



UNIT STANDARDS REVIEW  
SIGNATURE FORM

Department of:

Journalism

Year:

2020

1) Department Chair:

Ray Fomin  
Signature

5/3/2019  
Date

2) Dean:

gkph  
Signature

8/28/2019

Date

3) Chair, UM Unit Standards Committee:

L. R. Rini  
Signature

10/5/20  
Date

4) Provost and Vice President for Academic Affairs:

DocuSigned by:  
Reed Humphrey  
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Signature

10/5/2020

Date

UNIT STANDARDS AND PROCEDURES FOR FACULTY TENURE, PROMOTION,  
RETENTION AND SALARY DECISIONS

SCHOOL OF JOURNALISM

The School of Journalism, although composed of faculty with a variety of expertise, operates as a single school and is guided by the standards and procedures established in the Collective Bargaining Agreement (CBA) as a general statement of policy on tenure, promotion, retention and salary decisions. These standards are intended to be consistent with and in addition to the CBA's provisions. In the event of any omission or inconsistency in this document, the CBA shall apply, but the unit standards will prevail when its provisions are more rigorous than those of the CBA. Faculty members are encouraged to consult Section 10 of the CBA for guidance on the evaluation procedures beyond those described here, especially the process for appeal. For clarification purposes, the role of department chairperson as outlined in CBA Section 10.-250 is fulfilled by the Director of the School of Journalism.

I. GENERAL CRITERIA FOR INITIAL APPOINTMENT

New hires are expected to have a broad knowledge of journalism, strong professional experience, a commitment to teaching, and an active interest in professional creative activity or scholarly research. New hires must have at least a master's degree in journalism or a related field, which is considered the School of Journalism's terminal degree. In extraordinary circumstances, extensive or especially distinguished professional experience may be considered in lieu of a master's degree.

II. ACADEMIC FREEDOM AND RESPONSIBILITY

- A. The School of Journalism is deeply committed to academic freedom. The welfare and strength of democracy depends largely on the free search for truth and its free expression, without hindrance, restriction, equivocation and administrative reprisal. (See CBA Section 6.100)
- B. Faculty members are expected to behave in a professional manner toward their colleagues in the unit and in the academic community. Faculty shall not be subject to, or subject others to, abuse, threats, intimidation, bullying or discrimination. Each faculty member is expected to participate in the work of the unit and the institution. (See CBA Section 6.200)

III. PROCEDURES FOR TENURE, PROMOTION, RETENTION AND SALARY  
EVALUTION

- A. Faculty shall maintain a current and complete Individual Performance Record of their teaching effectiveness, their service, and their research or creative activities (See CBA 10.220). The IPR shall include any material

47 deemed pertinent to the annual review with respect to tenure, promotion,  
48 retention, and salary decisions.  
49

- 50 B. The Faculty Evaluation Committee comprises all tenured and tenurable  
51 faculty members of the School of Journalism, with the exception of the  
52 director. It shall meet annually to make tenure, promotion, retention and  
53 salary recommendations. No faculty member shall participate in such  
54 recommendations affecting her or his own evaluation or where the faculty  
55 member has a clear conflict of interest. The faculty selects a tenured member  
56 of the FEC to serve as the chairperson. The FEC's recommendation on  
57 matters of promotion and tenure shall be based on the consensus of the  
58 discussion of all members of the FEC. As outlined in CBA 10.240, a faculty  
59 member may request to be present during the FEC's discussion of their  
60 application, but typically, the FEC will discuss the application and the  
61 consensus decision shall be communicated by the FEC chairperson to each  
62 faculty member under review, who shall have a right to respond.  
63
- 64 C. The Director of the School of Journalism will solicit nominations from the  
65 FEC and shall select the members of the Student Evaluation Committee. The  
66 SEC members will elect a chairperson from among its members. The SEC  
67 chairperson has the right to attend the FEC meeting and explain its findings,  
68 which must represent the prevailing student opinion of each faculty  
69 member's teaching effectiveness, based on course evaluations and interviews  
70 with students in those courses. If the SEC fails to complete its work by  
71 October 15, the evaluation process by the FEC will continue, as outlined in  
72 CBA 10.235.  
73
- 74 D. The FEC may receive or seek evidence from any source, including tenured  
75 and tenure-track faculty, non-tenure track faculty and students, that is  
76 relevant to the evaluation of any faculty member in the academic unit so long  
77 as the evidence is relevant to the approved unit standard. Any evidence  
78 relied upon for evaluation purposes is incorporated into the record, and the  
79 faculty member to whom the evidence pertains is afforded 10 working days  
80 to review and respond to the evidence. Unsolicited materials may not be used  
81 as part of the evaluation process unless they are signed. Authors of  
82 unsolicited materials have no expectation of confidentiality. (See CBA Section  
83 10.240.)  
84
- 85 E. The FEC and the School of Journalism Director shall prepare separate  
86 recommendations on each faculty member under review and transmit them,  
87 along with the IPRs, according to the procedure detailed in the CBA. The FEC  
88 recommendation shall be drafted by the FEC chair, unless the  
89 recommendation involves themselves or represents a conflict of interest. The  
90 FEC report shall reflect the consensus of the FEC meeting and final  
91 recommendation on questions of promotion, tenure and merit. Faculty  
92 members being evaluated shall sign the separate recommendations of the

SEC, FEC and the School's Director. The signature does not signify the faculty member's endorsement of the recommendations. The faculty member may request a meeting with the FEC chairperson, the FEC and/or the director of the school for clarification of the recommendations.

#### IV. TEACHING, SERVICE AND SCHOLARSHIP STANDARDS FOR PROMOTION, TENURE AND SALARY DECISIONS

##### A. Standards for Performance in Teaching

1. Good teaching is the primary obligation of all faculty members, and the quality of teaching must be evaluated as part of the faculty member's regular evaluation by the FEC. Teaching is evaluated through course evaluations, as well as journalistic work generated in the class. Additional factors a faculty member may request include informal peer reviews from School colleagues as well as successful completion of professional development workshops focused on teaching. The unit strongly encourages faculty to revise and improve courses as well as incorporate new research into how to make teaching more effective.
2. Normal performance in teaching includes but is not limited to:
  - a. Meeting classes regularly.
  - b. Advising students competently.
  - c. Being available to students during office hours and by appointment.
  - d. Receiving an average rating of a least 3.0 to questions on the school's course evaluation forms regarding overall teaching effectiveness.
  - e. Revising and updating courses periodically.
  - f. Teaching both lower- and upper-division undergraduate courses and graduate courses, as assigned.
  - g. Serving regularly as chairs or members of graduate student committees.
  - h. Teaching courses that serve the University's general student population, when assigned, with a special effort to support General Education courses.
3. Above normal teaching can be indicated by several different measures, some connected to the quality of undergraduate or graduate student work overseen, edited and produced under the guidance of the faculty member as well as recognition of the faculty member's teaching skill through awards, honors and grants connected to their teaching.

Such indicators of above normal teaching include, but are not limited to:

- a. Working with other departments or schools to create interdisciplinary courses.

- b. Editing or doing post-production work to prepare student-produced media for external publication or broadcast.
- c. Actively pursuing training in how to improve courses and incorporating new techniques in teaching into existing courses.
- d. Earning university or state-based grants to support specific teaching initiatives.
- e. Developing new courses that specifically address the school's or university's strategic goals.
- f. Developing externally recognized online courses to improve school offerings.

- 4. Outstanding teaching builds on the type of activities outlined for above normal and can include, but are not limited to:
  - a. Invitations to partner or collaborate with prestigious media organizations.
  - b. Recognition from outside the unit of innovative or exceptional teaching.
  - c. National or international recognition for student work supervised or overseen in courses.
  - d. National teaching awards.
  - e. National grants to support faculty-led class projects.
- 5. In deciding whether teaching is considered above normal or outstanding, the FEC will consider the prestige and magnitude of the recognition.

#### B. Standards for ~~Normal~~ Performance in Service

- 1. The school expects that each faculty member will be engaged in service. The three categories of service include service to the school and university, to the profession, and to the community at large.
- 2. Normal performance in service includes but is not limited to:
  - a. Attending regular faculty meetings.
  - b. Participating in School committees as assigned.
  - c. Participating in panel discussions about journalism.
  - d. Participation in at least one university committee or work group.
  - e. Speaking to classes and local events.
  - f. Calling, communicating with prospective students.
  - g. Meeting with and offering tours to prospective students.
  - h. Judging local or state journalism and related contests.
  - i. Participating in high school outreach or recruiting efforts.
- 3. Above normal performance in service is leading university, regional or national committees and/or leading or significantly contributing to service efforts that have a demonstrable impact on the public, the

university or profession. Evidence of above normal service can include, but is not limited to:

- a. Chairing university-wide committees.
- b. Documented contributions to university-wide initiatives that have demonstrable impact.
- c. Leading regional journalism or related organizations.
- d. Judging national and international contests.
- e. Participating in accreditation visits to other journalism programs as part of an Association for Education in Journalism and Mass Communication (AEJMC) site team.
- f. Managing high school or other recruiting efforts.

4. In deciding whether service is considered above normal or outstanding, the FEC will consider the prestige and magnitude of the recognition. Evidence of outstanding service can include, but is not limited to:

- a. Leading national or international journalism or related organizations.
- b. Winning university or state-wide awards for service to the community or School.
- c. Documented far beyond normal efforts in advising independent student publications or broadcasts.
- d. Leading accreditation visits to other journalism programs as part of an Association for Education in Journalism and Mass Communication (AEJMC) site team.
- e. Chairing multiple university committees and initiatives.

#### C. Standards for Performance in Scholarship or Creative Activity

1. The school expects each faculty member to produce scholarship or works of journalism or related creative activity. Documentation of normal scholarly or creative activity may include a title-author page; a draft of an article or manuscript; a script or rough cut of an audio, video or multimedia work; a letter or contract accepting such work for professional or academic dissemination.
2. Much of the teaching of journalism focuses on the skills of editing words, images, audio and video. This work is honed through faculty working with partners at the local, state and regional level both inside journalism and in related fields. The School of Journalism recognizes and values these activities, even if they do not always lead to specific credited publications. Normal performance in scholarship or creative activity is defined as producing one work per year, on average. Indicators of normal work include, but are not limited to, the examples below, which are not ranked.

- a. Articles, columns, reviews, photos, books subject to editorial vetting or critical review before publication in the popular press or by online publications.
  - b. Major production credits (executive producer, producer, director, writer, researcher, reporter, photographer or editor) in television or radio features aired by public or commercial outlets.
  - c. Earning university sabbaticals based on creative activity or scholarship proposals.
  - d. Photo or multimedia exhibits or gallery showings.
  - e. Articles, monographs, reviews or professional papers selected for presentation at academic or professional conferences or publication in an academic or professional journal.
  - f. Consulting work related to journalism.
  - g. Invitations to lecture on topics related to journalism.
  - h. Drafts, chapters or rough cuts of professional or scholarly works in progress.
3. Above normal creative activity or scholarship shall be indicated by showing that the activity was highly regarded outside the unit. In deciding whether such activity is to be considered above normal or outstanding, the FEC will consider the prestige and magnitude of the professional or academic recognition. Evidence of circulation, ratings, web traffic or viral promotion will not, by itself, suffice.
- Preference may be given to work that is published in regional and national news outlets with significant editing or peer-reviewed journals for academic research, but self-published work or locally produced work may be considered if it receives significant external recognition.
- Such indicators of above normal creative activity or research include, but are not limited to:
- a. Distinguished regional awards or honors.
  - b. Placement in statewide or regional publications or broadcasts that highlights the faculty member's work in a significant way.
  - c. Favorable reviews that are published or broadcast by reputable media organizations or academic publications.
  - d. Invitations from distinguished media or academic organizations to exhibit, republish or rebroadcast the work.
  - e. Letters describing the work's quality from those who published (or broadcast, or exhibited, etc.)
  - f. Invitations or agreements from distinguished media organizations or academic organizations submit future work.
  - g. Grants awarded in support of scholarly or professional works in progress.

- h. Lending expertise to state or regional organizations that is recognized as valuable by said organization. This could include editing, producing or consulting work.
- i. Evidence of significant impact on public policies.

4. Outstanding scholarship or creative activity shall be indicated by showing that the activity received national or international attention and had far-reaching impact beyond the unit, university and local community. The FEC will consider the prestige and magnitude of the professional or academic recognition.

As with an above normal finding, evidence of circulation, ratings, web traffic or viral promotion will not, by itself, suffice. Such indicators of outstanding creative activity or research include, but are not limited to:

- a. National awards from significant organizations.
- b. Favorable reviews that are published or broadcast by prestigious media organizations or academic publications.
- c. Placement in national or international publications or broadcasts that highlights the faculty member's work in a significant way.
- d. Interviews in national publications or outlets or testimony before state or federal organizations focused on the faculty member's reporting or research work.
- e. Lending expertise to national or international organizations that is recognized as valuable by said organization. This could include editing, producing or consulting work.
- f. National or regional grants to support continued research or creative work in the same or similar area.

#### D. The Promotion Decision

1. Except in unusual circumstances, four or more years of full-time service as Assistant Professor are required before the date of promotion to Associate Professor (application may be during the fourth year in rank). Except in unusual circumstances, five or more years of full-time service in rank as an Associate Professor are required before the date of promotion to Professor (application can be made in the fifth year in rank).
2. Promotion to Associate Professor shall be recommended by the FEC and FEC chair if the applicant's record demonstrates the increasing value of the faculty member's teaching, service and scholarship or creative activity to the School of Journalism and to the University. This is most clearly indicated by the decision of the FEC that the faculty member qualified for a merit increase at least once during their time as Assistant Professor.



The faculty member does not need to have earned the merit, rather that the FEC agreed they had fulfilled the School's requirements to receive one.

3. Promotion to Full Professor may not be made on the strength of the faculty member's teaching and service alone. The applicant must also offer a record of progressively distinguished scholarship or creative activity. This is most clearly indicated by the decision of the FEC that the faculty member qualified for a merit increase for creative activity or scholarship at least once during their time as Associate Professor. The faculty member does not need to have earned the merit, rather that the FEC agreed they had fulfilled the School's requirements to receive one.
4. The completion of the required number of years in rank shall not by itself be grounds for promotion. Additionally, consistent normal performance in scholarship or creative activity shall not by itself be sufficient for tenure or promotion.
5. Documentation in the IPR shall cover every year of service in the current rank or the most recent seven (7) years, whichever is less.

#### E. The Tenure Decision

1. Faculty members who possess five years of credit toward tenure (no more than three years of which may be credited to another institution), a master's degree, and the academic rank of Associate Professor shall be considered for tenure status upon application. A faculty member may seek tenure and promotion to Associate Professor simultaneously.
2. To achieve tenure the school expects at least normal performance in service and evidence of at least above-normal performance in teaching and scholarship or creative activity during multiple years of the probationary period.
3. The CBA in Section 9.320 requires documentation over the entire probationary period and a vita of publication and/or creative works.

#### F. The Merit Decision and Outstanding Performance Awards

1. A merit recommendation shall be based on above-normal performance in at least two of the three areas (teaching, service, scholarship/creative activity) and normal performance in the third area, or outstanding performance in at least one area and normal performance in the remaining two, according the standards established above.

2. Faculty may pursue merit increases based on a single year or multiple years back to the most recent promotion or merit, or the most recent seven (7) years, whichever is less. Documentation for the merit request shall be as described in the CBA (Section 10.220).

3. Non-tenure track faculty members may also be put forward for Outstanding Performance Awards based on Outstanding service in teaching, using the criteria outlines in Section IV.A.4 of this standard.

#### G. The Less-Than-Normal Decision

1. A recommendation for a less-than-normal salary increase is appropriate for unsatisfactory performance in one or more of the three categories of teaching, service, and scholarship/creative activity. (See CBA Section 10.110.3.C) Additionally, failure by the faculty member to submit an IPR when required is also grounds for a less-than-normal finding. (See CBA Section 10.210)

### V. NON-RETENTION RECOMMENDATION

A non-retention recommendation for probationary appointees shall be made as described by the CBA (Section 9.230). The process for faculty who fail to attain tenure will also be as described by the CBA (Section 9.340).

### VI. EVALUATION OF NON-TENURABLE FACULTY MEMBERS

Non-tenurable adjuncts are hired on an as-needed and course-by-course basis by the director.

A. Adjunct faculty members are evaluated by their students with the school's course evaluation forms. The director reviews those evaluations for evidence of the quality and effectiveness of each adjunct's teaching. The director may supplement such information by observing classes or interviewing students. The director of the school then writes a brief evaluation of each adjunct.

### VII. AMENDMENT TO STANDARDS

A. Any tenured or tenure-track faculty of the school may request a meeting of the faculty to consider changing these standards and procedures.

B. Before their use in the evaluation process, amendments require majority approval of the school's tenured and tenure-track faculty, approval of the University Unit Standards Committee, the Director of the School of Journalism, and the Provost. The amendments take effect in the academic year following the Provost's approval.

## VIII. EVALUATION OF DIRECTOR

- A. The FEC shall review annually the effectiveness of the performance of the director.
- B. The views of all tenured and tenurable faculty members in the unit shall be solicited and considered in the evaluation. The director~~s~~ shall have a right of response.
- C. The FEC chairperson shall prepare an evaluation that represents the majority opinion of the FEC and may transmit it to the dean.
- D. Criteria for evaluation of the director shall include leadership, support for faculty efforts, openness in communications and decision-making, and administrative competence and efficiency.