

**New Mexico State University**  
**Department of Journalism and Mass Communications**

Functions and Criteria Statement  
Pertaining to Faculty Evaluations, Promotion, and Tenure

Please note: according to policy 5.90.5.4 in the NMSU Tenure and Promotion Policy that university policies regarding promotion and tenure supersede department and college policies.

**Purpose of Document**

The purposes of this document are: 1) to provide a framework for annual evaluations; and 2) to address the criteria for promotion and tenure as stated in Section 5.90.4 of the Promotion and Tenure Policy.

**Definitions and General Procedures**

The “faculty” shall be defined as “all full-time members, both tenure track and tenured as well as College instructors in the department.” In the case of full-time College Faculty, their careers are not tenure-track and their duties shall be primarily in the areas of teaching and advising, but may also include service, extension, outreach, creative activity, or a relative mix of these duties, as outlined in the College of Arts and Sciences Promotion and Tenure Guidelines. Adjunct instructors are not subject to the procedures discussed in this document.

The department shall make all major policy decisions, including those related to the Functions and Criteria Statement, by a majority vote of the faculty at regularly scheduled faculty meetings. All policies so promulgated shall be consistent with university and College policy and procedures as set out in the NMSU Policies Manual, Chapter 5. In some cases, ad hoc committees may be formed to explore particular issues; these ad hoc committees shall, however, be only advisory in nature to the full faculty.

The department views itself as a whole composed of individuals who have varying backgrounds, as well as diverse professional and academic preparation, strengths and interests. While all faculty members are expected to contribute in a meaningful way to the department’s scholarship/creative mission (and must do so for attainment of tenure and promotion), the department recognizes that each faculty member has her/his own style and interests. All faculty will pursue excellence in teaching as the largest percentage of annual effort, then dedicate a percentage of effort to service and/or outreach activities. An exception will be made for those faculty who began their careers before 2009, These faculty will be able to choose whether they will be guided by the previously accepted (2003, or 2009) F&CS or this current document. It is the sum of the faculty member’s activities and contributions that shall be weighed for annual performance review as well as for tenure and promotion.

The department head shall provide a copy of this document to all faculty when

they are hired. Once approved by the dean of the College, this document becomes effective until changes are made at any later date and approved by a vote of the faculty.

### **Criteria for Evaluation**

The four criteria for evaluation and promotion/tenure are teaching, research and/or creative activity, service (both professional and university), and outreach. This document will describe and discuss each of these in detail.

**NOTE: The percent may vary according to the yearly allocation of effort statement. Junior faculty, however, are generally expected to follow the proportions outlined below but may negotiate different proportions with the department head. Whenever a junior faculty member does this they are encouraged to discuss these changes with the P&T Committee Chair. An example of a different percentage may be for a senior faculty member who wishes to have a 4 course load instead of 3 with research.**

#### **Teaching:**

The primary function of the department and its faculty is to teach and to advise students properly in their academic careers. Faculty members are expected to provide a positive learning experience in the classroom. A major goal of the department is to ensure that students' educational needs are met through the offering of appropriate courses on a reasonable rotating basis. Faculty are normally assigned a 12-credit-hour load, but receive one-course release time to perform research and/or creative activity. Faculty whose performance is deemed deficient in research and/or creative activity may, at the discretion of the department head and the dean, be assigned a four-course teaching load.

Advising students is also a major function of faculty members. The department requires all of its majors to be advised every fall and spring semester. Without a faculty signature, students may not register. Faculty are expected to be aware of the various requirements of the department, college and university and be reasonably available to students during the advising periods. While the student is primarily responsible for taking the correct courses in the right sequence, the faculty member is expected to provide meaningful and correct advice.

#### **Norms to explain the culture of the department:**

The department's course offerings will be based on the curricular needs of students and expertise of available faculty, rather than the scheduling preferences of faculty members. Required (core) courses within the department shall be given first preference in scheduling. The department head shall consult with faculty as necessary to determine which courses shall be offered in a given semester, taking into account student flow through the curriculum.

Faculty may reasonably expect that their assigned course load will normally be divided between lower-and upper-division classes. Lower division may also include Common Core (general education) courses.

Summer teaching shall be made available to faculty on a rotation basis, recognizing the following factors: available university and college resources; contractual promise to a newly hired faculty member; student needs; and faculty preferences.

Faculty members are expected to meet their assigned classes as scheduled and to notify the department head, in writing (e-mail), when they are unable to meet any class meeting, for reasons of health, professional travel, or other justifiable reasons.

Additionally, faculty are expected to make themselves available on a reasonable basis to students, through the scheduling of a minimum of three office hours per week during any teaching semester. These hours of availability shall be posted on the faculty member's office door and presented to the department's office staff at the beginning of each semester.

**Evaluation of Teaching:** There are three areas for evaluation of teaching with the focus being on the use of teaching evaluations to guide faculty in improving their teaching.

**1. Student evaluations** of courses (this will account for 40% of evaluation of faculty):

Course evaluations will be conducted for every course taught in the department; forms designed by the College of Arts and Sciences, and subject to additions by the department, will be completed by students at a point as close to the end of the semester as is possible. It is the responsibility of the faculty member to arrange with the department office to schedule the course evaluation visit (during the designated evaluation period) through the main office. Under no circumstance shall the faculty member being evaluated be present in the classroom during the evaluation, and the faculty member shall not distribute or collect the forms. Results of course evaluations will be tabulated and distributed to faculty in a timely fashion. To protect student anonymity, all handwritten comments by students will be typed by the office staff. Faculty members will not have access to the handwritten comments, only to the re-typed version.

There must be a minimum of **60%** student participation in order for the **teaching evaluation** method to be counted as valid and reliable.

**2.** Another method for assessing teaching effectiveness is reflections on teaching evaluations such that faculty will be required to read evaluations and offer explanations and/or suggestions to improve their own teaching based on student suggestions (these reflections we will consider to account for 30% of evaluation of the faculty member's teaching). So, for example, if a faculty member feels that students rated him/her harshly because of challenging assignments the faculty member should communicate this in his/her yearly self-appraisal.

3. A third method for assessing teaching effectiveness is the adoption of innovations to improve teaching and/or attending programs like those offered at the Teaching Academy (this will account for 30% of the evaluation of the faculty member's teaching). These efforts demonstrate a culture of learning in our department such that we seek to learn as we teach, thus being better educators of our students. Innovations can include using new materials, texts, new courses, equipment, etc. and improvement of teaching could include going to the Teaching Academy for classes, incorporating a learning management system such as Canvas or Blackboard, etc.

Students not present in class at the time of the evaluation may not complete an evaluation form at a later time. Student evaluations are used by faculty to document the quality and originality of their teaching, both for purposes of annual review and for promotion and tenure. Results of these evaluations will be used by the department head in evaluating individual faculty's teaching, and the evaluations will be made available to the department's tenure and promotion committee.

To supplement student evaluation of teaching, instructors in the department seeking peer evaluation of teaching performance may request such visits on an informal basis. The evaluations and assessments by visiting faculty members will be turned over *only* to the requesting faculty member and shall remain confidential between the requesting and visiting faculty members. Peer visits may be used for purposes of tenure and promotion or annual review, only if the faculty member being evaluated chooses to use the peer evaluation in this way. Teaching evaluations done by a body external to the department, such as the NMSU Teaching Academy, may be considered as evidence of teaching improvement but **not for evaluation purposes**.

Also contributing to the teaching category can be documentation submitted by the faculty member with the annual performance report for the following:

- Evidence of effective course planning, as illustrated by comprehensive, well-planned syllabi.
- Experimentation with new and innovative teaching methods, such as developing a new course, including a distance education course or graduate level course at the JOUR 450 level or higher.
- The supervision of honors theses or membership on graduate committees.
- Special teaching activities: such as independent study courses.

Instructors in the department wishing to have their teaching performance assessed by colleagues may request such a visit on an **informal basis**. The evaluations and assessments by visiting faculty members will be turned over **only** to the requesting faculty member and shall remain confidential between the requesting and visiting faculty members, except when the requesting faculty member chooses to include such assessments as part of their annual evaluation or tenure and promotion review.

In the annual goals and objectives statement, the faculty member will set her or

his annual Teaching percentage in consultation with the department head, normally not less than 50-55%. The percentage of teaching will be considered in determining the number of courses assigned.

### **Research and Creative Activity:**

The department considers faculty member's research and creative activities are vital components of every faculty member's performance and evaluation. Faculty must engage in a variety of activities that are classified under this heading. This includes, but is not limited to, scholarly articles in peer-reviewed journals, writing a scholarly book, monograph, invited or peer-reviewed book chapters, publication in conference proceedings, presentation of research at professional meetings. Also, creative activities shall be accorded the same weight as would be a research activities.

As a general guideline, a faculty member applying for tenure shall have, at minimum, an average of one significant peer-reviewed publication per year, or in the case of creative activity, one significant exhibition or creative publication per year, for his/her probationary period. This above guideline is a minimum only.

In evaluating a particular piece of work, the department head and the promotion and tenure committee shall consider the nature of the effort, the forum where the work is presented (international, national, regional or local?), and the peer reviewed status of the forum (is it juried or peer reviewed, or not?).

These lists are not intended to be exclusive or exhaustive, but rather to help establish a comparative scale and guideline for the department head and the promotion and tenure committee to consider when faculty members are evaluated. Faculty who do both traditional research and also participate in creative activity in an academic review year will be allowed to do so, but the metric rankings below are recommended as guidelines.

For research:

1. Sole author, peer-reviewed scholarly book published by a prestigious or academic press.
2. Sole author, international or national, refereed article.
3. Sole author, monograph.
4. Co-authored, national, refereed journal article (when **co-authored**, first author will get more credit than as a second author).
5. Co-authored, monograph (when **co-authored**, first author will get more credit than as a second author).
6. Sole author, regional refereed journal article.
7. National refereed convention paper.
8. Regional refereed convention paper.
9. Co-authored regional refereed journal article (when **co-authored**, first author will get more credit than as a second author).

10. Author of invited chapter in book.
11. Editor of book of scholarly readings.
12. Publication in a non-refereed journal.
13. Presentation of research at non-refereed academic meeting.
14. Development of encyclopedic entries.
15. Presentation of research at a mass communications professional meeting.
16. Book review in a national refereed journal.
17. Book review in a regional refereed journal.

For creative activities:

1. Author of fiction or non-fiction work (a book).
2. Co-author of fiction or non-fiction work (a book).
3. Editor of fiction or non-fiction work (a book).
4. Author of a book of pictorial images.
5. Editor of a book of pictorial images.
6. Co-author of a book of pictorial images.
7. Sole photographer at peer-reviewed international exhibit.
8. Sole photographer at peer-reviewed national exhibit.
9. Sole photographer at peer-reviewed regional exhibit.
10. Article or pictures published in national magazine.
11. Video or film documentary peer-reviewed or winning an award at a national level.
12. Video/ film documentary peer-reviewed or winning an award at a regional level.
13. Web publication peer-reviewed or winning an award at a national level.
14. Web publication peer-reviewed or winning an award at a regional level.
15. Article or pictures published in any local, regional or national newspaper.
16. Local exhibition of creative work.
17. Article in a non-refereed regional magazine.
18. Editor of a mass communication newsletter.
19. Activities such as articles & pictures published in journalism trade publications.
20. Freelance articles or pictures published unrelated to journalism & mass media.

(Note that in evaluating any faculty member's work, the department chair and promotion and tenure committee shall also take into account the work itself, and their assessment of the quality. No list is perfect, and, for the comparative value of the work and the publishing entity shall also be taken into account.)

### **Scholarship:**

The four criteria for evaluation of scholarship for the purpose of determining promotion/tenure are the four areas: Teaching, Application, Discovery, and Integration.

This document will describe and discuss each of these in detail as they represent an evolution from the traditional category labeled “research and creative activity” in the previous F&CS. Each faculty member, after consultation with the department head, will commit in writing through the goals and objectives statement the proportion of each category in which the individual faculty member intends to engage. It is understood that faculty members may emphasize one category more than another and that it is possible for a faculty member to allocate 0 (zero) percent to some. Because this department is primarily a teaching department, the percentage of effort devoted to scholarship will normally be between 20% and 40% (with at least 50-55% devoted to teaching and 10% devoted to service). NOTE: these are negotiated percentages and the percentages offered here are guidelines.

As a general guideline, a faculty member applying for tenure and promotion shall have made significant contributions to the department, the university, and the field in proportion to the percentages of the Scholarship categories during her or his probationary period. This is further explained as follows:

- With Scholarship of Teaching, faculty should produce innovations in teaching or in pedagogical research. The proof of teaching scholarship, as opposed to excellence in teaching (covered in the Teaching category), will be in the presence of peer evaluation such as publication in journals or other forms of evidence created through scholarship.
- With Scholarship of Application, the faculty member must show a record of books, articles, broadcast productions, exhibits, and other professional product at a level in accord with the percentage devoted to that effort, generally no less than one published credit per year. Those works reviewed by journal editorial boards or other professional arbiters will gain greater credit than those works produced with less oversight from the field of journalism and mass communications.
- With Scholarship of Discovery, the faculty member will publish in peer-reviewed journals and make conference presentations at the national or regional level.
- With Scholarship of Integration, the faculty member will make significant contributions to the development of the department, to the mission of the College and the university, and to the field with a minimum of one major committee assignment, professional meeting attendance, administrative assignment, or major academic project, club sponsorship, etc. dependent upon the percentage devoted to that effort. Peer review and/or publication shall be the verification of this activity.

The criteria listed above serve as a general guideline. Individual achievements will vary in accord with the percentage formulae as agreed to in writing by the department. Each year, tenure-track faculty will schedule a goals meeting with the department head wherein percentages and specific goals will be presented by the faculty member for approval.

**Scholarship of Teaching:** As stated in the section on Teaching, special consideration for meritorious teaching may be given to faculty who bring forth significant teaching innovation during an academic year; who develop and implement new courses or new teaching methods; or who receive a significant teaching award, such as one awarded by the university. This recognition should be based upon peer evaluation in order to apply to this category of scholarship; otherwise it will be considered under Teaching.

**Scholarship of Application:** The scholarship of application describes the faculty member's contribution to the profession and to the application of teaching to her or his professional enhancement, differing from discovery scholarship in its venues and the manner of its peer review. In the field of journalism and mass communications, professional articles are often accepted after an editorial review that is different from peer-reviewed journal articles in an academic setting. By its very nature, a faculty in journalism is likely to be diverse in its activities. With this in mind, it is understood that in the area of application scholarship, not all work is peer reviewed. Often, publication of an article, a creative project (e.g. photographic exhibits, web exhibits, audio, video, and film production) is by invitation only or acceptance by an editorial board, producer, or committee. Equal weight shall be given to this form of publication as that given to a peer-reviewed research publication in the Scholarship of Discovery category in accord with the effort and extent of the activity. Faculty members who pursue the scholarship of application will be evaluated based upon the following achievements:

- Published articles and photographs in books, magazines, trade journals, and other publications to include on line contributions to sites supervised by editors, editorial boards, or review panels.
- Radio, television or alternative media broadcast news, public affairs, documentary or other professional productions where the faculty member is the writer, producer, director, and/or presenter of the program.
- Photographic exhibits by invitation or through competitive review.
- Publication of textbooks in the field, scholarly books, or other related publications.
- Applied research to benefit the profession and published with or without peer review.
- Other professional contributions requiring research, writing, editing, image creation that is subject to professional review and distribution.
- Presentation of academic research or professional work at conferences, symposia, and colloquia.

In evaluating a particular piece of work, the department head shall consider the nature of the effort and its relationship to the discipline. For peer-reviewed academic papers, consideration will be given to the forum where the work is presented (is it international, national, regional or local?) and the peer reviewed status of the forum (is it juried or peer reviewed, or not?) Concerning published articles and paper presentations, the emphasis on peer-reviewed or juried work may be more appropriate to original research in the category of the Scholarship of Discovery, where more weight shall be given to work that has been refereed by peers than to work that has been either invited or submitted without a jury process. The Scholarship of Application category is designed to recognize professional efforts within the field of journalism and mass communications where work is often accepted by an editor, editorial panel, and producer or news director. Faculty who contribute under this category will be evaluated in accord with the effort, complexity, and value of their published, broadcast, or exhibited contributions.



Faculty whose efforts are reprinted in another publication shall receive credit only for the original publication, unless the reprinted version required significant editing and change. It is the full responsibility of the faculty member to report to the department head annually in the performance report the nature of their activity in this category and to clearly delineate the nature of the work and of the forum where it appeared. Faculty should also report and be credited for special awards or recognition their research or creative activity might garner.

Faculty may choose to participate in this category, by agreement with the department head up to, but not more than the percentage allocated to the teaching category, but if the faculty member chooses to emphasize other categories, this category could be zero (0) percent of the annual effort.

**Scholarship of Discovery:** Faculty may choose to participate in the traditional areas of basic research, applied research for peer review, presentation at professional gatherings, and publication in appropriate academic journals. Faculty who make this category part of their annual productivity will be evaluated on the basis of presentations and publications for international, national, and regional forums. It is also understood that there exists a hierarchy of weight given to such publications, and faculty will be evaluated with that hierarchy in mind:

- Scholarly books, peer-reviewed with sole authorship.
- Scholarly books as above with multiple authorship.
- Peer-reviewed and accepted presentations and publications in international or national forums and journals, including on line journals, both sole-authored, and group authored.
- Peer-reviewed and accepted regional or local presentations and publications.
- Peer-reviewed and accepted photographic or related exhibits, with sole exhibitor events evaluated at the higher level.

Faculty whose research is reprinted in another publication shall receive credit only for the original publication, unless the reprinted version required significant editing and change. Faculty should also report and be credited for special awards or recognition their research or creative activity might garner.

It is the full responsibility of the faculty member to report to the department head annually in the performance report the nature and extent of their research and/or creative activity, and to clearly delineate the nature of the work and of the forum.

**Scholarship of Integration:** While the scholarship of integration is defined as making connections across the disciplines, placing the specialties in larger context, and illuminating data in a revealing way, it is also possible to place the scholar in the context of the academy, encouraging interaction and support of the mission of the College and the university; thus, it can be seen as related to the term “professional service” in earlier iterations of the Functions and Criteria Statement. While professional service is included in a separate category, wherever that service produces results that result in publication or peer review, it may be considered under the category

of Scholarship as well as that of service.

### **Professional Activity:**

It is imperative the **professional component** of journalism is recognized and rewarded to faculty members who have previously practiced in the media before earning advance degrees. By its very nature, a faculty member in journalism is likely to be diverse not only in his / her research and creative activity, but also in **Professional Service**. Professional service will be negotiated with the department head and described in the annual goals and objectives statement of the faculty member.

Professional activity shall be divided into two areas for the purpose of performance evaluations and promotion/tenure; Service and Outreach.

**Service:** All tenure track faculty will offer professional service to the Department, the College, the University, and to the profession of journalism and mass communications. Service will be negotiated with the department head and described in the annual goals and objectives statement of the faculty member. Normally, the percentage of service will occupy no less than 10% of the faculty member's duties. Some of the possible service applications include, but are not limited to, the following:

- **Departmental:** Chairing a departmental committee; serving as a department liaison to other campus units; advising a student organization; coordinating a departmental activity. Supervising or advising departmental publications staffs, advising or supervising radio and television broadcasting activities, and/or working with advertising and public relations competitions and related activities all are considered important contributions to departmental success. All faculty are expected to attend departmental meetings and to participate in departmental governance. Serving on or chairing the Promotion and Tenure Committee will make a major contribution to the department.
- **College:** Chairing a college committee, serving on a college committee, serving as an outside member on another department's tenure and promotion committee, all constitute service for promotion and tenure purposes.
- **University:** Chairing a university committee, serving on a university committee, serving in faculty senate; organizing activities on a campus-wide level.
- **Professional:** Officer in a professional organization related to the discipline, doing referee work for a conference or publication, editing a publication, coordinating conference events, such as panels, serving on board of directors of a media-related organization, serving as a paper reviewer for annual proceedings of organizations, writing book reviews, and international, national or regional consulting. These activities may be international, national, regional or state/local in their reach. Activities that bring recognition to the faculty member, department and/or university shall be accorded greatest weight. Being a member of an organization, in and of itself, does not constitute professional service.
- **Local, community:** Visits to local schools, professionally related speeches to community groups, judging contests, pro bono consulting to local media, and

assisting with campus workshops.

It is the full responsibility of the faculty member to report to the department head annually a list of activities that are professionally appropriate to this category. Once again, it must be recognized at the outset that different faculty members have varied talents and interests pertaining to integrating their service to the department, the university and the profession. Some may serve the Department, College and University in a variety of ways such as committee work, advising a student club, or serving on the Faculty Senate. Others may be inclined to pursue more academic linkage such as conference-paper reviewing, writing book reviews, being a journal editor or organizing panels at a conference. Still others might be active in a variety of external organizations, serving as officers. A department's strength rests partly in the diversity of the service activities of its faculty, and department heads should recognize this and recommend that all faculty structure service accordingly.

**Outreach:** Outreach is defined as engaging in activities for the community that are relevant to one's discipline. This may include conducting workshops and advising groups outside the university, etc. Outreach may include the following:

- Consulting and or service to the community that is directly related to our work in the discipline. This could include activities like producing persuasive materials for community non-profits, conducting research for schools, non-profits, etc.
- Service to k-12 education

In reviewing professional activity, the department head shall look at the totality of the service and outreach, and never penalize a faculty member for not engaging in any specific activity.

### **The Evaluation Procedure:**

All regular, tenure track and tenured faculty members shall be appraised each year by the department head as to their performance in the four areas in the percentages set by the faculty member in consultation with the department head: Teaching, Research/Creative Activity, Service, and Outreach.

Faculty members will be notified well in advance to submit their annual performance reports, attaching appropriate teaching evaluations, and listing their various activities for the current calendar year. They are to submit two copies of this annual performance report by the due date designated by the department head, and it is the responsibility of the faculty member to make certain that the submitted report is clear, well-documented and complete. Because of the course evaluation cycle, the teaching evaluations for the fall semester of the previous calendar year, the spring evaluations and summer (if applicable) will be part of the annual self evaluation to be appraised by the department head, while the most recent fall semester evaluations will be made available for the spring meetings of the departmental Promotion and Tenure committee

All evaluation and review of faculty will be conducted under the specific requirements as outlined in the online New Mexico State University Policy manual, Chapter 5.86 through 5.91. Also see attached P&T Procedures document.

The department head will review the performance reports, assign relative scores to each faculty member's performance and write a text appraisal for each faculty member. Copies of each faculty member's report, along with individual appraisals written by the department head, shall be forwarded to the dean of the college. The deans and department head at a meeting shall discuss these appraisals and performance reports.

These department head appraisals serve as guidelines for determining annual salary increases and are included in the packets to be reviewed for tenure and promotion by the College committee and above and not by the department P&T committee in the year in which they are written. This means that the P&T committee will give a review independent of the department head review, which will be submitted, to the Dean of the College.

Candidates for tenure and/or promotion shall be required to submit their annual performance reports early in the fall semester as requested by the department head and determined by a scheduled fall meeting of the departmental Promotion and Tenure Committee convened to consider the candidates. For all other faculty, the document is usually due in October or November.

In addition, all non-tenured, tenure-track faculty members will be evaluated yearly by the department's Promotion and Tenure committee, consisting of tenured faculty members from within the department and supplemented by one or more outside members from other departments in the College of Arts & Sciences as needed. The chair of the committee shall be a senior member of the department chosen by the department head. During the spring semester, the committee shall review each faculty member's progress toward tenure and promotion, and do so in a cumulative fashion. The committee shall submit a written report and recommendation to the department head, who shall then write an independent assessment of the faculty member's progress toward tenure and promotion. Both the committee's and department head's letter shall state explicitly whether the faculty member is or is not making satisfactory progress toward tenure and promotion. Both parties shall state the recommendation for or against renewal of contract for the succeeding year. The committee and the department head shall address each area in the letters they write, and offer guidance where appropriate. Copies of both letters shall be transmitted to the faculty member and forwarded to the dean of the College.

For all faculty members, both tenure-track and College Instructors, an individual goals statement is required each academic year, to be presented to the department head during the fall semester, outlining the faculty member's goals for the upcoming (i.e. current) academic year. The goals statement shall address goals in Teaching, Scholarship, Service, and Outreach (when appropriate) along with percentages of effort to be devoted to each area; one copy of the goals statement shall be placed in the faculty member's file and another shall be forwarded to the dean of the College. The goals statement shall be signed by both the faculty member and the department head, and shall be made available when appropriate to the promotion and

tenure committee for its review each spring.

### Promotion and Tenure Procedures

This section of our policy document will address the NMSU Policy Manual, Promotion and Tenure document, section 5.90.5.4 (Common Elements to be included in the principle units' promotion and tenure policy). We follow the numbers precisely as they are listed in the policy manual.

1. University policies regarding promotion and tenure supersede department and college policies.
2. Criteria for promotion and tenure are included in Section 5.90.4 of the Promotion and Tenure Policy Manual for the University.
3. A candidate may temporarily suspend their promotion and tenure time in accordance with Section 5.90.3.6.2.
4. All candidate records will be maintained in the Departmental office to ensure confidentiality. Only those on the committee will be permitted to see them unless the candidate gives permission for another individual to look at them. This permission must be communicated via email or in person to the Department Head. P&T Committee members can view the materials in the office but cannot take them out of the office. Confidentiality will be ensured by the committee through the P&T Chair. This person will remind members of the confidentiality of all discussions and will report the results of the discussions to the Department Head and Dean of the College. All written communication will be in envelopes to ensure confidentiality and hand carried to the College office.
5. Every three years this document will be reviewed and updated as needed. The next review will be in Spring 2015. If the department, university, and/or college, however, determines that a review is needed earlier then one will be completed.

6. Candidates are encouraged to submit to a mid-probationary review during their third year. They will submit their packet in January of this year and the P&T Committee and Department Head will separately give suggestions to the candidate regarding the format of the information given and any other guidance deemed appropriate by the Committee and/or Department head to aid in the candidate's progress toward promotion and tenure. Also, candidates are encouraged to meet with the chair of the P&T Committee every year to discuss their goals for the year and receive mentoring from the P&T chair on the P&T process.

7. N.A. – refers to a college committee

8. The members of the department committee are chosen as follows:

According to college procedure, only tenured faculty may serve on the departmental tenure and promotion committee, except in the case of review of a non tenure-track College Instructor. In the case of an application for promotion for tenure-track and non tenure-track, committee members must hold the rank equal to or higher than the rank to which the candidate seeks promotion. The departmental tenure and promotion committee must have at least three members, and three members shall constitute a quorum for the purposes of any meeting schedule. At least one of the committee members shall be from outside the department, in accordance with college guidelines. The department head may not serve on the committee. The committee chair, who shall be a tenured member of the department unless there are no tenured faculty in the department at that time, is responsible for scheduling the meeting, for moderating the meeting, for writing the recommendation, for obtaining necessary signatures on the document and for forwarding the recommendation to the department head. The chair of the committee is usually a Full Professor within the department. Should there not be Full Professor and a candidate is applying for promotion to Full, a Full Professor from outside will be appointed by the Dean to lead the committee. Further, should there be two or more Full Professors in the department, it will first be given to whomever wishes to volunteer for the position. If no one volunteers or there is more than one volunteer the committee will vote for a chair using a secret ballot to be counted by an outside member of the committee.

9. Full professors can vote regarding Associates promotion toward Full. Associate and Full professors can vote on Assistant professors promotion and College faculty, Assistant, Associate, and Full professors can vote on College faculty promotions. All members of the committee may vote on tenure decisions of all candidates, but in instances of promotion, committee members must hold a rank at least equal to the rank for which the candidate is applying. (See University Promotion and Tenure Policy, 2007, 5.90.54 number 9.)

10. We have no provisions for term limits as all eligible faculty serve on the committee.
11. N.A. – refers to a college committee
12. In no case will a P&T Committee be comprised of fewer than three eligible members.
13. If the committee does not have enough members the Dean will appoint members to the committee.
14. The Dean, Department Head, or comparable administrator may meet with the P&T Committee but only to discuss procedural matters. They cannot voice an evaluation of any candidates to be discussed in the meeting.
15. The deliberations and voting of the P&T Committee will be conducted in a closed session only among committee members.
16. Voting must be in person. Absentia and proxy ballots are not permitted. All vote counts are recorded by the P&T Chair and all votes are made via secret written ballot. The committee may vote more than once regarding a candidate in a single meeting but votes cannot be changed after the meeting has concluded.
17. The Chair of the P&T Committee will submit a letter summarizing its recommendations and the numerical vote count on each candidate to the Department Head and College Dean (or comparable administrator). The recommendation must:
  - a. Reflect the majority view
  - b. Contain specific commendations, concerns, and recommendations addressing the department's criteria in each of the areas required for promotion and tenure
  - c. Allow for dissenting opinions containing specific commendations, concerns, and recommendations addressing the criteria in each of the areas required for promotion and tenure.
18. Each candidate will be provided in writing: the P&T Committee's recommendations and numerical vote, the Department Head's letter, and/or the Dean's or a comparable administrator's letter. The Department Head is responsible for making sure the candidate receives this information.
19. The candidate may withdraw from further consideration in accordance with Section 5.90.5.6.
20. Candidates should follow the College guidelines for preparing their portfolio and materials (see Section 5.90.5.5)

21. Candidates may use portfolios from previous candidates upon the approval of that individual. Written permission (email is accepted) is needed to do this unless the individual who “owns” the portfolio has loaned it to the department for these purposes. Then the candidate only need ask the Department Head if they can view the materials.
22. Candidates may add materials to their portfolio up until their P&T Committee meets to discuss the material. If material is added once the portfolio has been made available to the Committee, the Candidate must inform the Chair of the Committee of the material that has been added so he/she can inform the other committee members. After the Committee has met no new material may be added.
23. Documentation regarding each candidate will be kept in a locked personnel file in the main office of the department.
24. If the evaluators believe they need more information before making their decision they can adjourn their meeting and the P&T Chair can request in writing that the Candidate provide the needed information.
25. The Candidate “owns” the portfolio and as such knows all that is put in the portfolio. Although the candidate cannot take anything out once the Department Head, P&T Chair, and/or other comparable administrator places information in the portfolio (e.g., outside review letters), the Candidate will be notified by the Department Head when anything has been added and is encouraged to look at the new information and/or will receive a copy of it.
26. The soliciting of external letters will be done as follows:
  - a. We require three letters
  - b. The candidate, the department head, and the chair of the Promotion and Tenure Committee shall each submit names of possible external reviewers, and the committee shall then select the three, assuring that at least one name, shall be of the candidate’s choice. The chair of the Promotion and Tenure Committee shall be responsible for contacting the external reviewers to arrange for the letters, and the department will then send all appropriate materials bearing on the scholarship of the candidate, particularly any articles or examples of creative materials to the external reviewers, with the letters of review being sent back to the department. It is the candidate’s sole responsibility to make available by a pre-determined deadline, copies and evidence of scholarly and creative activity. Prior to the meeting that will recommend tenure and/or promotion, external reviewers shall be given a firm deadline by which to mail back their letters, typically no later than September 15.
  - c. The reviewers will be provided with the Functions and Criteria statement (attached), 2-3 examples of the candidate’s scholarship (journals, etc.), information on the Boyer Model if applicable, instructions, and the candidate’s CV.



- d. Reviewers will be chosen based on their knowledge of the Candidate's research area. For example, for an ethnographer other ethnographers will be chosen when possible. Also reviewers should be well known and respected in their field.
- e. Reviewers will be asked to:
  - i. Review the information provided
  - ii. Write a letter regarding their perception of the Candidate's eligibility for the position they desire based on our Functions and Criteria statement
  - iii. Return the review by a certain date
  - iv. Provide their own CV with the letter
  - v. Indicate their relationship between the Candidate and themselves, should there be one
  - vi. They will be notified that, according to policy, the candidate does not have to waive the privilege of inspecting these letters, and outside reviewers must be informed that the candidate will have the option of reading their letters.
  - vii. They will be notified that other parties in the event of an EEOC or other investigation may review the letters

27. Unsolicited letters are often included. These include thank you letters from students, organizations we have provided service too, and/or other faculty, staff, or administrators. These should be included in the portfolio.

28. Post-tenure Review – an annual review designed to identify strengths and weaknesses of the tenured faculty member in the areas of teaching and advising (or its equivalent), scholarship and creative activity, service, extension, outreach and other assigned areas may occur. The *Performance Evaluation* generally serves the above aim; however, if deemed necessary due to deficiencies, a more extensive review may be initiated. See Section 5.87 in the University Policy Manual.

29. Candidates will be informed by the Department Head before beginning the process that there is an appeals process as outlined in the University Policy Manual, Section 4.05.40 and 4.05.50

30. We currently do not have a Conflict of Interest Policy for the P&T Committee but the Chair will investigate this and comply starting at the Spring 2009 review meeting.

#### Meetings and non-renewals:

Normally, the committee will meet no later than April during the fifth calendar year of a faculty member's probationary period and offer a recommendation as to whether a faculty member should be advanced to candidacy for tenure and/ or promotion the following academic year. The department head shall make an

independent recommendation and then inform the faculty member in writing of the recommendations. Normally, non-tenured, tenure-track faculty members must apply in writing for a continuous contract in the spring semester prior to their sixth year of service.

In the case of tenure-track faculty, the temporary nature of the contract provides for the nonrenewal of contract and, in the case of recommendation for non-renewal of contract by the department and/or promotion and tenure committee, we will follow the University's procedures and timeframes that are given in the University policy manual

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Dept. Head, Journalism and Mass Communications

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Date

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Dean, College of Arts and Sciences

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Date