

School of Journalism

POLICIES AND PROCESSES RELATING TO THE PROMOTION AND/OR RENEWAL OF PROFESSIONAL PRACTICE FACULTY (FORMERLY KNOWN AS NON-TENURE-TRACK FACULTY)

Adopted, as amended, by vote of the School of Journalism Faculty on May 3, 2010

As a category, members of the full-time faculty in the School of Journalism who are not on the tenure track are designated “Professional Practice Faculty.” Professional Practice Faculty may focus primarily on teaching, or teaching and service, or may have more balanced teaching/research/service workloads, as described in the professional profiles agreed to in the annual merit review process. Professional Practice Faculty, referred to as “Non-Tenure-Track Faculty” in the USC Faculty Handbook, “are treated equally with tenured and tenure-track faculty with respect to all fringe benefits as defined by the established faculty policies” (USC Faculty Handbook, Section 4-C (2), participate in the governance of the School, and are eligible to participate in all committees except those involved in tenure and promotion of Tenure-Track Faculty.

1.1 Appointment

Professional Practice Faculty appointments are made by the Director, with the approval of the faculty, tenured, tenure track, or those on a professional practice track. The faculty vote shall be determinative. Faculty searches are authorized by the Director, follow practices and procedures established by the School of Journalism, and are national or international in scope. Votes of the entire full-time faculty are held on Professional Practice appointments.

1.2 Designations

The School of Journalism uses several titles to designate Professional Practice Faculty.

The titles Assistant Professor, Associate Professor, and (full) Professor of Professional Practice form a three-tier Professional Practice career ladder.

- *Assistant Professor of Professional Practice of [AREA]*. Entry-level position. An Assistant Professor holds a full-time appointment, typically for a minimum of three years.
- *Associate Professor of Professional Practice in [AREA]*. An Associate Professor holds a full-time appointment, typically for a minimum of three years.
- *Professor of Professional Practice in [AREA]*. Highest faculty rank. A Professor (sometimes “full professor”) holds a full-time appointment, typically for a minimum of five years.

The title Senior Lecturer is used for faculty:

- Who serve solely at the discretion of the Director.
- Who are not on a multi-level, progressive career track.
- Whose professional accomplishments are widely recognized and respected in the profession.
- Whose presence on the faculty of the School of Journalism enhances students' learning experience and the school's reputation.
- Whose employment is limited in function, as specified in a professional profile having no more than two elements (i.e. 100% teaching, 80% Teaching/20% Service, etc.).
- Whose appointment is flexible in length, at the discretion of the Director.
- Who have all of the faculty governance rights and responsibilities as those on the three-tier professional practice track, subject to the approval of the faculty.

The title Lecturer is used for faculty:

- Who serve solely at the discretion of the Director.
- Whose employment is more limited in function, as specified in a professional profile having no more than two elements (i.e. 100% teaching, 80% Teaching/20% Service, etc.).
- Whose appointment is limited to a maximum of two years, unless it is extended through agreement between the Director and the instructor.
- Who may apply to enter, and be accepted into, the Professional Practice career track, at an appropriate level, upon completion of the promotion policy described below.

Who have all of the faculty governance rights and responsibilities as those on the three-tier professional practice track, subject to the approval of the faculty.

1.3 Promotion

Promotion recognizes the accomplishments of faculty members who have demonstrated excellence in teaching, and/or research, and/or service, to the degree specified in their professional profiles. Promotion is not automatic, nor is it based on years of employment. Professional Practice Faculty members are not eligible for tenure.

An Assistant Professor of Professional Practice is eligible for promotion a minimum of every three years. Typically, promotion to Associate Professor is considered after three to five years of experience at USC or a similar institution, and promotion to (full) Professor is considered after three to five years as an Associate Professor. Promotion from Lecturer to Assistant Professor of Professional Practice is considered after completion of the candidate's two years of service as a Lecturer. In some circumstances, credit for teaching and other relevant experience (i.e., professional experience) prior to joining the faculty at USC may be counted in determining the timing of consideration for promotion.

The final decision on promotion of Professional Practice Faculty is made by the Dean of the Annenberg School for Communication and Journalism, upon the recommendation of the Director of the School of Journalism, under authority delegated by the Provost. Promotion of Professional Practice Faculty is governed by the USC Faculty Handbook (Section 4-G) in addition to the guidelines outlined here.

Criteria for Promotion from Lecturer to Assistant Professor of Professional Practice

The Director may consider a Lecturer for promotion to Assistant Professor of Professional Practice after two years in the rank of Lecturer, or the candidate may decide to remain at the rank of Lecturer. A successful candidate for promotion must have demonstrated:

- A degree of active engagement with the School that enriches and enhances the School's mission.
- When Teaching is an element in the candidate's professional profile,
 - Excellence in all aspects of teaching
 - An ongoing effort to develop his or her abilities as a teacher;
 - The employment of learner-centered teaching methods that bring a spirit of innovation to the classroom;
- When Service is an element in the candidate's professional profile, met or exceeded service expectations;
- When Research/Professional Activity is an element in the candidate's professional profile, conducted research on topic(s) that is (are) unique, and produced results of value to the profession,
- Received strong annual performance reviews;
- All in accordance with the composition of his/her professional profile.

Criteria for Promotion to Associate Professor of Professional Practice

Promotion to Associate Professor of Professional Practice may be considered in every third year of the candidate's tenure in the School of Journalism. A successful candidate for promotion is expected to have made a substantial, demonstrable contribution to the School's educational mission, and specifically:

- A degree of active engagement with the School that enriches and enhances the School's mission.
- When Teaching is an element in the candidate's professional profile, the candidate is expected to have:
 - Demonstrated excellence in all aspects of teaching;
 - Demonstrated an ongoing effort to develop his or her abilities as a teacher;
 - Demonstrated the use of learner-centered teaching methods that bring a spirit of innovation to the classroom;
 - Offered courses that reflect current practice, empirical research on teaching effectiveness, and, when appropriate, integrate research from the discipline;
 - Explored opportunities to revise and update existing courses, develop new courses, contribute to the develop of curricula, and implement interdisciplinary teaching.
- When Service is an element in the candidate's professional profile, met or exceeded service expectations.
- When Research/Professional Activity is an element in the candidate's professional profile, conducted research on topic(s) that is (are) unique, and produced results of value to the profession,
- All in accordance with the composition of his/her professional profile.

Criteria for Promotion to (Full) Professor of Professional Practice

In addition to satisfying the criteria for promotion to Associate Professor, in the time since the last promotion a successful candidate for promotion to Professor is expected to have:

- Demonstrated a significant impact on improving and advancing the practice and study of the profession;
- Developed a substantial profile in the profession;
- Assumed leadership roles in the School or University; and must have demonstrated the ability and willingness to provide leadership service;
- Effectively served in an administrative capacity, should such a role be included in his/her professional profile;
- All in accordance with the composition of his/her professional profile.

Process and Calendar

The promotion calendar for Professional Practice Faculty will be consistent with that used for Tenure-Track Faculty. (See Appendix A for a sample calendar.)

Prospective candidates should meet with the Director in the spring (as part of the normal review process) to discuss the promotion process. During the summer, the candidate prepares material for a dossier that includes a personal statement of not more than five pages, a curriculum vitae, his/her professional profile, sample of course materials, evidence of service contributions, and (where relevant) samples of research. The School will provide all annual performance review scores and student ratings for all courses taught. The dossier is a critical part of the promotion process, and the candidate should invest significant effort in preparing materials for the dossier. See Appendix B for more on dossiers.

During the summer or early fall, the Director appoints a Peer Evaluation Group (PEG). The PEG is comprised of two professors appointed by the Director, and one professor requested by the candidate, all of whom hold a rank higher than the candidate's current rank, and are drawn from both the Professional Practice, Tenure-Track and Tenured ranks, though the majority should be drawn from the Professional Practice category.

The PEG solicits letters from internal reviewers, the sources of which should be consistent with the composition of the candidate's professional profile (i.e., 1-2 that speak to the candidate's teaching contribution, and/or 1-2 that speak to the candidate's research contribution, and/or 1-2 that speak to the candidate's service contribution, etc.) The PEG adds the letters to the dossier. The PEG also adds a report from in-class observation of the faculty member's teaching, if the faculty member is teaching a formal course that particular semester, and arranges for preparation of such a report if necessary.

In the fall, the PEG reviews the dossier and prepares a report. The PEG report should contain a detailed and careful evaluation of the candidate's record of teaching, service, or research, all reflecting the composition of his/her professional profile, and a recommendation on promotion. The PEG report should present a balanced analysis of the case, identifying both the strengths and weaknesses. The information in the report should be organized to match the stated criteria for promotion.

Once the PEG report is written, School of Journalism faculty (from Tenured, Tenure-Track and Professional Practice) with the rank equal or above for the position the candidate is seeking will meet to discuss the PEG report and the promotion case in general. Before the meeting, each faculty member entitled to participate is expected to review the dossier and the PEG report. After the meeting, the Director takes a vote for or against promotion using a secret ballot. Faculty members who do not attend the meeting (or join by conference call) are discouraged from voting.

The content of the report prepared by the PEG cannot be altered, deleted, or otherwise amended, by anyone. However, should a situation arise in which a majority of the eligible, participating faculty endorse, by secret ballot, content that contradicts, supports, amends, or supplements the PEG report, such content will be added to the PEG Report as addenda under the heading "Faculty Comments."

After the School of Journalism faculty vote, the Director prepares a memo to the Dean that summarizes the faculty's discussion and reports the outcome of the vote. If the Director disagrees with the consensus view of the faculty, this can and should be noted and explained. (The Director may reference the applicant's annual merit review reports for the years since the applicant's initial appointment or last promotion, which are not available to the PEG and/or the faculty at large for reason of confidentiality.) The Director's memo is added to the dossier and forwarded to the Dean. Any faculty member who wishes to add information may submit a letter to the Director or Dean that becomes part of the dossier.

The Dean reviews the dossier, and decides whether or not to promote the candidate. The Dean conveys the decision to the Director, who conveys it to the candidate. If the individual believes the decision is flawed because of procedural errors, he or she may prepare an appeal letter to the Dean. Additional grievance procedures are discussed in the USC Faculty Handbook. In the event that the candidate undertakes a formal appeal, the committee reviewing the appeal will consist of Tenured, Tenure-Track and Professional Practice Faculty, with the majority drawn from the latter category, having titles at least equal to that of the candidate.

Confidentiality

The PEG report, Director's memo, faculty votes, and all discussions are confidential. None of the dossier materials, votes, or contents of meetings may be conveyed to or discussed with the candidate or other individuals within or outside the School, except those involved in the decision-making process.

1.4 Reappointment and Nonrenewal

Professional Practice Faculty appointments generally expire at the end of the fiscal year unless a different date is stipulated in the letter of appointment. The USC Faculty Handbook (Section 4-G) states that the “University has no obligation to renew a non-tenure-track appointment” and that non-renewal requires 90 days advance notice of non-renewal.

Except when the Dean decides otherwise:

- Lecturers and Senior Lecturers have a minimum one-year appointment that may be renewable at the Director’s discretion;
- Assistant Professors have a minimum three-year appointment, which may be renewable at the discretion of the Dean;
- Associate Professors have a minimum three-year appointment, which may be renewable at the discretion of the Dean;
- (Full) Professors have appointments of a minimum of three years, and up to a maximum of five years, at the discretion of the Dean.

In the School of Journalism, the terms of all appointments will be considered to be fixed and guaranteed for the full period specified (i.e. for one year, three years, or five years), rather than renewable or non-renewable on an annual basis, except in cases where legitimate cause for dismissal is determined to exist.

Nonrenewal

According to the USC Faculty Handbook (Section 4G), “The university has no obligation to renew a non-tenure-track faculty appointment.” The same section of the Handbook goes on to say that “Each school shall maintain a policy addressing the question of review and recommendation procedures for appointment, reappointment, or mid-contract termination of non-tenure-track faculty.” Therefore, the policy of the School of Journalism is that while renewal of a Professional Practice Faculty member's multi-year contract is not necessarily automatic, it is assumed to be automatic unless the Director determines there is a bona fide need for non-renewal based on: a) cutbacks in external sources of funding for the specific activity, or (b) substantial program change or substantial resource limitation in the school, or (c) poor performance. Any faculty member who will not be renewed will be so notified by The Director no later than April 15th.

If the faculty member holds the rank of Assistant Professor, Associate Professor, or Professor, the Director writes a memo stating his or her recommendation and reasons, and including supplementary material such as recent annual performance review scores when appropriate.

The Director forwards the materials to a committee for its advice, in compliance with provisions of the USC Faculty Handbook. The Professional Practice Faculty Advisory Committee (formerly the Non-Tenure-Track Faculty Advisory Committee) usually serves in that role, sometimes supplemented by ad hoc members appointed by the Director. The Committee’s purpose is to monitor the integrity of the process, and advise the Director on the renewal decision.

The Committee may advise the Director to solicit a statement from the faculty member, notifies the Director if it has concerns about the fairness of the case, and may recommend other procedural actions. After reviewing the materials, the Committee provides the Director with a written recommendation for or against reappointment. The Committee does not produce a report, simply a recommendation on reappointment. The decision whether or not to reappoint is made by the Director.

When a Professional Practice Faculty member is considered for promotion and is not promoted, the Director may decide to not reappoint the individual after the expiration of his/her current appointment without further Committee consideration.

Early Termination

The USC Faculty Handbook (Section 4-G) provides that contracts of Professional Practice Faculty members may be terminated earlier than their stipulated date, with a minimum of 90 days notice, if there is a bona fide need to do so (a) based on cutbacks in external sources of funding for the specific activity, or (b) based on substantial program change or substantial resource limitation in the school, or (c) based on poor performance. When considering termination for poor performance, the Dean consults with the Professional Practice Faculty Advisory Committee (formerly the Non-Tenure-Track Faculty Advisory Committee), possibly supplemented by ad hoc members appointed by the Director.

APPENDIX A: Professional Practice Faculty Promotion Schedule

The following calendar is intended to illustrate the typical timing of events. Actual calendars are issued by the Director each year.

Promotion to Associate Professor and Professor

- September 1: Deadline for faculty member to request consideration
- September 15: PEG formed
- October 15: Deadline for candidate to submit dossier materials
- November: Department considers case
- December 1 Deadline for Department to send dossier to Dean
- January 15: Decision issued by Dean

APPENDIX B: Promotion Dossiers for Professional Practice Faculty

Guidelines for the promotion process are in Section 3.5 of this Manual. The candidate is responsible for the preparation, organization, and submission of the dossier that is initially submitted to the PEG. The dossier should be included in one or at most two three-ring binders with labeled tabs for each section in the order prescribed below. The candidate's name should appear both on the spine and front of the binder. If more than one binder is used, each should be labeled and identified as Volume 1 of #, Volume 2 of #. One volume is preferable to two.

The dossier should be organized with the following section numbers and materials:

Section I-A. Administrative and Faculty Assessments (*Compiled by the PEG chair*)

- Peer Evaluation Group Report
- Memo from the Director of the School of Journalism

Section II. Professional Profile

Section III. Curriculum Vitae

Section IV. Personal Statement

Section V. Teaching Record

- Memo comparing candidate's teaching quality to Department and School norms
- Summary of evidence (historical teaching responsibilities, new courses created, student ratings, comments from in-class observation by faculty colleague(s), evidence of innovation and effectiveness, teaching honors and awards)

Section VI. Service Record

Section VII. Reference Letters

- The PEG will solicit three (3) internal letters

Section VIII (if appropriate, as determined by the composition of the applicant's professional profile):

- Scholarship/Research Record