

June 30, 2016

Regular Mail

Dr. Linda Chalker-Scott
9120 Matthews Ave. NE
Seattle, WA 98115

Dear Dr. Chalker-Scott:

I am writing in regards to the Investigation initiated by my letter dated December 15, 2015. A final investigation report was issued on March 25, 2016. Based upon the report, I find that the allegations of incompetence and neglect of duty are supported by the evidence provided by the requested investigation. My finding is that the allegations of incompetence and neglect of duty are further supported by information related to your annual performance report for 2015.

A significant change was made to your position and responsibilities in 2007-2008 that was reflected in a revised "Plan of Work" you submitted in May 2008 and which included four areas as follows:

1. *Outreach in research and synthesis (35% of your time);*
2. *Outreach in distribution of science-based information through informal education (e.g., social media) and organized seminars (42% of your time);*
3. *Scholarly Research in generating new science in urban horticulture and arboriculture for an academic audience, including scholarly presentations, grant writing, and graduate student advising (25% of your time); and*
4. *Service to the department, university, and profession (8% of your time).*

Because these percentages add up to 110% I presume that some natural overlap exists, such as between the two categories of outreach.

The allegations that I find supported by the investigation are as follows:

1. *You lack an adequately developed applied research program.*

To meet expectations for applied research, department-based Extension faculty must seek and obtain adequate extramural funding to support a significant Extension program, and the extramural funding should expand the scope and effectiveness of their program delivery. According to the CAHNRS document "Professional Expectations for Department-Based Extension Faculty," evaluation of the applied

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research portion of your Plan of Work is as follows:

- a. Develop a high quality applied research program;
- b. Use the applied research program to inform and guide the educational process of your Extension program;
- c. Be engaged actively in graduate education, including serving as major advisor to graduate students.

You have failed to meet at least two, and at times all three, of the expectations for developing an applied research program for department-based Extension faculty, which comprises 25% of your responsibilities and is related to scholarly research and graduate student advising: 1) little applied research has been conducted and/or has been successfully published; 2) scholarly products resulting from your applied research are lacking completely in some years relevant to this investigation; and 3) concerns have been supported in the investigation regarding the poor quality of your graduate student mentoring, including inadequate oversight of the students' programs (in particular their research projects) and lack of ability to facilitate successful publication of students' research.

I note that in 2015 you showed some improvement in publication of your applied research, with some publications in appropriate peer-reviewed outlets. I further note that you served as primary advisor for 3 MS in Agriculture students. Additional sustained improvement is required to meet expectations for applied research.

2. *You have repeatedly failed to obtain adequate grant funding which has impeded your research activity.*

Your evaluation criteria specify that you "must seek and obtain extramural funding support." This requirement corresponds to the 25% of your duties related to scholarly research, as well as to the 35% level of responsibility for performing outreach in research and synthesis, because you are expected to secure funding to support and assess these activities. You received no funding from 2007 to 2012, and a majority of the funding acquired since that time was internal funding from within WSU.

I note that in 2015 you received a contract for \$4662 and served as a co-PI on an internally funded EIR grant (\$68,395). Based on this performance and the evidence contained in the investigation report, such as in Exhibits 12, 15, 26, and 30, your level of extramural support is unsatisfactory when compared to departmental standards.

3. *You have failed to assess and to document the outcomes and impacts of your*

program especially by publishing a reasonable number of peer-reviewed articles.

You have been encouraged repeatedly in annual reviews and mid-year reviews to prioritize your time and effort at generating a sustained flow of peer-reviewed journal articles and extramural support pursuant to your 25% research appointment and 35% outreach appointment. You continue to demonstrate a lack of capacity or willingness to address this prioritization of time and effort towards peer-reviewed journal publications, even after admitting that "time management is the greatest limitation to completing these manuscripts." The review of publications listed on your vita revealed that publications have remained in preparation or in press for long periods of time and that agreed-upon publication targets have not been met. Moreover, your peer-reviewed literature review publications that are literature review papers do not constitute original applied research that generates novel information to your area of responsibility.

In 2015 you published one verified, peer-reviewed article, in *Arboriculture and Urban Forestry*, and 4 fact sheets. This represents some improvement in this area of responsibility, which corresponds to the 25% scholarship and 35% outreach, but this and your small extramural contract are not sufficient to fulfill on a sustained basis what amounts to a majority of your appointed responsibilities as outlined in your Plan of Work. It is important for you to understand that your other publications, such as your book, do not pertain to this required area of responsibility, and grants internal to the University do not satisfy the requirements of these job duties.

- 4. You failed to execute an applied research program funded by CAHNRS and Extension.*

You demonstrated neglect of duty of your 25% research appointment in your failure to provide adequate oversight of an applied research project that was funded by CAHNRS and Extension in an attempt to help you get an applied research program established. Moreover, although you have stated for the past two to three years that you would replace the trees that died as result of this failed project, you have not yet done so and have not met relevant stated goals agreed upon in your annual reviews. In addition, you provided no impact documentation in 2015 for the Gardening Team report, required elements for your 35% outreach responsibilities, and no individual WORQS report describing impacts was submitted.

- 5. You have attendance issues which impede your ability to complete reasonable goals, impact job performance, and contribute to the consistent problems relating to team building and collaboration. Attendance issues go as far back as 2009.*

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As a result of concerns about your very limited presence at the WSU Puyallup REC, your primary location of work for WSU, and the possible ramifications this was having on your ability to build effective collaborations with other faculty at the Center, you were asked and agreed to sign a document on August 11, 2009, that you would spend, on average, 3 days/week in residence at the WSU Puyallup REC. Interim Dean Ron Mittelhammer modified the "Time at Work" policy as requested by you, trusting that you would use the relaxed rule responsibly. A physical presence at the location of hire is necessary to facilitate effective collaborations with you at the primary location of hire, and for accessibility to clientele. The investigation report indicates that you have been present at your primary location of hire far less than the average time at work requested and agreed upon by you in 2009, with some improvement noted in 2014 and 2015, but with concerns still expressed by Dr.s Koenig and Poovaiah regarding your limited presence and engagement at your hiring location for collaborative activities and accessibility to clientele. This lack of presence at the Center appears to have affected your capacity to do applied research effectively, as documented in several exhibits and Interviews with respect to the tree establishment study in which 80% of the trees died. Your dissent to your annual reviews indicates a lack of willingness to address priority areas of WSU along with a repeated tone of combativeness and defiance. Interim Dean Mittelhammer's responses to your dissenting statements have been detailed and justify clearly the statements and scores based on appropriate procedures, with reference to relevant sections of the Faculty Manual. Your lack of attendance relates to the 8% of your appointment corresponding to service, but also affects your ability to engage in collaborative projects. Your unwillingness to take direction from your supervisors has contributed to your repeated neglect of duty.

I understand from the investigation report that your attendance and citizenship at the REC improved this past year, and that you actively participated on several important committees at the REC. The investigation report also indicates that you communicated with colleagues by Email. It appears that Email correspondence is insufficient means for you to accomplish the outcomes consistent with satisfactory performance of your outreach, scholarship, and service duties because related performance goals are not being met. It is important that your participation and collaboration continue to improve and that these collaborations translate into demonstrated effectiveness in program leadership and extramurally funded applied research.

Overall, I note that these charges relate to portions of your appointment other than the 42% that comprises your level of responsibility for outreach in distribution of science-based information through informal education. Your outreach work in distribution of science-based information excels, as evidenced by outputs such as your book, your online module, your social media following, and your Western Regional NACAA award. You have established a strong national and international reputation in this aspect of your work. It is important to understand, however, that these aspects of your job comprise less than 50% of your agreed-upon responsibilities, and it is essential for you to contribute satisfactorily in all aspects of your required duties.

You need to achieve tangible outcomes that document sustained contributions and impacts in all areas of responsibility. Based on the violations documented by this investigation report and as summarized above, I find you have acted in violation of the Faculty Manual II.F.3. I therefore intend to require the following in order to facilitate and demonstrate achievement of your job duties, as follows, with reference to the matrix for Department-Based Extension Specialists in the College of Agricultural, Human and Natural Resource Sciences and your specific job duties identified in your May 2008 Work Plan:

- Area 1: Program planning:
 - a. You will develop a plan to be approved by Drs. Poovaiah, Stark and Koenig¹ by September 1, 2016, that identify specific outcomes that will document satisfactory progress towards implementing, achieving stated goals and assessing the impact of your extension program.
 - b. You will report on your progress via the WSU online faculty reporting system for 2016, to be submitted by a deadline consistent with other faculty in your unit and to be set by your supervisors.
- Area 2: Team leadership and collaboration:
 - a. You will develop a plan to be approved by Drs. Poovaiah, Stark and Koenig by September 1, 2016, that identifies specific outcomes that will document satisfactory leadership in convening and guiding a coordinated outreach program in environmental horticulture that fully utilizes the state-wide network of Extension faculty.

¹ References to Poovaiah, Stark and Koenig should be interpreted to refer to their successors in the case of organizational restructuring or reassignment of supervisory personnel to whom you report.

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- b. You will perform your duties in residence at the WSU Puyallup REC unless travel or working from another site has been approved in advance by Drs. Poovaiah, Stark or Koenig.
- Area 3: Program delivery:
 - a. You will develop a plan to be approved by Drs. Poovaiah, Stark and Koenig by September 1, 2016, that identifies specific outcomes that will document satisfactory utilization effective and progressive methods and technology to reach target audiences.
- Area 4: Extramural support:
 - a. You will develop a work plan to be approved by Drs. Poovaiah, Stark and Koenig by September 1, 2016, that identifies specific outcomes for 2016 and for each of the following four years that will document satisfactory pursuit and achievement of a sustained extramural funding mechanism for your applied research and Extension programming.
 - b. You will submit at least one proposal for extramurally funding through experiment.com or another funding source to be approved in advance by Drs. Pooviah, Stark, and Koenig, to be submitted by December 31, 2016.
 - c. You will successfully secure extramural funding by May 1, 2017, that equates to at least \$50,000 to \$75,000 for the following year (June 2017-May 2018).
 - d. You will successfully secure additional extramural funding by December 31, 2017, and continuing thereafter, that equates to at least \$50,000 to \$75,000 per year. Funding for each calendar year must be in place by December 31 of the previous year.
- Area 5: Applied research.
 - a. You will design and implement an experiment in an appropriate subject matter area to be approved in advance by Drs. Poovaiah, Stark, and Koenig, which will generate original data by a date approved by your supervisors.
 - b. You will submit at least one manuscript for peer review annually based on original data.
 - c. You will publish at least one article annually based on original data.
 - d. You will replace the trees that died as a result of your failed 2011 experiment by October 1, 2016, which you had agreed to complete during 2014. You are responsible for funding, obtaining, and properly planting appropriate trees.
- Area 6: Serve as major advisor for graduate students.
 - a. You will serve as major advisor for at least 2 graduate students per year.

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- b. You will develop a work plan to be approved by Drs. Poovaiah, Stark and Koenig by September 1, 2016, that identifies specific outcomes for 2016 and for each of the following four years that will document satisfactory supervision of graduate students.
- c. You will develop a work plan to be approved by Drs. Poovaiah, Stark and Koenig by September 1, 2016, that identifies specific outcomes for 2016 and for each of the following four years that will document satisfactory acquisition of extramural funding that supports graduate students.
- Area 7: Scholarship.
 - a. You will publish at least 1 peer-reviewed journal article per year that presents original scholarship based on new data you have collected.
 - b. You will publish at least 2 peer-reviewed Extension publications per year;
 - c. You will produce other creative products that convey information and knowledge to external audiences or the general public. These must be approved in advance by your supervisors.

You have the option of accepting or rejecting this informal discipline and must do so within ten (10) days of receipt of this letter. Please reply to me at the above address. If you accept the discipline, the complainant and relevant administrators will be informed, and the discipline will proceed. If you reject the censure, all information shall be turned over to the President for a final decision on the matter pursuant to II.F.9 of the Faculty Manual.

As noted above, please reply to me within ten (10) days of receipt of this letter whether you accept or reject this censure.

Sincerely,



Erica Weintraub Austin
Vice Provost for Academic Affairs

cc: R. Mittelhammer, Dean, CAHNRS