

SCHOOL OF MASS COMMUNICATIONS

POLICY STATEMENT APPOINTMENT, EVALUATION, TENURE AND PROMOTION

PURPOSE

This document sets forth the policy for appointment, evaluation, tenure, and promotion in the School of Mass Communications.

GENERAL CONSIDERATIONS

1. This document should be read and understood within the context of the Goals and Mission Statement of the School of Mass Communications.
2. All decisions regarding appointment, evaluation, promotion, and tenure are made without regard to race, color, religion, sex, national origin, or age.
3. All statements herein conform to policies of the University of South Florida regarding appointment, evaluation, tenure, and promotion. Faculty should refer to the UFF Collective Bargaining Agreement for general descriptions of appointment, evaluation, tenure, and promotion.

I. Appointment of New Faculty

- A. Faculty vacancies shall be filled on the basis of the needs of the School and the specific nature of the applicant's qualifications, promise, and performance.
- B. In all position vacancy announcements and advertisements, the expectations for faculty members shall be stated clearly. A copy of this policy statement must be included with the letter of offer to any new faculty member.
- C. Faculty hired to teach theoretical courses or perform scholarly research shall have an earned doctorate, potential for scholarship, and some professional experience.
- D. Faculty hired primarily to teach professional undergraduate courses shall have significant media experience with a distinguished record of achievement, intellectual curiosity, and a demonstrated ability to teach. For such faculty, the earned doctorate is not a requirement; however, a master's degree will be required except in rare cases where a professional has an exceptional record of achievement at the national or international level.

II. Statement of Criteria

Every faculty member shall be evaluated on the basis of teaching, service, research and creative activities, as defined below:

A. Teaching is considered an important work of faculty members in the School of Mass Communications. One qualification for advancement in rank and/or the granting of tenure is excellence in instruction at the undergraduate and/or graduate level.

1. The teaching ability of the faculty member is measured by

- a. knowledge of the subject;
- b. continuous growth in the field;
- c. ability to arouse curiosity in students;
- d. concern for students and skill in guiding and advising students;
- e. intellectual integrity; and
- f. teaching performance.

2. The following evidence may be submitted by the candidate or gathered by the evaluators to demonstrate teaching effectiveness. (This list is not intended to be exhaustive.):

- a. student opinions and judgments, documented through evaluative instruments and written comments;
- b. evaluations made by other faculty members who have visited the candidate's classroom, worked with the candidate in team teaching, course envelopment, and co-advising of projects;
- c. instructional material that demonstrates new and effective techniques of instruction;
- d. course syllabi and instructional materials when new courses have been developed or old courses have been revamped;
- e. awards, honors and recognitions for distinguished teaching;
- f. letters from students and alumni;
- g. student produced materials (i.e., freelanced magazine articles, videotape productions, photographs exhibited or sold and student awards, for example—the Hearst contest);
- h. for graduate faculty, the quantity and quality of supervised master's theses; and student papers accepted by refereed conferences or for publication; and
- i. any self-evaluations the candidate wishes to provide.

B. Research and creative activity is essential to the continuous growth and effectiveness of every faculty member, to his/her own professional stature, and to the stature of the diversity of its faculty. In a program that is predominately professional at the undergraduate level and theoretical at the graduate level, the faculty body will include those with an inclination toward traditional scholarly research, those with an inclination toward creative and professional activities; and those with an interest in combining the creative with the scholarly research. This diversity is encouraged.

1. Measures of research and creative activity may include the following:

- a. continuous growth in research and creative activity;
- b. production of research and creative activities in a variety of forms;
- c. acceptance of the work by the discipline or profession; and
- d. significance of the work to the discipline or profession.

2. Evidence of research and creative activity: No minimum number of publications is expected, but quality, quantity, and evidence of continuing effort will be considered. Consideration may be given to whether there is joint authorship. Evaluators have trouble sorting out the extent of the individual's contribution in such cases, and publications under single authorship do provide clearer evidence of the faculty member's abilities and contribution. The following evidence may be submitted by the candidate or gathered by the evaluators to demonstrate research and creative productivity. (This list is not intended to be exhaustive.):

- a. scholarly research or critical analyses disseminated in scholarly refereed forums such as books, journals, monographs, and conferences;
- b. creative works such as photographs, videos, audio tapes; reports and analyses of media performance appearing in the consumer, trade or professional press; fiction or non-fiction novels, short stories, plays, poetry, or other creative materials that relate to the faculty member's teaching responsibilities or professional interests;
- c. textbooks or general reference books that relate to the faculty member's teaching responsibilities or professional interests;
- d. edited books or anthologies, book chapters, book reviews;
- e. grants and grant products;
- f. citation of the faculty member's work by others in the discipline;
- g. reviews of candidate's work (for example, book reviews, article feedback, letters to the editor and solicited reviews by peers, among other components); and
- h. reprints of previously published work.

C. *Service* to the university, the profession, and to the community is an obligation of every faculty member. Evidence of service may include the following:

1. active participation in School, college, university, and SUS committees, boards or councils;
2. advising of student organizations;
3. consultant to media organizations;
4. workshops, seminars, panels, speeches, and presentations for the profession, teachers, secondary or community college students, or the general public; and

5. participation in the activities of recognized scholarly, academic, honorary or professional organizations at the local, regional, state or national level. Officer position in such organizations indicates a significant level of participation and responsibility.

III. Annual Evaluation

A. An annual review of each faculty member is performed by the School Salary, Tenure and Promotion Review Committee and the School Director.

B. Each faculty member must provide the chairperson with a revised curriculum vitae and a memo describing teaching, research, creative activity, and service activity for the past year, together with any additional evidence as specified in Part II of this document that the faculty member believes appropriate.

C. The faculty member's documentation, including student and peer evaluations for the past three semesters (including summer), are used by the Salary, Tenure and Promotion Review Committee to make recommendations to the Director regarding merit salary increases.

IV. Tenure and Promotion

A. Tenure can be achieved by promotion from assistant professor to associate professor, by promotion from associate professor to full professor, by reappointment as associate professor, or by initial hiring as an associate professor or full professor. A faculty member hired in a named full professorship may receive tenure at the time of appointment.

B. Faculty with the rank of lecturer or instructor are not considered eligible for tenure or promotion. However, reappointment at a higher rank is possible on recommendation of the Director.

C. The performance record of a faculty member recommended for reappointment, promotion or tenure must fully documented and evaluated according to the criteria in Section II.

D. Because the School of Mass Communications combines professional education and a strong tradition of research and scholarship, the system for granting promotion and tenure reflects the School's mission of excellence in teaching, research, and creative activity, and service. However, the weight given to each criterion may differ according to the strengths of the individual candidate. That is, a superior, award-winning undergraduate teacher with an impressive array of service may be promoted even though the publication record is adequate but not impressive. Conversely, a highly productive research faculty member who is a good teacher may be promoted although service is minimal.

IV. Eligibility for Tenure and Promotion

A. Tenure: The minimum criteria for tenure in the School of Mass Communications are an *outstanding* record in either teaching or research and/or creative activity, at least a *strong* record in the other, plus at least a *satisfactory* record of service.

1. Teaching. To qualify for tenure, faculty members in the School of Mass Communications must have a consistent pattern of positive evaluation in teaching and have achieved a level of performance that is *strong* or *outstanding*.

2. Research. The granting of tenure is a judgment based on past performance and potential for future contributions to research and/or creative activity. For a recommendation of tenure in the School of Mass Communications, candidates must document that they have made a substantial contribution to research and/or creative activity in their discipline and have established a record of achievement that is *strong* or *outstanding*.

3. Service. To qualify for tenure, candidates must display evidence of some appropriate service to the University and/or the profession and/or the civic

community. Community service must relate to the basic mission of the University and to the faculty member's professional expertise.

Each recommendation for tenure should be accompanied by a statement of the mission, goals, and educational needs of the School of Mass Communications, and the importance of the contributions the candidate has made and is expected to make in the future toward achieving the goals and meeting the needs. Consideration should be given to the candidate's ability and willingness to work cooperatively within the School of Mass Communications, college, and/or campus.

B. Promotion to Associate Professor: The minimum criteria for promotion to associate professor are the same as those for tenure. In cases where a candidate for tenure holds the rank of assistant professor, the recommendation for tenure should entail a recommendation for promotion to the rank of associate professor.

C. Promotion to Professor: For promotion to the rank of professor, the candidate must offer conclusive evidence of a reputation beyond the University, among peers on a national or international level, for *outstanding* contributions in either research and creative activity or teaching. The candidate must also have at least a *strong* record of service. In summary, the minimum criteria for promotion to professor in the School of Mass Communications are an *outstanding* record in either teaching or research and/or creative activity and at least a *strong* record in the other two categories.

V. Procedures

Review of Progress toward Tenure: It is the responsibility of the School of Mass Communications' Salary, Tenure and Promotion Review Committee and the Director to include a progress toward tenure review as part of the annual evaluation for all faculty in the probationary period for tenure. For those faculty appointed with the full probationary term, a more extensive pre-tenure review will be conducted during the third year. If an individual is credited with tenure-earning service at the time of initial appointment, the review will be conducted at the approximated mid-point of the probationary period. The mid-point review will be conducted by the School of Mass Communications' Salary, Tenure and Promotion Review Committee and the Director, the college or college/campus tenure and promotion committee, and the college/campus dean. Upon the request of the faculty member the review of progress toward tenure will include the Provost.

All mid-point reviews shall address the performance of annual assignments including teaching, research/creative activity, and service occurring during the preceding tenure-earning years of employment. In addition, all reviews should critically assess overall performance and contributions in light of mid-point expectations. The mid-point review will not be as extensive as the formal tenure review that occurs later but should be based on a set of documents which would

include: a current vita; annual evaluations; student/peer evaluation of teaching; selected examples of teaching materials and scholarship; and a brief self-evaluation by the faculty member.

The mid-point review is intended to be informative, and to be encouraging to faculty who are making solid progress toward tenure, instructional to faculty who may need to improve in selected areas of performance, and cautionary to faculty where progress is significantly lacking.

The following procedures are intended to ensure uniform application of tenure and promotion guidelines within the College of Arts and Sciences.

1. Potential candidates for Tenure and Promotion should begin preparation during the Spring preceding the Tenure and Promotion process that occurs the following Fall. The Director should ensure that candidates have received current School of Mass Communications, College, and University Guidelines and the BOR-UFF Collective Bargaining Agreement. The Director should also inform candidates of the materials they will be expected to provide in support of their applications.

2. External reviewers. Candidates' scholarship and creative works are to be evaluated by external reviewers whose professional reputations are exceptional. The reviewers are expected to be familiar with the work of the candidate, to comment on the value of the candidate's work and to place it in relation to the work of others in the field. External reviewers should be selected so as to minimize the possibility of conflicts of interest--actual, potential, or apparent. Reviewers should be highly regarded and recognized scholars in the candidate's field and able to evaluate the quality, productivity, and significance of the candidate's research and creative activities.

A candidate for tenure and promotion to associate professor should submit a list of at least six suggested reviewers to the Director. A candidate for promotion to professor should submit a list of at least eight suggested reviewers to the Director. Each list must be accompanied by brief statements, including biographical sketches, to support the choices. If any reviewer is recommended who has had significant previous contact with the candidate, reasons for the choice should be presented in sufficient detail to allay concerns about conflicts of interest.

In the event that the Director believes additional names are desirable or necessary, then (1) the candidate should make supplementary recommendations, and (2) the Director may suggest additional reviewers to the candidate. In choosing reviewers it is recommended that the Chair seek the counsel of the department tenure and promotion committee. Ordinarily, this process will result in a list of reviewers acceptable to the candidate and to the Director.

Should agreement not be reached, the candidate and the Director will develop a list of external reviewers in consultation with the Dean. The final list of reviewers, however it is developed, will be submitted to the Dean for approval and should be

accompanied by brief statements, including biographical sketches, to support the choices.

The Director, in consultation with the candidate, will solicit from the approved list at least three letters of evaluation from reviewers for candidates applying for tenure and/or promotion to associate professor and at least five letters for applying for promotion to professor. In either case, no more than six may be submitted. Although the School of Mass Communications Director may contact the selected reviewers informally, an official request for an evaluation shall be in the form of a letter from the Director composed in accordance with the model letter drafted by the Dean's Office. It is inappropriate for candidates to contact the reviewers regarding promotion and/or tenure consideration.

After ascertaining a reviewer's willingness to serve as an evaluator, the Director will forward to the reviewer materials provided by the candidate, including a current vita and other materials the candidate chooses as appropriate. The process should be scheduled to ensure adequate time for the reviews to be returned and considered by the department and college committees. When the external reviews are added to the candidate's application, the materials, including biographical sketches, used to support the selection of these reviewers should be included.

3. Typically for Tampa campus faculty, three distinct recommendations for or against tenure should be made within the School of Mass Communications. They will be by the Director, a vote of the tenured faculty, and a vote of the School's Salary, Tenure and Promotion Review Committee. The recommendations will be forwarded to the College Tenure and Promotion Review Committee and each must be accompanied by a clear, substantive summary of reasons for both positive and negative votes. A copy of the School's criteria for tenure and promotion also should be included.

Voting on a candidate by the tenured faculty and by the Salary, Tenure and Promotion Review Committee will be by secret ballot. The ballots shall be preserved in the office of the Director or in the candidate's permanent file. All members of each group (tenured faculty or Salary, Tenure and Promotion Review Committee) must sign the appropriate recommendation form and summary of reasons for positive and negative votes.

For all cases of promotion, the recommendations of the Salary, Tenure and Promotion Review Committee and the Director of the School of Mass Communications will be forwarded to the College Tenure and Promotion Committee and each must be accompanied by a clear, substantive summary of reasons for both positive and negative votes.

For candidates on regional campuses, regional campus guidelines also must be met.

4. After a candidate's file has been submitted for review by the College Tenure and Promotion Committee, materials may not be added or removed without consultation with the Tenure and Promotion Committee Chair. Any proposed deletions (e.g., an incorrect document) must be justified in writing to the Tenure and Promotion Committee Chair, who must approve the deletion. Any additions must be submitted to the Tenure and Promotion Committee Chair and must be accompanied by a written request to add the material, explaining the reason for their late addition. If materials are deleted or added to a candidate's file after it has been submitted to the Tenure and Promotion Committee, the Tenure and Promotion Committee Chair will be responsible for deleting or adding the materials and informing the candidate, the School of Mass Communications Director, all members of the Tenure and Promotion Committee, and the Dean, of the action.

After each member of the College's Tenure and Promotion Committee has reviewed the candidate's credentials, the Committee will meet to prepare its recommendations to the Dean. The Committee's deliberations will focus exclusively on how well a candidate meets college, university and department criteria for Tenure and Promotion. The Committee must not apply standards that are lower than those specified in the department's criteria.

If a College Tenure and Promotion Committee member is from the School of Mass Communications, or if a member has special personal and/or professional associations with a candidate, that committee member will leave the room during all deliberations concerning that candidate and will abstain from making a recommendation concerning that candidate.

Tenure and Promotion Committee members shall confine themselves to making decisions solely upon the information provided in each candidate's official tenure and promotion file. No committee member shall solicit or consider any additional information conveyed privately, through personal contact, by phone, letter, or any other means. The entire committee may vote by a two-thirds majority to authorize the Tenure and Promotion Committee Chair to solicit additional information if necessary. All requests for additional information must be in writing by the Tenure and Promotion Committee Chair, who will provide the candidate and the Director with copies of the request.

Voting on a candidate by the College Tenure and Promotion Committee will be by secret ballot. These ballots shall be preserved in the Office of the Dean for a reasonable time. The committee's vote and clear, substantive summary of reasons for both positive and negative votes must be included in the candidate's file. All members of the Tenure and Promotion Committee must sign the recommendation forms for each candidate.

Once the Tenure and Promotion Committee has made its decision, it will identify those cases in which its recommendation differs from that of the School of Mass Communications Director and/or the School Salary, Tenure and Promotion

Review Committee, and the Tenure and Promotion Committee Chair will inform the candidate and the Director and the Committee, in writing. The Director, the candidate or, at the candidate's discretion, a faculty advocate chosen by the candidate will then be given an opportunity to respond to the Tenure and Promotion Committee in writing.

Once the recommendations of the Tenure and Promotion Committee are final, they will be forwarded to the Dean. In any case where the recommendation of the Dean differs from that of the Director and/or the Salary, Tenure and Promotion Review Committee, the Dean will inform the candidate and the Director, in writing. The Director, the candidate or, at the candidate's discretion, a faculty advocate chosen by the candidate, will then be given an opportunity to respond to the Dean in writing. In the case of every application for tenure and/or promotion, the recommendations of the School Salary, Tenure and Promotion Review Committee, the Director, College Tenure and Promotion Committee, and the Dean will be forwarded to the Provost.

Approved: September 23, 1999