

Policy 102: Reappointment, Tenure, and Promotion

(Approved by faculty November 30, 1992; modified by faculty August 20, 1996; August 21, 2009)

Policy

I. General Philosophy

These guidelines are designed to enhance the quality of the School's faculty, to insure due process and equitable treatment of all candidates for reappointment, tenure, and promotion, and to provide career guidance for tenure-track faculty at all ranks.

The criteria incorporated herein follow general University standards with regard to achieving excellence in teaching, research, and service and, at the same time, place these standards in the special context of a professional communications school with close relations to a broad range of activities.*

Specifically, the Manship School of Mass Communication recognizes two educational emphases for instructional personnel.

Both have a professional orientation but differ in their approaches. One, the *scholarly emphasis*, involves activities most commonly associated with scientific and theoretical examination of communication. The other, the *professional emphasis*, involves the various communications activities themselves. Expertise among the faculty in both areas is essential to fulfillment of the school's mission. Individual faculty, however, may pursue careers that emphasize one approach or a blend of both.

The next section of this document -- Section II -- outlines specific standards for evaluating teaching, research, and service. In seeking promotion and tenure, faculty are expected to exhibit accomplishment in all three areas and to demonstrate notable achievement in at least two of these three areas.

II. Tenure and Promotion

A. To Associate Professor and/or Tenure

1. Scholarly emphasis

- a. Documented evidence of ability and commitment to teaching effectiveness.
- b. Evidence of high probability that candidate will continue to show academic growth and maturity.
- c. Evidence of a sustained research program that reflects a high potential for recognition at the national level. Typically, this evidence is shown through frequent publication of high quality, original research papers in refereed journals, books, or other publications which bring academic recognition to the candidate and enhance the reputation of the School.

*By way of emphasizing the range of activities, this document includes the "Statement on Tenure and Promotion for Programs in Journalism and Mass Communication" approved by the Committee on News and Editorial Education, a group jointly appointed by the Association for Education in Journalism and Mass Communication and the American Society of Newspaper Editors.

- d. Evidence of service to the University, to the School, and to the Communication field. Typically, this service includes participation in programs that enhance the work of professional communications.

2. Professional emphasis

- a. Documented evidence of ability and commitment to teaching effectiveness.

- b. Evidence of high probability that candidate will continue to show academic growth and maturity.
- c. Evidence of sustained original work presented in recognized forums of media excellence (e.g., articles or programs distributed nationally or that have received national recognition.)
- d. Evidence of service to the University, to the School, and to the Communication field. Typically, this service includes participation in programs that enhance the work of professional communications.

B. To Full Professor

1. Scholarly Emphasis

- a. Evidence of sustained excellence in teaching effectiveness and commitment to student learning.
- b. A clearly established, continuous record of research that has achieved national recognition and made a significant intellectual contribution to the Communication field (e.g., books and refereed articles that are cited in Communication literature or widely reviewed).
- c. Evidence of continued service to the University, the School and the Communication field. Leadership roles in national and regional professional organizations are expected.

2. Professional emphasis

- a. Evidence of sustained excellence in teaching effectiveness and commitment to student learning.
- b. Evidence of high-impact professional accomplishments (e.g., advancing concepts that change communication industry standards or producing written or visual work that is distributed nationally and widely reviewed and cited).
- c. Evidence of continued service to the University, the School and the Communication field. Leadership roles in national and regional professional organizations are expected.

III. Standards and Documentation

The preceding section -- Section II -- delineates criteria for promotion and tenure. This section provides the faculty with specific guidance on portfolio documentation and evaluation of that material. ***N.B. All documentation of teaching, research, and service is to follow the format specified in PS-36.***

A. Teaching Effectiveness Standard

The teaching of students and the professional preparation of students for careers in the mass media are essential missions of the Manship School of Mass Communication. Therefore, the School considers excellence in teaching to be a significant consideration in the evaluation of any candidate for reappointment, tenure, or promotion. Teaching is defined as "the communication of knowledge to students, the training of students in the skills necessary for entry into the professions and scholarly disciplines, and the evaluation of students in such a way as to encourage excellence and to uphold the academic standards of the School and the University."

Portfolio Documentation

Evidence of teaching excellence includes, but is not limited to, the following:

- 1. Student evaluations.
- 2. Peer evaluations.
- 3. Reports or interviews with graduating students or alumni, and testimonial letters, as solicited by School.
- 4. Honors or special recognitions for teaching accomplishments.
- 5. Selection for special teaching activities outside the University -- e.g., special lectureships, panel presentations, seminar participations, student and development projects, and professional internships.

6. Selection for teaching in special honors courses and programs.
7. Supervision of student internship activities on and off campus.
8. Courses taught, including direction of individual student work -- e.g., independent studies, professional projects, theses, creative and artistic student projects, and informal student seminars.
9. Development of new and innovative courses, preparation of creative teaching materials or instructional strategies, and/or exceptional contributions to the school's instructional program, including those in nontraditional modes such as distance learning, correspondence and independent study, and extramural courses.
10. Coordination of multidisciplinary courses and/or interdepartmental instructional courses.
11. Membership on special bodies concerned with teaching -- e.g., accreditation teams and special commissions.
12. Efforts to obtain and/or receipt of competitive grants/contracts to fund innovative teaching activities or to fund stipends for students.
13. Textbooks, published lecture notes, or articles that reflect teaching contributions and scholarships.
14. Adoptions of candidate's textbooks, especially repeated adoptions, by comparable institutions.

B. Research and Creative Activities Standard

Inquiry, originality, and creativity are important to the continuing development of faculty members. Therefore, faculty are expected to conduct research and/or to engage in other creative and artistic activities appropriate to their disciplines and to the mission of the School. Research is defined as a systematic attempt to discover new knowledge or to test and modify existing knowledge using a recognized method and the publication or dissemination of the results of that scholarly inquiry. Creative and artistic activities are defined as the production of original works that reflect outstanding professional activity and enhance the faculty member's professional credentials. A third category of defined research in the Manship School of Mass Communication consists of activities that redefine or advance communication standards. All these activities must include research and critical thinking. While it is customary for a university faculty member to publish in blind-reviewed or refereed research publications, the professional nature of the Manship School of Mass Communication recognizes the validity and contribution of professional or creative publishing that contains a research component. The well-prepared candidate for promotion or tenure will be able to demonstrate sustained productivity in several areas listed below.

Portfolio Documentation

Evidence of excellence in research and/or significant achievement in creative activities includes, but is not limited to, the following, as categorized:

Scholarly Emphasis:

1. Scholarly research publications of merit -- e.g., books, monographs, bulletins, articles, refereed electronic publications, and other scholarly works published by reputable journals, scholarly presses, and publishing houses that accept works only after rigorous review and approval by peers in the discipline.
2. Refereed or invited presentation of work at regional, national, or international meetings of a professional or scholarly nature.
3. Analyses and critical reviews of professional subjects published in journalism/communication reviews and professional publications.
4. Editorships of annotated anthologies or compilations of significant materials for publication.
5. Awards of research grants and/or contracts.
6. Awards of special fellowships for research.
7. Preparation of proposals for research grants.
8. Evidence of research derived from consultancies within the discipline.

Professional Emphasis:

1. Professional research publications and authorship of creative works that make a significant contribution to the discipline -- e.g., trade press articles, writing and acceptance of reviewed radio, TV, or film scripts, production of a radio or TV program or series and the transmission of that program to the general public or to a selected target audience.
2. Refereed or invited presentation of work at regional, national, or international meetings of a professional nature.
3. In the area of professional achievement, work of an original nature in the graphics- visual arts area and in other professional fields that advances the state of the art and breaks new ground.
4. Analyses and critical reviews of professional subjects published in journalism/communication reviews and professional publications.
5. Awards of research/professional achievement grants and/or contracts.
6. Awards of special fellowships for creative activities.
7. Publication of articles, reviews, and commentaries in popular media, if they demonstrate extraordinarily high standards in the practice of journalism.

C. Service Standard

Service to the University and professional community is an important component of the School's mission. This responsibility includes service to the institution--to students, colleagues, department, and the University--as well as the community. In particular, because of the professional nature of the School, service by faculty to the profession is important.

The highest priority shall be given to service that is directly related to the profession and/or scholarly expertise of the faculty member and to service to the School and University through work and leadership on committees and during special assignments.

Evidence of service contributions includes, but is not limited to, the items detailed below:

Portfolio Documentation

Service to the Profession

1. Officer in national, regional, state, or local professional organizations.
2. Committee chair of national, regional, state, or local professional organizations.
3. Committee member of national, regional, state, or local professional organizations.
4. Service on a governmental commission, task force, or board.
5. Program chair, master of ceremony, or other leadership role at a national, regional, state, or local meeting which reflects credit on the Manship School of Mass Communication.
6. Critical respondent or discussant at international, national, regional, state, or local meetings.
7. Invited speeches given at international, national, regional, state, or local meetings.
8. Significant self-development activities that lead to enhanced service proficiency and effectiveness.
9. Editorships, memberships on editorial boards reviewing publications, manuscript reviewers, or memberships on panels judging grants/contracts proposals.
10. Meritorious work of a demanding nature in professional positions with the media during summers or leave time or in part-time capacity at other times.
11. Awards for service.
12. Judging student and professional competitions.
13. Community service within the disciplines encompassed by the School.
14. Service as consultant within the discipline encompassed by the School to business, media, or government agencies.

Service to the University

1. Excellence in an administrative role.
2. Chair or member of a standing or ad hoc Louisiana State University or LSU System Committee.
3. Adviser and/or contributor to a student organization.
4. Chair or member of School Committee.
5. Officer or member of Faculty Senate.
6. Student advising.

Procedure

I. Initial Appointment

At the time of appointment the Dean shall determine, in consultation with the candidate, whether the position to be filled is a professional, research, or dual appointment.

In those cases where Manship faculty hold joint appointments with other departments, the dean, in consultation with the Promotion and Tenure Committee, will work out procedures to ensure the timely evaluation of those faculty. The procedures will then be sent to the chair of the other department for his or her concurrence.

A faculty member may change focus, as his/her work and interests develop, so long as such changes are approved by the Dean and do not significantly alter the balance of research and professional faculty.

Scholarly Emphasis Faculty

Candidates for appointment to a scholarly emphasis faculty position at the assistant professor level should hold a Ph.D. degree in a field appropriate to the practice of mass communication. Candidates with professional experience will be given priority.

Professional Emphasis Faculty

Candidates for appointment to a professional emphasis faculty position at the assistant professor level should have at the minimum a master's degree in an appropriate field and a minimum of five years of successful practice, or with a bachelor's degree, a minimum of ten years of successful experience in the communication area in which he/she is expected to teach.

Upon appointment to a faculty position in the Manship School of Mass Communication, the faculty member will be provided with a copy of the School's "Policies and Procedures on Reappointment, Tenure, and Promotion" and LSU PS-36 (Revision 4). A job description will be provided to all new faculty appointees.

Discussion of the policies and procedures detailed in these documents must be a part of the interview process with all candidates for faculty positions in the School.

II. Performance Evaluation

The Dean will conduct annually, during Spring semester, performance evaluations of all faculty. A review for promotion, reappointment, and/or tenure within the same academic year may serve as the annual performance evaluation.

All evaluations shall be conducted in accordance with the guidelines and criteria specified in PS-36.

At the time of the annual performance review, the School Dean must hold a conference with each member of the faculty, including part-time and adjunct faculty, to discuss such topics as performance

evaluation, developmental progress, contributions to the School and University, and advancement possibilities.

III. Reappointment and Non-reappointment

The School Dean shall notify each candidate of eligibility for reappointment within the first week of the semester in which review will occur. (See Sec. V/C, p. 14--PS-36.) The candidate shall be provided with a list of supporting documentation which should be prepared for the reappointment review.

For the review, the Dean must ensure that the candidate has full opportunity to submit all relevant information and materials for evaluation by the faculty members charged with making the recommendation for reappointment/non-reappointment and that these materials are made available to the appropriate persons.

The candidate may also submit a statement assessing his/her own teaching, research, creative activities, and service and noting efforts underway or planned.

During the period the candidate is under consideration, the eligible voting faculty will have an opportunity to review all materials pertinent to the decision, including teaching evaluations. The candidate's file should contain materials normally included in promotion and/or tenure files.

The following review/evaluation procedure shall be followed:

1. Dean will notify candidate of the pending re-appointment review within first week of the semester in which review will occur.
2. Chair of the Promotion and Tenure committee will notify candidate to submit an evaluation file to committee chair within two weeks. [See PS-36 for notification deadline.]
3. Dean invites candidate to submit other documentation of contributions toward teaching, research, creativity activities, or service.
4. Prior to the meeting of the voting faculty to consider reappointment of any candidate, the Chair of the Promotion and Tenure Committee will arrange for at least one member of the Committee to attend each of the candidate's classes. At its discretion, the Committee may also meet with the candidate.
5. Promotion and Tenure Committee chair notifies candidate when committee members will attend the candidate's classes.
6. Committee prepares written report with reappointment or non-reappointment recommendation and simultaneously transmits copies of report, with candidate's documentation, to Manship School Dean and copy of report to candidate.
7. Final committee report will summarize committee evaluations of candidate's teaching, research, creative activities, and service record and will note candidate's strengths and deficiencies with accompanying suggestions for improvements and general statement on candidate's progress toward achieving tenure/promotion.
8. Candidate may attach a response to committee report prior to dissemination.
9. Copies of report will be distributed to tenured voting faculty, and in order for the candidate's materials to be accessible to appropriate faculty, they will be placed for review in the main office of the Manship School of Mass Communication. Material is to be treated with confidentiality by all faculty.
10. Final committee report will conclude with an unambiguous statement of committee's recommendation on reappointment or non-reappointment.
11. The Dean shall call a meeting of the voting faculty to discuss performance of the candidate in teaching, research, creative activities, and service. Voting on the reappointment/non-reappointment shall be by secret written ballot.
12. The candidate must be notified of the results of the faculty and Dean reviews.
13. In case of a negative recommendation, the candidate may request a conference with the Dean and receive copies of the Dean's recommendation and the faculty recommendation report.

14. The candidate may also prepare a written statement for inclusion in the materials sent to the higher administrative levels.
15. In accordance with PS-36, the Dean then submits to the Provost the final recommendation.
16. If non-reappointment is recommended at the dean's level, a conference will be held. [See PS-36]

IV. Promotion and Tenure -- Tenured and non-tenured
assistant professors, associate professors, and professors

1. A pre-tenure review process is mandatory in order to allow for at least one-year notification if tenure is not approved.
2. The School will begin its preliminary review to meet notification deadline.
3. Nominations for non-mandatory review may be made by the Dean or to the Dean by the following:
 - a. The candidate.
 - b. Any member of the tenured faculty for "tenure only" recommendations.
 - c. Any tenured member of the faculty senior in rank to the candidate for promotion recommendations.

4. In cases of both mandatory and non-mandatory review the Dean shall notify each faculty member and provide a list of supporting material which must be prepared for formal consideration.

The candidate is free to withdraw from non-mandatory review at any stage prior to submission of recommendations at the Vice-Chancellor's level.

A faculty member who chooses not to be reviewed for tenure at the mandatory time or who chooses to withdraw from the review process must send a written request to the Dean. Such a request will result in non-reappointment at the end of the employment contract.

5. The School's Promotion and Tenure Review Committee will consist of three tenured faculty members appointed by the Dean.

- a. Faculty meetings convened for consideration of tenure and promotion are presided over by the chair of the Tenure and Promotion Review Committee. The Dean should attend but may not actively participate because he will make an independent assessment.

6. The Tenure and Promotion Review Committee will review the candidate's credentials and supporting documentation (including external reviews) and make written recommendations at a meeting of eligible voting faculty. The eligible voting faculty has the responsibility to produce a written statement to validate its recommendation.

7. External review procedures:

- a. At a meeting of the School's Tenure and Promotion Review Committee, decision is made, in the case of non-mandatory review, whether the candidate's credentials warrant being sent to external reviewers. If the decision of the eligible voting faculty is negative, the Dean must notify the candidate, so that the candidate may make an appeal to the Dean, who has the final authority.

- b. In a mandatory review the candidate's credentials must be sent to external reviewers for evaluation unless the candidate requests that a review not be held.

8. The candidate will be requested to submit a list of possible reviewers to the Dean, and members of the T&P Review Committee may also submit names of possible reviewers. The Dean and the Committee are responsible for choosing the evaluators. External reviewers must be selected from the area of the candidate's expertise and according to PS-36.

9. Recommendations of the Tenure and Promotion Review Committee, supporting documentation, and letters from external reviewers will be made available in the School office for review only by faculty eligible to vote on the candidate.

10. The Dean will hold a conference with the candidate to give notification of departmental recommendations and, upon request, to give to the candidate a copy of statements by the faculty and the Dean supporting their recommendations.

11a. The Dean will forward to the Provost's office all positive faculty recommendations for non-mandatory promotion and tenure reviews, in accordance with PS-36.

11b. The files of candidates for mandatory pre-tenure review must be reviewed at all designated levels of the campus, in accordance with PS-36, even if they are not recommended for tenure by the School or the Dean.

12. Materials of a candidate who is denied promotion and/or tenure should be retained for at least one year after the final action or until all cases involving grievances, administrative review, or litigation are settled.