

**William Allen White School of Journalism and Mass Communications
PROMOTION AND TENURE STANDARDS AND PROCEDURES**

Revised and adopted by P&T Committee vote Jan. 31, 2014

*Approved by the Faculty Senate Committee on Standards and Procedures for
Promotion and Tenure (Oct. 16, 2014)*

I. GOALS OF STANDARDS AND PROCEDURES

A. Purpose:

The School of Journalism and Mass Communications conducts a rigorous and fair evaluation of faculty performance in considering the award of tenure and/or promotion pursuant to the Faculty Senate Rules and Regulations Article VI and this document. A candidate's record of teaching, scholarship and service is evaluated according to the policies of the University and the standards of the School. The review is based on the entirety of the candidate's record, not on isolated or biased sources of information. In the School of Journalism and Mass Communications, successful candidates for promotion and/or tenure must achieve a rating of excellent or very good in teaching and/or scholarship while meeting expectations in other areas.

B. Responsibility:

The School's Promotion and Tenure (herein "P&T") Committee conducts the review and makes its recommendation to the Dean. The P&T Committee comprises all members of the tenured faculty holding the rank of Associate Professor or Professor, with the exception of the Dean, who is not a voting member. No undergraduate or graduate students, untenured faculty members or unclassified academic staff may be members.

The P&T Committee elects a chair, who assigns to committee members the responsibility of reviewing the candidate's teaching, scholarship and service in accordance with School P&T policies. These P&T members conduct their review in complete academic freedom, with concomitant responsibility to exercise this freedom responsibly. As a result, the School P&T Committee's recommendation to the Dean provides a thorough examination of a candidate's complete record and the impartial application of standards and procedures.

II. TEACHING STANDARD

A. School Guidelines:

The School of Journalism and Mass Communications believes teaching is a primary function of the University, which strives to provide an outstanding education for its students. The School values deep knowledge within a field and the ability of a teacher to convey that understanding in clear and engaging ways. In accordance with University guidelines, the School's Teaching Standard provides the criteria for assessing how a

faculty member's teaching should result in periodic, measurable accomplishment for each rank as follows.

B. Tenure and Promotion to Associate Professor

For the award of tenure and/or promotion to Associate Professor, the record must demonstrate effective teaching, as reflected in such factors as:

- Command of the subject matter
- Ability to communicate effectively in the classroom
- Demonstrated commitment to student learning
- Involvement in providing advice and support for students outside the classroom

The record of an Assistant Professor who seeks promotion and tenure must demonstrate success in the classroom, as reflected in such factors as:

- A qualitative, quantitative and contextual examination of student evaluations
- Peer evaluations of teaching by other School P&T members
- Awards or citations of teaching merit

C. Promotion to Professor

For promotion to the rank of Professor, the record must demonstrate continued effectiveness and growth as a teacher, as reflected in such factors as:

- Mastery of the subject matter, strong classroom teaching skills
- Ongoing commitment to student learning
- Active involvement in providing advice and support for students outside the classroom

The record of an Associate Professor who seeks promotion must include indicators of success in the classroom and beyond, as reflected in such factors as:

- A qualitative, quantitative and contextual examination of student evaluations
- Peer evaluations of teaching by other School P&T members
- Awards or citations of teaching merit
- Testimonials of former students who have achieved prominence in the professions or academia
- Major textbooks published in the teaching area (with good reviews and wide acceptance enhancing their status)
- Invitations to lecture or present on teaching techniques
- Published work on teaching in national professional venues
- Published work on pedagogy in national academic venues

III. SCHOLARSHIP STANDARD

A. School Guidelines:

In accordance with University of Kansas Faculty Senate Rules and Regulations (Article 6.2.3.1), the School of Journalism and Mass Communications defines *scholarship* as encompassing "not only traditional academic research and publication, but also the creation of artistic works or performances and any other products or activities accepted by the academic discipline as reflecting scholarly effort and achievement for purposes of promotion and tenure." The School of Journalism and Mass Communications believes

scholarship is an essential component of the University's mission as a center of learning. In accordance with University guidelines, the School's Scholarship Standard provides the criteria for assessing how a faculty member's scholarship indicates a sustainable program of scholarly activity. This assessment will take into account the candidate's allocation of effort among scholarship, teaching and service, plus other conditions specified in writing at the time of that individual's hiring or in subsequent performance reviews.

The evaluation of scholarship requires an understanding of the expectations within specific disciplines and the professional fields of journalism. The School considers scholarship within each field to encompass all products that are accepted according to professional standards and that provide tangible evidence of scholarly effort advancing the discipline. The School recognizes that although the nature of scholarship varies by discipline, the University adheres to high standards for faculty scholarship in all disciplines.

Like the University of Kansas Faculty Senate Rules and Regulations (Article 6.2.3.1), the accreditation guidelines of the Accrediting Council for Education in Journalism and Mass Communication (ACEJMC) encompass productivity in traditional academic research as well as in creative professional activity. The School believes honoring both endeavors meets the following ACEJMC accrediting standards:

- With unit support, faculty members contribute to the advancement of scholarly and professional knowledge and engage in scholarship (research, creative and professional activity) that contributes to their development.
- Faculty members communicate the results of research, creative and/or professional activity to other scholars, educators and practitioners through presentations, productions, exhibitions, workshops and publications appropriate to the activity and to the mission of the unit and institution.

Consequently, the School's criteria for judging scholarship include these standards:

- Quality, prestige and degree of selectivity of venue
- Breadth of exposure
- Impact

Traditional academic research may include activity resulting in publications such as journal articles, books and book chapters. The School recognizes that such projects can span years from the proposal for funding to the publication of research findings.

Evaluation criteria for research may include:

- Reputation and appropriateness of the journal or the academic press
- Review method, whether blind and/or peer-reviewed
- Audience (in a specific field or interdisciplinary) and scope (national, international)
- Contribution to the body of knowledge
- Extent of participation in a publication, e.g. whether lead, co-author or part of an interdisciplinary research team

- Sustained work within the candidate's area(s) of expertise or focus
- A level of accomplishment indicating a promising trajectory for future work
- Success in obtaining external funding
- Recognition as evidenced by citations, references, testimonials or awards
- Funding source, whether internal (within the School/University) or external
- Outcome, such as effect on industry practice, government policy, law and codes, or public opinion

Evaluation criteria for creative professional activity may include:

- Reputation, whether in respected journalism venues (newspapers, magazines, television, radio, websites) or in media serving journalism professionals
- Review method, whether it was judged and selected by respected professionals
- Audience: significance in size and exposure (international, national or regional) or composition (practitioners in the profession)
- Impact, whether it resulted in real-world outcomes or affected public opinion, industry practice, government policy or programs, or law and code changes
- Funding source, whether internal (within the School/University) or external
- Depth and originality, whether it reflects innovation within the field

In accordance with University guidelines, the School's Scholarship Standard provides the criteria for assessing how a faculty member's scholarship should result in periodic, measurable accomplishment for each rank as follows:

B. Tenure and Promotion to Associate Professor

For the award of tenure and/or promotion to Associate Professor, the record must demonstrate a successfully developing scholarly career, as reflected in such factors as:

- Quality and quantity of publications or creative activities
- External reviews by respected scholars at the Associate Professor level or respected practitioners in the field
- Candidate's regional, national and/or international reputation
- Other evidence of an active and productive scholarly agenda

C. Promotion to Professor

For promotion to the rank of Professor, the record must demonstrate an established scholarly career, as reflected in such factors as:

- Substantial and ongoing pattern of publication or creative activity
- External reviews by eminent scholars at the Professor level or eminent practitioners in the field
- Candidate's national or international reputation
- Other evidence of an active and productive scholarly career

IV. SERVICE STANDARD

A. School Guidelines:

The School of Journalism and Mass Communications believes service is an essential part of being a good citizen and that all faculty members contribute to the University's

performance of its larger mission. The nature of service depends on individual faculty members' allocation of effort and on their interests and abilities. Service may include:

- Professional service through activity in academic and media organizations
- Leadership of an academic or professional organization, such as chairing a division
- School and University committees, work groups and assignments
- Professionally related service outside the University (local, state, regional)
- Professional or scholarly publications about service

Criteria that could significantly enhance the ranking of service include:

- Honors or awards for professional service
- The nature and time commitment of the service

Administrative assignments and leadership positions in the School, University and professional and academic organizations require a commitment that exceeds typical service. Examples of administrative assignments include:

- Heading one of the School's academic tracks
- Chairing a major School or University committee, such as the School Promotion and Tenure Committee
- Managing a national contest

B. Tenure and Promotion to Associate Professor

For the award of tenure and/or promotion to Associate Professor, the record must demonstrate a pattern of service to the University at one or more levels, to the discipline or profession, and/or to the local, state, national or international communities.

C. Promotion to Professor

For promotion to the rank of Professor, the record must demonstrate an ongoing pattern of service reflecting substantial contributions to the University at one or more levels, to the discipline or profession, and/or to the local, state, national or international communities.

V. PROCEDURES

A. Purpose:

The School of Journalism and Mass Communications encourages all faculty members to continue developing as teachers, scholars and service providers throughout their academic careers. The School abides by University policy in all pre-and post-tenure decisions. Each faculty member annually prepares a five-year plan and has the opportunity to discuss his or her individual goals and allocation of effort with the Dean. During this annual review process, faculty members may address possible promotion in rank during the following academic year.

For a tenure-track Assistant Professor preparing for mandatory review, and for an Associate Professors seeking promotion, the following procedures apply.

B. Responsibility:

Faculty development is the responsibility of the Associate Dean for Graduate Studies and Faculty Development. For new tenure-track faculty, the Associate Dean coordinates with tenured faculty members to form mentoring committees to coach candidates in meeting the School's Teaching, Scholarship and Service Standards. These committees provide input to the P&T Committee and Dean for the candidate's third-year review.

C. Tenure Preparation:

Faculty members approaching tenure meet with the Dean and P&T chair early in the spring semester that precedes the fall semester in which the School P&T Committee will evaluate and vote on the candidate's application. The Dean and P&T chair review with the candidate the School's and University's procedures and requirements for tenure application and the School's Timetable (see end of document) with due dates for each step.

D. During Promotion and/or Tenure Review:

The Promotion and Tenure Committee includes three standing subcommittees that lead the review by all tenured faculty of the candidate's Teaching, Scholarship and Service: a subcommittee on teaching; a subcommittee on scholarship; and a subcommittee on service.

Each subcommittee will comprise three members of the School Promotion and Tenure Committee. P&T members will select two of the members of each subcommittee for two-year terms. (When this subcommittee system is implemented for the first time, one person will serve a one-year term and the other will serve a two-year term.) There are no restrictions in terms of re-election. Elections will be held on or before March 1 each year. At that time, the P&T chair will appoint one member to each subcommittee to serve a one-year term. There are no restrictions in terms of reappointment. At the first meeting of each academic year, each subcommittee will appoint its own chair, who, in turn, will speak on behalf of the subcommittee in reports to the P&T Committee as a whole.

By a majority vote, the P&T Committee as a whole will resolve issues regarding the involvement of subcommittee members who have a potential conflict of interest or whose participation as a subcommittee member might compromise the impartiality of an evaluation or recommendation. Any candidate may petition the committee for recusal of a subcommittee member by sending a letter to that effect to the P&T chair by Sept. 1 in the semester of the review. In the event of a subcommittee member's removal, P&T members will elect by vote a new subcommittee member for that candidate's subcommittee. In addition, external evaluators (see #2 below) will assist in evaluating the candidate's scholarship. The entire review process is considered a confidential personnel matter that may not be discussed with anyone outside the P&T Committee or Dean's office. Digital dossiers are kept in a secure website accessed only by members of P&T.

1. Teaching:

The candidate's teaching evaluation is overseen by the P&T teaching subcommittee. The teaching subcommittee reviews everything the candidate has submitted in the dossier, such as syllabi, course materials, peer and student evaluations, the candidate's statement of teaching philosophy and goals, public representations of teaching and any other relevant information. The subcommittee organizes classroom visits by P&T members and collects feedback from those visits. The teaching committee prepares and reports a summary of findings and makes a recommendation to the P&T Committee as a whole.

2. Scholarship:

In selecting external evaluators, the School follows the Provost Office's Guidelines on External Evaluations, Promotion and Tenure Review. In consultation with the P&T Committee, the Dean organizes and selects external evaluators, who either are from peer institutions or are respected practitioners in the field. The candidate may suggest to the Dean six external evaluators and may eliminate two additional names from consideration. External evaluators are told that their work will be held as confidential to the extent permitted by law. Candidates do not have access to external evaluations. No more than three names on the candidate's list of possible evaluators can be selected as evaluators.

The candidate's scholarship evaluation is overseen by the P&T scholarship subcommittee. The scholarship subcommittee reviews everything that the candidate has submitted in the dossier, and all members of P&T review and assess the candidate's output. (To ensure an independent evaluation of scholarship, P&T members review the candidate's scholarship before receiving access to the external evaluators' reports.) The scholarship subcommittee prepares and reports a summary of findings and makes a recommendation to the P&T committee as a whole.

3. Service

The candidate's service evaluation is overseen by the P&T service subcommittee. The service subcommittee reviews everything the candidate has submitted in the dossier. The subcommittee prepares and reports a summary of findings and makes a recommendation to the P&T committee as a whole.

E. Review Committee Recommendations and the Vote:

After reviewing reports and recommendations from the teaching, scholarship and service subcommittees, the Promotion and Tenure Committee as a whole votes in each of the three categories, counting the votes in each of the five possible levels: "excellent," "very good," "good," "marginal" or "poor" as defined by University standards. Then the P&T Committee provides a recommendation to the Dean. The Dean then considers that recommendation as part of his/her final evaluation of the candidate.

1. Dean's Notification

Upon completion of the review, the candidate will receive an Initial Review Evaluation Summary for Candidate, which includes the recommendation of the Promotion and Tenure Committee and its ratings of the candidate in the areas of overall teaching/advising; overall program of scholarship; and overall service. The document includes a “statement of reasons for evaluation,” and a count of the number of P&T members who did or did not concur with the initial review. The summary will be prepared by the teaching, scholarship and service chairs and the P&T Committee chair and vice-chair. The Dean will communicate the recommendations to the candidate, and the P&T chair will provide the candidate with a copy of Initial Review Evaluation Summary for Candidate.

If the recommendation is positive, the Dean will forward the dossier to the University Committee on Promotion and Tenure for consideration. The Dean may choose to write a letter agreeing with the committee’s decision but, in accordance with University guidelines, does not have to do so.

If the committee’s recommendation is negative, the Dean will immediately communicate the decision in writing to the candidate, and if the review will not be forwarded to the University Committee on Promotion and Tenure, the candidate will be informed that he or she may request that the record be forwarded for further review by UCPT.

2. Candidate’s Right to Respond

The candidate may submit a written response to a negative recommendation or to a final rating of teaching, scholarship or service below the level of “good.” The written response will go forward with the dossier to the UCPT.

If UCPT sends a request for information to the School, the Dean will provide a copy of the request to the candidate and will inform the School P&T Committee.

The candidate will have the opportunity to participate in the preparation of the School’s response to the request for information and/or to submit his or her own documentation or comment to the UCPT.

F. Review of Candidates for Professor

The School P&T Committee and Dean conduct this review using the same procedure as for tenure review.

###

School of Journalism and Mass Communications P&T Approximate Timetable

The timetable provides an overview of “what happens when” and as a result, how things come together in stages. The timeframes are approximate so that some things can be completed (for the most part) early, removing pressure from the final months. It’s much easier to produce “first drafts” on this timetable and to submit updated versions later – and to add additional materials.

As each candidate enters the review year (with notification early in the spring semester and P&T Committee evaluation and voting in the fall semester), this “approximate” timetable should be replaced by an actual one so that due dates are established and review meetings can be scheduled.

I. On or before March 1

A. School P&T Committee:

The P&T chair will provide candidates with this timetable and the URL for the Provost’s website for Promotion and Tenure. The P&T Committee will establish subcommittees for teaching, scholarship and service as described above in Section V. The scholarship subcommittee chair will contact the candidate to offer advice as the candidate assembles research materials. The content and accuracy of the promotion package remains the responsibility of the candidate, but the P&T Committee in general and subcommittee chairs in particular will be available to advise.

B. Candidate:

Download forms from the Provost’s website on Promotion and Tenure and familiarize yourself with the current requirements. Update your curriculum vitae according to the format on the Provost’s website. Write your scholarship statement and gather your publications, presentations, grants and any additional evidence of scholarship and organize them in digital folders to correlate with your CV. Accepted or published articles may be added as they come in. The candidate’s digital dossier should be placed on a secure website, specified by the P&T Chair, and accessible only to P&T members and the Dean.

Items for candidate to submit to P&T chair: CV, scholarship statement and all evidence of scholarship, such as articles.

II. On or before March 15

A. School P&T Committee:

The subcommittee chair for scholarship will review the candidate’s scholarship statement and check the organization of scholarship materials; the chair will discuss these materials with the P&T chair. The teaching chair will examine evidence of teaching ability, organize class observations by P&T members (ideally to occur in this spring semester) and begin collecting peer evaluations. The service chair will meet with the candidate to discuss evidence of service.

III. On or before April 1

A. Candidate and Dean:

Discuss the external evaluators. In accordance with the Provost Office’s Guidelines on External Evaluations, the School’s policy is to maintain confidentiality of evaluators’ identity and their evaluations to the extent that is possible in accordance with the law. Keep in mind that the candidate cannot contact prospective evaluators – only the Dean can. The Dean writes the Description of Present Position and signs it. The candidate signs also.

The candidate will consult with the Dean about the best format for the materials for the external evaluators. Depending on evaluator preferences, such materials may be paper or digital. The candidate assumes the responsibility for the preparation of the formats to be sent.

Item to complete: Position description.

B. Dean and P&T Chair:

Meet to discuss list of external evaluators.

C. Candidate:

The candidate should complete a draft of the teaching statement and submit it to the P&T chair for placement in the digital dossier.

Item for candidate to complete: Teaching statement.

IV. On or before June 1

A. Dean:

Send letters inviting the evaluators to review the candidate's scholarship packet, keeping a copy of each invitation letter.

V. On or before Aug. 15

A. Dean:

Send scholarship packets to external evaluators. The Dean also keeps a copy of the scholarship materials.

VI. On or before Sept. 1

A. Candidate:

Complete the final digital versions of required documents as specified by the Provost's Promotion and Tenure website. (In essence, this is your final tenure package for submission not only to the School P&T Committee but also to the University Committee on Promotion and Tenure.) Traditionally, these materials include the following:

1. Candidate P&T CV

2. Candidate statements

3. Candidate verification and list of supporting materials

a. Supporting materials include required materials and optional materials.

Traditionally, those materials have been:

i. Required supporting materials

- Student course evaluation numeric summaries.

- One copy of all published or completed work since last promotion or since KU appointment (as appropriate).

ii. Optional supporting materials can include

- Grant applications

- Published reviews

- Course materials

- Letters of support from students
4. Candidate Dossier Checklist

Items for candidate to submit: Digital copies of the required materials, as described above, should be submitted to the P&T chair.

VII. On or before Sept. 15

A. School P&T Committee:

The subcommittee chairs for teaching, scholarship and service will begin their written reviews.

The scholarship chair will confirm that scholarship materials for review by the tenured faculty are in a secure location. The service subcommittee will conduct a review of service activities, and the teaching subcommittee will finalize its review and organize the student teaching evaluations.

VIII. On or before Nov. 1

A. School P&T Committee:

October is the month when most of the J-School reviewing will take place. The P&T teaching, scholarship and service subcommittees will present their reports to members of the P&T Committee. The P&T Committee will vote on each candidate.

B. Candidate:

The candidate updates the CV, scholarship and teaching materials, and organizes other support materials such as unsolicited letters from students. The candidate submits these materials to the P&T chair.

C. Dean:

By now the external evaluators' reviews should have been received. These will not be available to P&T members until the committee as a whole makes its own independent assessment of scholarship. The Dean's office will collect the original external evaluator letters, along with CVs and any other additional information on the evaluators.

IX. On or before Nov. 15

A. Dean:

After the P&T Committee vote, the Dean's office will provide copies of the external evaluators' letters for the P&T Committee's use in preparing the School's final written evaluations.

B. School P&T Committee:

The scholarship, teaching and service chairs will provide drafts of their parts of the School's evaluations. Typically the P&T chair and vice chair divide writing/editing duties and work together to create final documents of uniform style. The scholarship, teaching and service chairs will review the School summaries for accuracy. The P&T

chair and Dean will coordinate any additional evaluation or summary documents required by University promotion and tenure standards.

X. On or before Dec. 15

A. P&T Chair:

By the University deadline, the P&T chair combines the School's evaluation documents with the candidate's documents and delivers the completed package to the Office of the Provost. The P&T chair provides a copy of Initial Review Summary of Evaluation form to the candidate.