![Washington State University — Office of the Provost]

Collaborative on Academic Careers in Higher Education (COACHE)
2022 Survey Action Plan

WSU EVERETT

WSU SPOKANE

WSU PULLMAN

WSU TRI-CITIES

WSU VANCOUVER

WSU GLOBAL

🔴 CAMPUSES (6)	📍 COUNTY EXTENSION OFFICES (39)
🔍 RESEARCH & EXTENSION CENTERS (4)	▽📍 EXTENSION TRIBAL OFFICE (1)
⚛ RESEARCH UNITS & STATIONS (4)	⚡ EXTENSION ENERGY PROGRAM (1)
💼 SMALL BUSINESS DEV. CENTERS (24)	🔴 OTHER MAJOR PROGRAM LOCATIONS (BREMERTON, YAKIMA)

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The 2022 WSU COACHE faculty satisfaction survey highlighted the desire for more meaningful recognition and appreciation of faculty efforts through compensation, career advancement, professional development, and honorific recognition. This is consistent with our land-grant mission and institutional values that compel us to fully recognize the wide range of faculty contributions that make it possible to provide the highest service to the residents of Washington State and our national and global communities.

Traditional standards for promotion and performance reviews at research universities include high expectations that often focus on a narrow scope of activities and outcomes that are deemed significant for promotion (e.g., citation indices, grant dollars, etc.). This is not unique to WSU, and a narrow definition for what is impactful has a history dating back to the turn of the twentieth century. Nevertheless, traditionally less rewarded efforts (teaching, mentoring of students and faculty, committee work, administrative leadership, and institutional service) are also crucial to the success of the institution and are beneficial to faculty who engage more directly with activities that are captured by traditional metrics. Put another way, success as measured by traditional metrics for some faculty is viable only when the entire mission of WSU is being satisfied whether such effort is acknowledged or not. Furthermore, faculty who are heavily engaged in less-traditionally rewarded activities often feel compelled to simultaneously excel according to traditional metrics, which is a recipe for burnout, career dissatisfaction, disenfranchisement, and attrition.

It is also evident that under the broad umbrella of research activities, certain kinds of research (e.g., NIH or NSF funded) often receive greater recognition compared to other forms of research and creative activities that have societal impact; and the latter tends to be of greater interest to women faculty, to faculty from minoritized groups/communities, and to the communities that are involved with this work. This type of community-engaged scholarship is often much more time consuming than basic research, and it often does not result in traditional products of scholarship. Nevertheless, it is critical to our mission and values as an institution.

A central question is how we should we evaluate traditionally less rewarded but critically important contributions to the mission of WSU. At the national level, many R1 universities have engaged in revisions of faculty evaluation criteria that maintain high standards for promotion and tenure while extending these standards to include a broader range of faculty activities[1]. It is clear from WSU COACHE survey that WSU faculty are ready to see a similar change at WSU, as well as more guidance and models for how to account for the impact of a wider range of scholarly activities.

Recent significant additions to the WSU *Faculty Manual* include nine guiding principles that embrace transparency and inclusivity of faculty effort, and five operational principles (section III.C.4.a). An important mission of the Office of the Provost is ensuring successful application of these operational principles. In this respect, we propose to borrow from recent experience at Seattle University (Colette Taylor, fall 2023 VAuLTS Conference) and launch a Faculty Effort Initiative as a process to increase recognition of faculty efforts in the annual review, and promotion and tenure processes. This initiative is divided involves completing an inventory of faculty activities, and developing guidance for assessing the impact of activities that are considered mission critical. This will be followed by updating the Provost's guidelines for promotion and tenure, and helping colleges, departments, and schools update their guidelines and mentoring practices to be consistent with revisions to the *Faculty Manual*.

We will incorporate what is learned from this process to review and modernize the annual review process at WSU to ensure that the evaluative and constructive criteria are focused on (1) *growth* as demonstrated by increasing levels of accomplishment, responsibility, engagement, and/or leadership, (2) *coherence* as demonstrated by development of a particular expertise and a recognizable professional profile, and (3) *impact* as demonstrated by contributions to the advancement of a scholarly field, to development of curricula and programs at the departments, college, campus and university level, to individual students or student groups, to initiatives in research, scholarship, or creative activity, to

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[1]Ozer et al. 2023. Scan of Promising Efforts to Broaden Faculty Reward Systems to Support Societally-impactful Research.

opportunities for public engagement and policy influence, to administrative leadership, and to other defined areas of work beyond individual professional development[2].

The COACHE 2022 survey results also indicated a 7% decline in satisfaction for the level of research support since 2014. For many faculty, career satisfaction is a function of (1) faculty affairs (e.g., promotion and tenure, professional development, performance evaluation, faculty governance, etc.), (2) undergraduate and graduate education, and (3) research/scholarship and creative arts. From a holistic perspective, declining satisfaction in any of these areas will likely impact research satisfaction, and yet these elements have been historically siloed in different administrative units at WSU. Many ongoing and recent activities (click here) touch on these elements of faculty lives, but we pledge to strengthen and coordinate this triad of activities as a mechanism to improve faculty satisfaction purposefully and proactively at WSU. As of November 1, 2023, the administrative leads (Senior Vice Provost, Vice Provost for Graduate and Professional Education, and the Vice President for Research) report directly to the WSU System Provost and Executive Vice President. We expect this structural change will minimize siloed activities and present an increased and focused effort on coordination and collaboration.

Regardless, we fully acknowledge the significant decline in research satisfaction and commit to specific proposals by the end of July 2024 that will incorporate the findings from the Faculty Effort Initiative and the additional feedback from the 2024 COACHE faculty satisfaction survey. Additionally, we anticipate a new vice president for research will be recruited by the end of 2024.

BASED ON THE 2022 COACHE FACULTY SATISFACTION SURVEY, WE PROPOSE THE FOLLOWING ACTIVITIES:

1. FACULTY EFFORT INITIATIVE
Phase I –
Spring-Fall 2024 – Convene working groups to:
- Develop an inventory of faculty activities across the WSU system and assess models for documenting work effort and its impact across the inventory of faculty efforts. An example of this type of inventory was developed by Seattle University.
- Examine the value of continuing to employ *Academic Insight* for both the annual review process and the process of collecting data for institutional metrics vs. continuing to combine or separate these two processes using other tools and strategies. Propose changes to the annual review process to ensure congruence with the updated *Faculty Manual*, and to reflect recommended changes (if any) regarding inclusion of reporting via *Activity Insight*.

Phase II –
Spring-Fall 2025
- Revise the Provost's annual review guidelines to reflect recommended changes by August 15th and implement a communication plan to socialize changes and expectations under the revised guidelines. Issue updated annual review guidelines in December for the spring 2025 review period.
- Develop a formal process to ensure regular review of promotion and tenure guidelines at the unit and college level to ensure congruence with the *Faculty Manual* and with the annual review process.

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[2]Our current annual review process combines what is needed for individual faculty review with what is needed to generate higher-order metrics for colleges and the university. This process, however, does not serve either function well. For instance, for most faculty the effort to incorporate information into *Activity Insight* is viewed as a burdensome exercise, leading to incomplete and potentially inaccurate information, which defeats the purpose of using *Activity Insight* to gather institutional-level data. WSU is currently in the middle of a 5-year contract with *Activity Insight*. Consequently, this is an ideal time to revisit how we conduct annual reviews and how we gather institutional data. Should these efforts continue to be conjoined using *Activity Insight*, in which case what can be done to make this a more useful exercise at the faculty level? Should these efforts be separated, in which case what changes should we consider for the annual review process and what alternatives strategies can we employ to collect data for institutional assessment? This discussion will necessarily require input from multiple stakeholders across all of our colleges.

2. OTHER PLANNED ACTIVITIES FOR 2024

- The 2022 COACHE survey highlighted dissatisfaction with the process of transitioning from associate to professor rank. One challenge is that many units wait for faculty to request review for promotion, which forces the faculty member to drive the process and may lead to extended delays if they are hesitant to move forward or if they disproportionately invest time and effort in activities that won't be recognized as sufficiently impactful to advance their careers. Current annual review instructions state that intensive reviews should be conducted every four to six years for tenured faculty who are eligible for promotion. This practice is *strongly encouraged.* To limit the chances that faculty are unnecessarily delaying promotion opportunities, we propose to *require* an intensive review in the fourth year following promotion to associate rank. If a fourth-year intensive review is adopted in the future, we can also consider a modified process or instructions to heighten the focus on growth and deemphasize the evaluative nature of the review. The goal of this change is to ensure that faculty and their chairs/directors understand each other's goals and expectations and align these expectations so the faculty member will be well-positioned to seek promotion to professor within the following 1-3 years. Any change of this nature would require close collaboration with the Faculty Senate.
- Formulate a standing committee and web-based resources to help faculty better convey the impact of community engaged scholarship. The committee would (1) help faculty understand how to document impact, and (2) serve as an external review panel for evaluating the impact of community-engaged research for units that request assistance with such evaluations (example model from the University of Minnesota).
- Develop a workshop on how to write impactful nomination letters for faculty honorifics. This could take several formats including a "hack-a-thon" model whereby participants actively work on letters of nomination during the event. The goal of this effort is to train nominators how to effectively convey the impact of WSU nominations.
- Commit to specific proposals to advance the research enterprise at WSU by the end of July 2024.

3. OTHER INITIATIVES THAT WE WILL EXPLORE IN THE NEAR FUTURE INCLUDE

- Offer a career-track professional leave program.
- Offer ongoing financial incentives and support for faculty to engage with high performance learning methods such as student service learning.
- Work with Faculty Senate and HRS to conduct a system-wide review of practices and policies on staff hiring to identify concerns and propose solutions.
- Commit to continuing the COACHE faculty satisfaction surveys after 2024.
- Develop a philanthropically funded scholarship program to allow WSU employees to enroll in WSU Global courses.
- Appoint a system-level position for DEI leadership.

4. CURRENT & RECENTLY INITIATED ACTIVITIES RELATED TO COACHE DOMAINS

Note that this catalog of activities includes some efforts that are campus-based rather than systems-level. We recognize that this list is incomplete, but we are interested in growing a comprehensive inventory of activities that might otherwise escape the attention of interested faculty. Please send additional items to Doug Call, Senior Vice Provost (drcall@wsu.edu), and expect to see further development of this section.

Ongoing assessment activities

- Fall 2023 and Fall 2024, WSU participated in a COACHE Exit and Retention survey to gather feedback from faculty who separated from WSU, or who received a retention package. A final report will be developed in Spring 2025.
- During Spring 2024, WSU is participating in a COACHE satisfaction survey. Data from these surveys is crucial to driving discussions about improving faculty lives.
- HRS will continue conducting Faculty and Staff Employee Engagement surveys every other year (most recent in 2022).

Compensation (and retention)

- President Schulz has committed to keeping faculty compensation as a leading legislative state ask from WSU.
- WSU will continue the salary equity process when resources are available.
- Increase awareness of faculty friendly policies as summarized in FAQ sponsored by ADVANCE at WSU; additional information about modification of duties can be found at HRS.

Equity

- The Racism and Social Inequity in the Americas Cluster Hire Program was initiated in 2021 and has continued yearly through the 2023-24 academic year. The Provost is committed to continuing this program, recognizing that this program is resource dependent.
- WSU is preparing for the reclassification process for the Carnegie Classification for Community Engagement (original designation in 2008, renewed in 2015).
- WSU is a member of the 2023-24 cohort of the APLU-led Aspire Institutional Change Network.
- Continue to introduce and support application of Mindfulness-Based Anti-Racism training and inclusive hiring practices.

Recognition and honorifics

- The system WSU Showcase program which recognizes promotion and tenure and presents awards to faculty and staff system-wide will continue.

Mentoring

- Continue Mini grants for mentoring activities (ongoing since 2022).
- Provost Leadership Academy is an ongoing opportunity with cohorts of approximately 30 faculty annually.
- ADVANCE at WSU
  - STEM Peer mentoring program
  - Values-based Academic Leadership Trajectories for Women in STEM
  - University subscription to NCFDD
  - External mentor program
  - Additional leadership training, travel assistance, etc.

Teaching

- WSU Teaching Academy
  - TEACHxWSU conferences
  - Book Club
- Transformational Change Initiative
  - LIFT Faculty Fellows
  - Peer Observation and co-Mentoring Program
  - ELEVATE Conferences
  - PIT STOPS
- The Office of Assessment for Curricular Effectiveness (ACE) offers multiple services including mini grants for curriculum assessment.
- WORD Fellows program
- CVM Teaching academy (most events are open to all WSU faculty)
- Learning Innovations
- Core to Career program
- Equity Academy (Tri-Cities)
- BaCE Summer Pedagogy Academy (Vancouver)

Research

- New Faculty Seed Grant program (system wide)
- Community-Engaged Research seed grant program (Pullman only; launched in 2023).
- Raise awareness of opportunities for travel grant and seed grants, and provide guidance on grant-related topics during annual research week.
- Engaging with undergraduate research
  - Office of Undergraduate Research offers multiple services.
  - Research Opportunities Fair

- o [McNair Scholars Program](#)
- Support graduate students through the recently [updated policies and procedures](#) manual that streamline processes for students, faculty, and graduate programs in 2023. The Graduate School launched the inaugural [Graduate Diversity Assistantship Pathways Program](#) in 2023.

Service
- *Faculty Manual* language was recently updated to increase explicit recognition of academic service, governance and leadership as core missions of the university (section III.c.4, Review of Faculty, WSU *[Faculty Manual](#)*).

Promotion and tenure
- Continue raising awareness of promotion and tenure policies including townhalls for faculty at different ranks and tracks, providing P&T training for chairs and directors, and posting all unit-level [P&T docs](#) on the Provost's website.

Shared governance
- Faculty Senate has introduced a tool allowing faculty to [volunteer](#) service for faculty senate and presidential committees.
- Beginning in 2018, Faculty Senate has incorporated a constituent concerns forum, issues tracking table, and senate blog through the [senate website](#).
- Faculty Senate is currently piloting of new [course review page](#) to speed review process of new course approval and to encourage innovation.
- The Senate Executive Committee continues monthly meetings between the Faculty Senate Executive Committee, the Office of the President, and the Office of the Provost.
- The Faculty Affairs Committee will employ WSU the Equity Lens tool when developing or revising policies (See item [#2023.11.02_363_FAC](#) in the Faculty Senate meeting agenda from 2 Nov 2023).