

TENURE & PROMOTION RULES
S.I. NEWHOUSE SCHOOL OF PUBLIC COMMUNICATIONS
SYRACUSE UNIVERSITY

TENURE COMMITTEE (to consist of eight tenured faculty members and three students). The eight tenured faculty will be elected by the Faculty to two-year terms. Terms will be staggered so that one-half of the faculty members on the Committee change each year. No more than three members of any department may serve on the Committee simultaneously. (This provision will be eliminated if the School ceases to be organized by departments.) Election of faculty members will take place at the regular April Faculty meeting. Any vacancies among the faculty membership will be filled by election of the Faculty as soon as possible after a vacancy occurs. Faculty members may not serve consecutive terms nor may they serve on the Tenure Committee and Promotion Committee simultaneously.

Three students will be elected to the Committee by their peers on the Student Representative Committee. Two must be undergraduates; the third may be either a master's degree candidate or a doctoral degree candidate. Student members will be elected as early in the fall semester as is possible, and any vacancies among the student membership will be filled promptly. Students will be elected to one-year terms, but their fellow students may elect them to fill a second one-year term.

Each faculty member has one vote, for a total of eight faculty votes. The three students have one vote as a group. That one vote will be arrived at by caucus and majority decision. The Dean may participate in the deliberations of the Tenure Committee but may not cast a formal vote. The Dean's views will be reflected in a separate report to be filed with the Vice Chancellor for Academic Affairs. (See item d in this section.) In sum, eleven members cast nine votes.

The Committee will elect its own chairperson, as well as a secretary who will record the minutes of all meetings (including attendance, the votes on all tenure review decisions and recommendations for the granting or refusal of tenure).

a. Schedule of Reviews by the Tenure Committee:

Faculty members will ordinarily be hired onto the tenure track at the rank of Assistant Professor.

A faculty member, and/or the members of the Tenure Committee, may request an informal, advisory review in the spring semester of the second, fourth and fifth years of service.

All faculty will be formally reviewed on their progress toward re-appointment and tenure in the spring semester of the third year of service.

The final tenure review will normally occur in the second semester of the sixth year of service.

Within six months of being placed on the Syracuse University payroll, newly hired faculty members must produce, in consultation with the Dean, a written statement specifying where on the tenure ladder they are starting their careers. This document should make clear when the so-called third-year review would take place (if applicable), and when the sixth-year tenure review

would take place. It is in this document that the candidate should make clear how many years of previous academic service (if any) are being credited toward the tenure process at Syracuse University.

b. Second, Fourth and Fifth-Year Review Process:

Faculty members may request that the Tenure Committee provide an informal, non-binding, advisory review of their progress in the spring semester of the second, fourth, and fifth years of service. The result of such reviews will be a written report from the Tenure Committee to the candidate and the Dean. This report will become a part of the candidate's permanent file. For this review, the candidate should submit materials relevant to satisfying the tenure standards of the School. (See items f and g.)

c. Third-Year Review Process:

The progress of all junior faculty members toward re-appointment will be formally evaluated by the Tenure Committee in the spring semester of the third year of service. Candidates will submit for review materials relevant to the tenure standards of the School. (See item f and g.) The result of this review will be a detailed written report from the Tenure Committee to the candidate and the Dean. The report should carefully and thoughtfully evaluate the junior faculty member's progress toward re-appointment and the likelihood of achieving tenure.

The review will also include a vote on the qualifications of the candidate by all members of the Tenure Committee. All nine votes must be cast. Votes from absent members will be accepted, although committee members should make every effort to be present for the discussion of the candidate's credentials. Meetings of the Tenure Committee should be scheduled by the Committee chairperson so as to further the goal of attendance by all members. Five positive votes are necessary for a candidate to continue on the tenure track. Five negative votes will require that notice of dismissal be provided to the candidate before the end of the third year of service. (In such a circumstance, the candidate has the right to serve for a fourth and final year as a member of the faculty.)

The results of this review will not be forwarded to the Office of the Vice Chancellor except in such instance as the Committee votes for the dismissal of the candidate. Otherwise the results will be contained in a document internal to the School but available to subsequent Tenure Committees.

When the Dean offers a tenure track position to any current faculty member holding a temporary appointment with three or more years of service, the Newhouse Tenure Committee must evaluate that faculty member's progress for tenure in the first semester the person is on the tenure track. The Tenure Committee will follow similar procedures as in a third-year review but this review but this review will not include a binding vote.

d. Sixth-Year Review (Tenure Review) Process:

The tenure review itself will be held in the second semester of the sixth year of service. Nine votes must be cast. Votes from absent members will be accepted, but members should make every effort to attend the discussion of the candidate's credentials. Meetings of the Committee should be scheduled by the chairperson so as to further the goal of attendance by all members.

Six positive votes are required for a positive tenure recommendation by the Committee. Voting will be by secret ballot.

The chairperson of the Tenure Committee will write the report summarizing the Committee's deliberations and vote. That report will be submitted to the Dean for transmittal to the Vice Chancellor for Academic Affairs. The report will contain the specific numerical vote of the Committee. All members will have read the report, which should receive majority approval (five votes) as being an accurate representation of the proceedings.

The Dean will write his or her own report on the qualifications of the candidate and make an independent recommendation on tenure to the Vice Chancellor for Academic Affairs. The Dean's report will be circulated to the members of the Tenure Committee and sent, along with the report of that Committee, to the Vice Chancellor. The Dean's report may simply be an endorsement of the Committee's report and conclusion. It may, however, disagree with the Committee's report and recommendation.

Copies of both reports will be provided to the candidate after they have been forwarded to the Vice Chancellor. With that exception, the Committee's deliberations and report will remain confidential.

e. The Process of Offering Tenure to a Faculty Member as a Condition of Employment:

Before the School makes an offer of employment with tenure to a prospective faculty member, the Dean will ask the Tenure Committee to review the credentials of the candidate. If this review must be undertaken at a time when the full membership of the Committee is unavailable, the chairperson of the Tenure Committee, or an acting chairperson, at the request of the Dean, will call a meeting of all available members of the Committee.

In order to expedite a decision, it will be permissible for the Committee, or those members of the Committee who are available, to waive any of the normal requirements of the tenure-review process.

If the full committee cannot be in attendance, the majority view of those present will be taken by the Dean as the advice of the Committee.

If only one of the three student members is present, that student will cast the student vote. If two students are present, and if their votes agree, they will cast it as one. If they disagree, their opposing votes will be paired and not counted. If all three student members are present, they will vote according to the normal procedures, as specified above.

The chairperson of the Tenure Committee, or an acting chairperson, will advise the Dean in writing on whether the offer of tenure is appropriate.

f. Tenure Standards:

All successful candidates for tenure will, at a minimum, be capable teachers, based on standards and criteria adopted by the faculty. These standards and criteria include student evaluations and a faculty self-report.

All successful candidates for tenure will have satisfactorily performed the normal faculty obligations throughout their service to the School.

All candidates for tenure will be reviewed in three areas of performance: teaching quality; scholarly and/or creative activity; and service to the profession, the University, and the community.

All candidates for tenure will be evaluated according to one of the following models of overall performance, as selected by the candidate at the time of the review:

Model #1

- Excellence in teaching.
- Satisfactory performance in scholarly and/or creative activity.
- Satisfactory performance in service.

Model #2

- Excellence in scholarly and/or creative activity.
- Consistently strong performance in teaching.
- Satisfactory performance in service.

Model #3

- Consistently strong performance in scholarly and/or creative activity.
- Consistently strong performance in teaching.
- Consistently strong performance in service.

Model #4

- Excellence in teaching.
- Extraordinary service, with emphasis on special projects and the raising of outside funds which further the academic and professional quality and reputation of the School.

In the area of scholarly and/or creative activity, candidates may submit for consideration work that has been disseminated in any public communications medium. The candidate may also submit papers delivered at conferences, conventions, and similar gatherings. Significant work in progress may also be submitted, but such submissions will normally have less weight with the committee than work that has been completed and disseminated.

Candidates may produce scholarly and/or creative work on any subject of their choosing. The significance of the material will be judged by its contribution to the marketplace of ideas; the quality of its execution; and the distinction it brings to the School and the individual.

In the area of service to the profession, the University, and the community, candidates may submit for consideration evidence regarding activities in any of the following areas:

- planning and running conferences;
- planning and running mid-career programs and workshops for communications professionals;
- raising funds from foundations, corporations, and private individuals;
- playing a significant liaison or advisory role to the communications professions;
- playing a significant advisory role in student activities both on and off campus;
- playing a significant leadership role in the administration of the School;
- playing a significant leadership role in the administration of the University;
- playing a significant leadership role in academic and professional societies, well beyond

mere membership;

- undertaking civic responsibilities that contribute significantly to the intellectual and economic vibrancy of the community and/or to the improvement of town-gown relations.

g. Composition of the Tenure File:

To aid the Committee in making its recommendations, the Committee will have access to a tenure file for each tenure candidate. One part of the file will be compiled by the candidate, another part by the Committee. The candidate does not have access to the portion of the file compiled by the Committee nor to any letters of evaluation submitted to the Committee. Both are the property of the School and are confidential.

At the conclusion of the process, the candidate may request that items of significant value submitted by the candidate be returned, or else that the whole file be retained by the School for a specified period of time (not to exceed the time limit in the “Syracuse University Records Management Program Retention and Disposition Schedule”) and made available to future Promotion committees. Otherwise, materials in the file will be handled as specified by University regulations (as set forth in the “Syracuse University Records Management Program Retention and Disposition Schedule”).

The portion of the tenure file compiled by the candidate will contain:

- (1) a current curriculum vitae;
- (2) a succinct personal statement in which the candidate highlights career accomplishments and contributions to the School and describes planned activities;
- (3) evidence of significant accomplishments in the areas under review (teaching quality, scholarly and creative activity, and service); the specific materials submitted will be left to negotiation between the candidate and the chairperson of the Tenure Committee.
- (4) In addition, although this is optional, the candidate may solicit letters of support that address significant accomplishments in any of the three areas under review. Such letters should be as specific as possible and should be solicited only from persons in positions to offer significant and detailed insight.

Additional data is required but is not to be furnished by the candidate:

- (1) The Committee will solicit, as part of the sixth-year review process, outside letters of evaluation that address the quality and significance of the candidate’s scholarly and creative activity (under tenure models #1, #2, and #3, above). Normally, outside referees must hold the rank of tenured Associate Professor or tenured Professor, or must be suitably qualified media professionals.

A minimum of four outside letters will be solicited and considered by the Committee although the Committee may solicit and consider additional letters if it chooses. The Committee is obligated to consider all such letters it receives, and such letters will become a permanent part of the candidate’s tenure file. The file will also contain a copy of the letter of solicitation, and a copy of each referee’s curriculum vitae or biographical sketch.

The candidate may suggest outside referees to be contacted by the Committee. The candidate may also request that specific persons not be consulted as referees although an explanation must accompany each such request. The final decision on whom to consult, however, rests with the Committee. The candidate will neither be informed of the identities of referees nor be given access to the letters of evaluation.

(2) Furthermore, the Committee is free to solicit additional information about the candidate from any and all sources. A written record of all such inquiries must appear in the candidate's tenure file. Should the Committee desire additional information from the candidate during the course of the tenure review process, that information will be requested in writing by the chairperson of the Tenure Committee, and the candidate will be invited to respond in writing. Personal appearances before the Committee by the candidate will not be permitted.

h. The Relationship of Tenure to Promotion:

A positive recommendation that tenure be granted to an Assistant Professor will automatically be accompanied by a positive recommendation for promotion to Associate Professor. The awarding of tenure to an Associate Professor, however, does not carry with it automatic promotion to the rank of Professor: all promotions to the rank of Professor must be recommended by the Promotion Committee.

PROMOTION COMMITTEE (to consist of four full professors, one associate professor, one assistant professor, one at-large full-time faculty member, one graduate student and one undergraduate senior.) Faculty members will be elected by the Faculty acting separately in each rank except for one full-time faculty member to be nominated and elected at-large.

Faculty members who are eligible for and desire to be considered for promotion may not serve on the Committee. Faculty members may not serve consecutive terms nor may they serve on the Tenure Committee and Promotion Committee simultaneously.

Election of faculty members will take place at the April Faculty meeting. Terms will be for two years. Four members will be elected in one year, three in the following year. Any Committee vacancies for faculty members occurring during the year shall be filled by election at the next regularly scheduled Faculty meeting.

Student members will be elected to the committee by their peers on the Student Representative Committee. Student members will be elected as early in the fall semester as possible, and any vacancies among the student membership will be filled promptly. Students will be elected to one-year terms, but their fellow students may elect them to fill a second one year term.

The Committee chairperson shall be elected by the Committee.

Unless specifically defined, Committee procedures and deliberations shall be in accordance with Roberts Rules of Order.

The Committee will obtain from the Dean a list of candidates eligible for promotion.

Written notice of meetings shall be given to Committee members at least five working days before the scheduled meeting.

The Committee shall maintain a record of the following:

- the times and locations of all meetings;
- the duration of each meeting;
- the list of attendees at all meetings;
- significant actions taken at each meeting.

All deliberations of the Committee shall remain confidential to the extent permitted by law.

Faculty and student members shall consult with other students, faculty members and administrative personnel, and extra-institutional referees, as appropriate.

All members of the Committee must vote on each candidate. Absentee ballots are acceptable.

A minimum of six affirmative votes will constitute a recommendation for promotion. Voting will be by secret ballot. Favorable action by the Committee shall be considered final subject to endorsement by the Senate Committee on Appointment and Promotions.

The Committee will be assigned a secretary by the dean's office to help in photocopying, mailing, and doing similar clerical work.

Faculty who are eligible for promotion will be so notified by the Dean's Office by March 31 and declare their intent to apply for promotion by April 30. Candidates seeking promotion must submit their files to the committee no later than September 30. The Committee will normally accomplish its review by the end of the fall semester and notify candidates of any action by mid-December.

As soon as possible, the Committee will forward a letter containing its decision to the candidate. A copy of that letter will be forwarded to the Dean. If promotion is denied, the reason(s) for that decision will be contained in the letter.

Candidates for promotion will normally not be considered until they have completed the following minimum time in rank requirements:(delete blank line)- for promotion from instructor to assistant professor, one completed year;

- for promotion from assistant to associate professor, three completed years;
- for promotion from associate professor to professor, four completed years.

Candidates for promotion from assistant to associate professor will be evaluated according to one of the four tenure models.

All candidates for promotion to the rank of professor will be evaluated under one of the following models. The models will be chosen by the candidate when he or she applies for promotion.

Model 1:

- Excellence in teaching

- Excellence in scholarly and/or creative activity
- Satisfactory service.

Model 2:

- Excellence in teaching
- Excellence in service
- Satisfactory performance in scholarly and/or creative activity.

Model 3:

- Excellence in scholarly and/or creative activity
- Excellence in service
- Consistently strong performance in teaching.

Teaching Criteria

A principal consideration in awarding promotion is the candidate's teaching performance. The Newhouse School prides itself on the quality of its teaching and places a high priority on it. Evidence of achievement and professional growth in teaching might include (but not necessarily be limited to) activities like the following:

a. Knowledge of subject matter

- Develops and teaches courses that are based on a strong body of knowledge.
- Prepares and distributes syllabi, assignments, projects, etc.
- Incorporates new findings/theories, or issues (both professional and academic) into courses as they develop.
- Introduces new skills into courses.
- Enriches established courses.
- Introduces new courses.

b. Effectiveness in presenting subject matter

- Creates an atmosphere conducive to teaching.
- Is organized and well prepared.
- Varies instructional strategies to fit learners' needs.
- Facilitates thoughtful analysis of subject matter.
- Makes course goals clear and explicit.
- Encourages student productivity.
- Assigns appropriate work loads.
- Provides the necessary guidance, knowledge and skills for students to complete successfully the assignments and projects.
- Returns all work promptly.
- Gives thorough, constructive criticism of all students' work.
- Is enthusiastic about subject matter.

Uses instructional technology to foster learning in an appropriate manner.

c. Effectiveness of academic advising

- Is accessible to students during office hours and shows genuine interest in students' concerns.
- Demonstrates thorough knowledge of programs and requirements.
- Imparts professionalism to students.

- Supervises honors theses, master's theses, Ph.D. dissertations in timely and effective manner.

Effectively supervises internships and independent studies.

- Advises at least an equitable number of students.
- Participates in school-wide or university-wide small-group advising experiences (i.e. COM 100, Freshman Honors Seminars, etc.)

d. Professional conduct and attitude

- Takes teaching and advising responsibilities seriously.
- Meets all scheduled classes throughout the year.
- Is a leader in relevant professional organizations.
- Shows a willingness to accept a breadth of teaching assignments and duties.
- Exhibits a genuine interest in students' progress.

In evaluating the candidate for promotion, the Committee might use the following evidence that includes but is not limited to the following:

- Student evaluations.
- Teaching awards.
- Grants to support teaching.
- Publication of teaching materials, whether in printed form or for computer-based instructions, regardless of the medium of presentation.
- Work in professional positions in the mass communications industry during summers or leave time or, in accordance with School rules, part-time during a regular term.
- Development and management of seminars and workshops for colleagues who want to enhance or improve their teaching skills.
- Appointment/election to leadership roles in teaching-related activities of professional associations.
- Presentation of invited seminar sessions for academic or professional associations.
- Serving as a visiting teacher at another institution.
- Quality of instructional material (i.e. syllabi, representative assignments, graded assignments and projects, etc.)
- Number of students taught.
- Preparation of courses new to the school.
- Advising internships, independent studies, theses, dissertations, etc.

Service

A principal expectation of all faculty members is that they make meaningful contributions to the wide variety of audiences. Criteria for judging such service contributions will include, but not be limited to:

- Reviewing manuscripts for academic and professional journals or other publications.
- Reviewing manuscripts for academic or professional conferences.
- Playing a significant leadership role in academic and professional societies.
- Development of programs or activities that contribute significantly to the Newhouse school.
- Development of programs or activities that contribute significantly to the profession and/or academy.
- Leadership in the appropriate academic, student or professional organizations.
- Receipt of service honors and awards.
- Consulting with other schools or mass communications businesses.

- Service to the college and university in the form of:
- Elected or appointed committee or administrative assignments;
- Planning and directing of workshops, programs and conferences for
- Academic and professional audiences;
- Participating in promotional activities
- Raising funds.
- Playing a significant leadership role in the affairs of the school and/or the university.
- Carrying out civic responsibilities that contribute significantly to the intellectual and economic vitality of the community and/or to the improvement of town-gown relations.
- Playing a significant advisory role to the communications profession.

Scholarly/Creative Activity

Scholarly and creative work at the Newhouse School involves a diversity of methods and approaches. Candidates' research and publication must rank in quality and quantity with that of the best colleagues of the same rank in the same discipline at like universities. Creative work should be given the same type of rigorous peer review to which scholarly work is subjected, yet this type of review may take different forms, including the acceptance of a work by a particular medium for presentation in that medium. Other scholarly, creative and professional criteria that might be evaluated in the promotion decisions include the following:

- Research and/or creative contributions should be significant, regular, continuous and focused.
- Publication of a sufficient body of work in scholarly journals to demonstrate productivity and an intellectual focus over time.
- Publication of books in public communications if the book breaks new ground and successfully advances concepts, ideas, and approaches that transcend ordinary instructional material.
- Books or produced screenplays on any subject.
- Primary involvement in the creation of a juried or professional recognized production or publication
- Primary involvement in the creation of a program accepted for exhibition or electronic distribution or purchased by archives.
- Primary involvement in recognized academic, creative and professional programs, workshops and projects.
- Articles and critical reviews about the field in broadcasting, magazines, publications, newspapers and scholarly journals.
- Published, juried or otherwise professionally recognized writing for the field of mass communications.
- Development of computer software or multimedia presentations that are accepted for publication or distribution.
- Development of an artistic, professional or academic specialization for which the faculty member is nationally recognized as an expert.
- Successful solicitation and use of research grants.
- Receipt of awards and honors for research/creative activity.

Perceived significance in the discipline will be determined in many ways. The following are among the methods that may be used:

- published reviews of the work;
- solicited evaluations and letters;

- frequency of use of citations/indices;
- sales distribution records;
- work purchased by editors and publishers.

To aid the Committee in making its recommendations, the Committee will have access to a promotion file for each promotion candidate. One part of the file will be compiled by the candidate, another part by the Committee. The candidate will not have access to the portion of the file compiled by the Committee nor to any letters of recommendation submitted to the Committee. Both will be the property of the school and will be confidential to the extent permitted by law.

At the conclusion of the process, the candidate may request that items submitted by the candidate be returned, or that the whole file be retained by the School for a period of time specified by the candidate (not to exceed the time limit in the "Syracuse University Records Management Program Retention and Disposition Schedule") and to make the file available to future promotion and tenure committees.