a thoughtful evaluation of the qualifications of any applicant for training of SMB graduate students. Acceptance as an associate will be based on the following criteria.

- a. An active, funded research program that can plausibly be relied upon as the source of continuing support for an SMB graduate student.
  - b. An essay from the prospective associate describing her/his philosophy of graduate student training.
  - c. A stated willingness to carry out collegial functions in the SMB graduate program.
  - d. Documentation that research by previously trained graduate students (if any) has been published.
2. Appointment will require a majority vote (by voice or ballot) of the FTE graduate faculty.
  3. Faculty who are not currently SMB associates may not recruit or supervise SMB students toward a degree until they have received associate faculty status.
  4. By accepting the appointment as associate graduate faculty members in SMB, the faculty member agrees to accept the conditions for graduate student support and training as outlined in this document. In addition, the student will be supported at least at the same level (salary) as is determined by SMB.
  5. There will be a biennial evaluation of Associate status by the Director.

#### IV. School Meetings:

- A. The Director shall call School faculty meetings as needed but at least once in the Fall and once in the Spring semester. All attempts will be made to provide a written agenda in advance.
- B. Other meetings may be called at the discretion of the Director or the Steering Committee.
- C. Efforts will be made to communicate items of interest to the faculty via E-mail.
- D. One graduate student elected by the graduate students active in the School (usually the head of the graduate student organization) will attend faculty meetings. The graduate student representative will not be present during sensitive discussions of salary, tenure, and promotions or other issues where faculty privacy must be assured.

#### V. Graduate Students:

- A. Recruiting
  1. The Graduate Recruiting Committee shall consist of members of the graduate faculty appointed by the Director.

2. The Graduate Recruiting Committee shall:

- a. Review all student applications and in conjunction with the Director decide the disposition of applications as to acceptance or rejection in a timely manner.
- b. Make recommendations to the Director and Graduate Affairs Committee regarding the financial support of graduate student for their first year.
- c. Develop and maintain recruiting materials as required.

B. A Student's Graduate Committee:

1. The initial selection, or subsequent changes, of a graduate student's committee shall be determined jointly by the student and the student's advisor with approval by the Associate Director of Graduate Studies.
2. The graduate committee of each student shall have a minimum of 3 members. If the advisor is an associate in one of the graduate programs, at least two members of the committee should be FTE members of the School.
3. The committee should meet at least annually to review and assist the research progress of the student. This review should be done prior to the annual faculty review of graduate students in the Spring (May).

C. Student Support and Review:

1. By accepting a student the School is making a commitment for the support of that student as long as they remain in good standing and satisfy School academic criteria for a period of up to five calendar years. No faculty member should accept the responsibility to serve as a Chair of a student's thesis work without having the good faith and intention of providing support for the duration of their graduate work. Students may be placed in TA positions after their first year; however, it will not be the policy of the School for students to spend all or even a major portion of their graduate career supported by a TA. To assure that graduate students complete their programs in a timely manner, they are strongly discouraged from accepting paid employment outside of the School.
2. The support of a student on a RA normally includes 3 months of summer support and payment of health insurance fees.
3. The performance of each student is reviewed annually in the Spring by the entire faculty and the students are informed about the outcome of this review by letter from the Director. Students may be terminated from the Program for poor classroom performance or for failure to meet School standards in research, seminars, or other types of exams.

4. All students at the Ph.D. level will be required to teach a minimum of 1 course for 1 semester. The teaching can be done while supported by a TA or RA and should be equivalent to at least the load of a 1/4 time TA given that the standard load is a 1/2 time TA.

D. Graduate Student Rotations:

1. First Year graduate students are required to do 3 eight week rotations with the fourth being optional. This allows students to start working in their lab of choice by the middle of the second semester. Any student who starts as an RA funded by a specific laboratory may request from the Graduate Affairs Committee a waiver of this requirement.

2. A maximum of 2 rotating students is permitted per lab per rotation period. The expectations of the faculty member and the student about the rotation period should be made clear up front. Expectations can range from simply attending lab meetings and having a presence in the lab to a defined project. Faculty should make an effort to provide each rotating student with a valuable experience from the student's perspective.

3. Under usual circumstances the first year students on TAs the first semester will be required to be on a TA the second semester.

VI. School Policy and Procedures:

A. The School Policy and Procedures document shall be reviewed every fifth year by the Steering Committee and annually by the Director.

B. Amendments to the code may originate from any eligible School member. All amendments shall require a majority vote of the eligible faculty members.

C. Appendices to the School code will outline procedures for development and evaluation of faculty, and other topics. A majority vote of eligible faculty is necessary for adoption or modification of an Appendix.

VII. Committee Organization

Standing Committees:

A. Steering Committee: To council the Director in administrative decisions, there shall be a Steering Committee. One member of the Committee, or a School secretary, shall record and distribute minutes of each meeting to the faculty and one copy shall be kept in the School Office.

1. The chairs of the standing School committees and the School Ombudsman will serve as members of the Steering Committee for the duration of their terms as committee chairs. The Director of the School will appoint additional faculty members to three year terms on the Steering Committee to establish a

complement of nine committee members. Ideally, these additional appointments will establish a balanced representation of faculty.

2. Members can be reappointed to consecutive terms. Examples of areas in which the Steering Committee shall assist the Director are:

- a. Review, develop and update long-range goals for the School and plans for their attainment. These ideas shall be presented at least once annually to a meeting of all faculty.
- b. Serve as a sounding board for new ideas, changes, etc., in academic or administrative issues.
- c. Provide guidance on administration of the School.

B. Recruiting Committee: Six members from the School are appointed for staggered 2 year renewable terms to serve on the Recruiting committee. The duties of the recruiting committee are to evaluate applications for graduate work, solicit input on applicants, aid in preparation of material for distribution to applicants, and, in conjunction with the Director, make offers to prospective graduate students.

C. Tenure and Promotions Committee: Six senior level faculty appointed annually who will initially review files for tenure and promotion and make recommendations for action to the faculty.

D. Graduate and Undergraduate Studies Committees: Both the graduate and the curriculum of studies committees will have a similar charge, i.e. To review the current subject matter in the 3 degree programs with the goal of eliminating redundancies, consolidating courses, and design a seamless curriculum with common courses leading to specialization in advanced courses. The graduate studies committee will also attempt to meld the various hurdles required by the degree programs so that the types of hurdles and their timing are similar but the content varies by degree programs. These committees will file for change of course listings to SMB. The associate directors for undergraduate studies and for graduate studies will chair these committees.

E. Ad hoc Committees: These committees will be assembled as needed by the Director for specific tasks not covered by the Standing committees.

APPENDICES  
Appendix 1  
GUIDELINES FOR PROMOTION IN THE SCHOOL OF  
MOLECULAR BIOSCIENCES

Philosophy

The general institutional philosophy relating to promotion is defined in the University Faculty Manual, and the School of Molecular Biosciences follows those principles. The Manual outlines, in general terms, scholarly activity in the areas of teaching, research, and service. Since there is a strong expectation of accomplishment in research within the School, and since the School has a well established and successful graduate program, scholarly activities relating to research tend to be predominant when considering guidelines for promotion. However, teaching at both the undergraduate and graduate levels also is considered to be very important. In most cases a balanced combination of teaching, research, and service activities is desirable. The requirements for promotion become progressively more stringent for advancement to the final level of Professor. Promotion from Assistant Professor to Associate Professor carries with it the belief, based on the performance to date, that the individual has the potential to eventually attain the rank of Professor. However, years in rank will not be sufficient to ensure promotion. A Professor is expected to have demonstrated scholarly leadership as evidenced by the attainment and demonstration of clear goals in his/her scholastic program; recent accomplishments as well as collective achievements are important as evidence of sustained professional growth. Another example of such evidence is interaction with more junior faculty to facilitate their professional development.

The following are examples of the types of evidence used when considering promotion from either Assistant to Associate Professor or Associate Professor to Professor.

1. Teaching

Promotion to Associate Professor. The individual must have demonstrated the ability to effectively present knowledge to students at the undergraduate and graduate level in a formal classroom setting, instruct graduate students in research techniques, and supervise graduate students.

Promotion to Professor. The individual must have provided evidence of continued excellence in teaching, such as innovation in courses, particularly at the graduate level. The individual must have documented ability such as supervision of the graduate program of doctoral students and postdoctoral research. Service on School, College, and University committees is desirable.

2. Research

Promotion to Associate Professor. The individual must have demonstrated the ability to direct a productive research program on a sustained basis and the potential for international leadership in research. Receipt of extramural funding as a Principal

Investigator, prompt publication of research results in refereed scientific journals, and the direction of student study and research are evidence of productive research, and indicate ability to function as an independent scholar.

Promotion to Professor. An individual must be recognized internationally as a leader in his/her field of specialization. Continued leadership of a group devoted to the pursuit of knowledge and continued receipt of extramural research support is essential.

### 3. Service

Service to the Division and University in the form of committee membership; service to State or Federal government or to the scientific community in the form of membership of Study Sections; reviewing of papers; organization of symposia or holding office in scientific societies; consulting; etc. These service-related activities tend to increase in importance and number of assignments as an individual proceeds to a higher rank. Willingness to accept various assignments will be taken into consideration as being a contribution to the School, the University, and the scientific community.