

Code for the Structure and Operation of the
Department of Journalism & Technical Communication
at Colorado State University
April 2005

1. DEPARTMENTAL MISSION

The Department of Journalism and Technical Communication is concerned with communication principles and their application and effects in mass and specialized media. To fulfill this role, the department engages in:

- 1.1 Teaching, to examine with students the knowledge, skills, and values that may be useful in professional communication responsibilities.
- 1.2 Research and other forms of inquiry to help understand the nature, process, effects and problems of communication, the media and of journalism education, and to test ideas that may help us achieve the goals we seek.
- 1.3 Interdisciplinary teaching and research at Colorado State University.
- 1.4 Service to the University, to the professional media, academic communication organizations, and outreach to the public and media/communication constituencies.

2. DEPARTMENTAL ORGANIZATION

2.1 Voting Rights and Participation in Departmental Affairs

- 2.1.1 Voting members of the faculty shall be limited to all tenured and tenure-track faculty members.
- 2.1.2 Faculty affiliates are persons whose work associates them directly with the department's teaching, research, and service programs. Individuals shall be recommended for appointment to the title of faculty affiliate by action of the voting faculty.
- 2.1.3 Jointly appointed faculty, instructors, faculty on special appointment, faculty on temporary appointment, research associates, extension specialists, and faculty affiliates are encouraged to attend and participate in departmental meetings although they do not have voting privileges.

2.2 Faculty Governance and Meetings

The voting members of the faculty constitute the primary policy-making body of the department. The department chair shall chair the journalism faculty, which shall meet at least once a month during the fall and spring semesters, unless circumstances prevent it, in which case the faculty will meet as soon as is practical. Minutes shall be taken by the departmental secretary or by a faculty member elected annually to serve as secretary.

2.2.1 Duties and Responsibilities.

The voting faculty shall offer advice and recommendation to the department chair on the administration of the department and its recommendations to the dean. If a majority of the voting faculty (or tenure committee if the case involves tenure) disagrees with a recommendation, the chair shall also forward the separate recommendation from the voting faculty or tenure committee.

- 2.2.2 All responsibility not specifically delegated to the department chair in Section C of the current Academic Faculty and Administrative Professional Manual shall remain with the voting faculty, who may retain them, delegate them to a standing committee, or delegate them to the department chair. Among such responsibilities are: recommending search and appointment procedures for permanent, temporary, full-time and part-time faculty; renewal or non-renewal of appointments of non-tenured faculty; merit evaluation and promotion; discussing potential candidates among the faculty for University and College committees; recommending departmental program development; relations with national associations; conferences; maintaining relations with student publications and media; making recommendations on college and university policy; and other relevant matters.

2.3 Standing Committees

To conduct its business efficiently and effectively, and to provide for thoughtful review of proposals, the voting faculty establish the following standing committees, the composition of which -- with the exception of the tenure committee -- shall be determined annually by the department chair based on written preferences submitted by faculty members. Other committees may be established by the voting faculty as warranted. The standing committees include:

- 2.3.1 Tenure and Promotion Committee. The Tenure and Promotion Committee is charged with making recommendation to the department chair concerning tenure. Membership of the committee shall consist of all tenured faculty in the department. The committee is chaired by its own elected chair who, in turn, represents the committee's deliberations in follow-up meetings between probationary faculty member and the department chair. If the department chair does not have tenure, the chair shall not have a vote. When the committee meets, its deliberations shall be closed. Its votes shall be by secret ballot. Probationary faculty members shall be notified immediately as to whether the vote was "for tenure" or "against tenure."
- 2.3.2 Curriculum Committee. The Curriculum Committee shall deal with and make recommendations to the voting faculty on matters dealing with both undergraduate and graduate curricula, including addition or deletion of courses or programs, uniformity of grading standards, or course work. The chair of the committee shall be the department's representative to the College Curriculum Committee.
- 2.3.4 Graduate Committee. The Graduate Committee shall have the primary responsibility for administering the graduate program and for selection, admission, and evaluation of graduate students, including periodic review or approval of individual students' programs. Graduate course or seminar proposals originate with the graduate committee before being forwarded to the Curriculum Committee. The Graduate Committee will (1) designate and host graduate guest scholars, (2) represent and advocate interdisciplinary master's and Ph.D. level graduate study with other Colorado State University departments, and (3) develop policies and procedures for off-campus graduate study in Denver and elsewhere.
- 2.3.4.1 The graduate coordinator assigns the student upon admission to a temporary graduate adviser. By the end of the second semester, the student will have selected a permanent faculty adviser/thesis chair from among the tenured and tenure-track journalism faculty. Normally, the adviser is selected on the basis of subject matter expertise in the student's field of interest. The student then selects a tenured or tenure-track faculty member to serve either as co-adviser or as a committee member from the department. The faculty delegates to the graduate committee and the

graduate program coordinator the responsibility to appoint faculty to graduate student advisory committees.

- 2.3.5 Internships and Placement Committee. The Internships and Placement Committee shall have primary responsibility for solicitation and administration of professional internships for students, and for department placement activities.
 - 2.3.6 Professional Liaison Committee. The Professional Liaison Committee is responsible for developing programs to provide effective continuing education and professional liaison opportunities for Colorado media and communication professionals including CSU journalism alumni, high school journalism students and teachers, etc. The committee advises the chair on matters relating to alumni and development activities.
 - 2.3.7 Diversity Committee. The Diversity Committee develops and monitors the department's diversity plan. The committee recommends student and faculty recruitment and retention programs as well as plans to infuse the curriculum with diverse ethnic and cultural underpinnings.
 - 2.3.8 Technology and Equipment Committee. The Technology and Equipment Committee develops and updates 3-5 year equipment purchase plans. The committee organizes training opportunities for faculty and students to familiarize themselves with new equipment and applications. It recommends expenditures for equipment and computer software from available funds.
 - 2.3.9 Library-Information Resources Committee. The Library-Information Resources Committee shall handle requests for books, periodicals, and on-line information to be housed both at the library and in the department. The committee shall function as departmental liaison with the university libraries and instructional services.
 - 2.3.10 Scholarships, Awards and Banquet Committee. The Scholarships, Awards and Banquet Committee shall work to find ways of increasing the number of scholarships and awards available to journalism students. It is responsible for coordinating the annual spring awards banquet.
 - 2.3.11 Academic Standards Committee. The Academic Standards Committee deals with appeals from students principally those relating to admission to the major as well as grade appeals. The committee's procedures regarding grade appeals will conform to those outlined in section I of the current Academic Faculty and Administrative Professional Manual.
 - 2.3.12 Merit Evaluation Committee. The Merit Evaluation Committee is charged with making recommendations to the department chair concerning annual activity audits for each faculty member. Membership of the committee shall consist of full-time faculty members, one from each rank. Tenure is not a consideration for membership. The committee shall be elected annually by the voting faculty. Criteria for evaluation of the annual activity audits by this committee shall be approved by the voting faculty.
- 2.4 Designation and Responsibilities of the Chair
- 2.4.1 The department administrative officer shall be designated as department chair.
 - 2.4.2 Duties and Responsibilities

The current Academic Faculty and Administrative Professional Manual, under DEPARTMENT HEADS (Section C) specifies the department chair duties and responsibilities. In carrying out those duties, the department chair shall actively

solicit the advice of the faculty, which is the primary policy-making body of the department through the voting journalism and technical communication faculty, the Tenure and Review Committee and other standing committees as provided for in this document.

2.4.3. Selection of Department Chair.

The manner of selection and appointment of department heads adheres to procedures set forth in section C of the current Academic Faculty and Administrative Professional Manual. An interim appointment of an acting department head is recommend by the dean of the college or to cover periods of absence or vacancy.

2.4.4 Term of Office.

The term of office for department chair shall be five years. Department chairs may be appointed for more than one term, the limit on the number of terms to be determined by the University regulations concerning retirement. The term of a department chair may be terminated before the normal five-year period for reasons of serious ineffectiveness in dispatching the chair's administrative duties. Not later than October 15 of the fifth year of the term of office of a department chair, the dean of the college will assess the extent to which faculty prefer reappointing the incumbent or selecting a new chair. The dean's assessment will include preference/evaluations forms solicited from all faculty and support staff, annual evaluations and administrative reviews, the incumbent's wishes, and other input sought by the dean. The department faculty, the administrator of the department, the Provost/Academic Vice President, and the President shall be notified in writing of the recommended action by December 15 of the fifth year in incumbency.

Should the determination be made to select a new chair, the Dean will constitute a faculty committee to oversee the process of recommending a new chair either from within the ranks of existing tenured associate and full professors or from an outside national search.

3. SEARCH PROCEDURES

Procedures relating to the review of candidates for new or vacated positions (regardless of rank or type of appointment). When an opening occurs, a search committee shall be appointed by the chair upon the concurrence of the voting faculty. At least one member of the search committee shall come from the concentration or area of expertise involved. The search committee will follow university and college search procedures, which include circulation of the job description, announcements, screening, with submission of names of final candidates to the voting journalism faculty, and recommendations to the chair of the department.

4. EVALUATION OF DEPARTMENT FACULTY

Procedures relating to the review of recommendations for faculty members for acquiring tenure, for promotion in rank, and for reappointment conform to sections C and E in the current Academic Faculty and Administrative Professional Manual, and to the College of Liberal Arts Guidelines for Tenure and Promotion. The specific departmental Guidelines for Tenure and Promotion are appended. The departmental Guidelines note that recommendation for tenure requires clear evidence of capability for significant professional contributions, effectiveness and promise of continuing growth in teaching and scholarship/creative activity, and effectiveness of institutional and professional public service.

4.1 Annual Evaluation of the Progress Toward Tenure of Untenured Faculty.

The tenured faculty will annually evaluate the progress toward tenure of the untenured faculty, according to the criteria detailed in the departmental Guidelines. and The department chair along with the elected chair of the Tenure and Review Committee will notify the untenured faculty members of their progress as directed in guidelines set forth in Section E of the current Academic Faculty and Administrative Professional Manual.

4.1.1 Mentoring for Probationary Faculty. Each probationary faculty member will work with a tenured faculty member to mentor and monitor progress toward annual reappointments and tenure. The mentor will be selected by the department chair, with input from the probationary faculty member. If desired by the faculty member, more than one mentor may be selected (e.g., one for teaching, one for scholarship). The role of the mentor will be to offer continuing advice, consultation and guidance on instruction, scholarly and/or creative activity, service, and other matters related to productive academic progress. The selection of a mentor should not preclude seeking of advice from other faculty.

4.2 Additional departmental Guidelines for Tenure and Promotion are followed in evaluating untenured faculty for continuing appointment as well as for tenure and promotion consideration, and for consideration of promotion of associate professors to full. Those Guidelines are appended.

4.3 Annual Evaluation of Faculty. The elected Merit Evaluation Committee (See Standing Committees - 2.3.12 of this document) and Appendix 2 (Evaluation Procedures) will conduct an annual performance evaluation of each member of the faculty. Those written narrative evaluations and ratings are presented to the chair and to the faculty member.

4.3.1 Independently, the chair will conduct an annual performance evaluation of each member of the faculty. The chair will compare her/his narrative written evaluations and ratings with those submitted by the Merit Evaluation Committee.

When performance ratings assigned by the Merit Evaluation Committee and the chair differ by more than one level in any category, the chair reports and discusses the discrepancy with the merit evaluation committee. Should the difference not be reconciled, the chair's rating and narrative evaluations stands as the final assessment for that year.

4.4 Post Tenure Review

4.4.1 In accordance with the provisions of the Academic Faculty and Administrative Professional Manual, Section E, the Department shall conduct periodic comprehensive reviews of all tenured faculty. The chair shall conduct Phase I reviews according to Section E. For Phase II reviews, if any, the procedures according to Section E shall be followed, and a faculty review committee shall be appointed as follows:

4.4.2 The Review Committee shall consist of all members of the Tenure and Review Committee of equal or higher rank than the subject faculty member, excluding the subject faculty member and others excluded according to section 4.4.3 below.

4.4.3 Any member of the Review Committee may withdraw from service because of possible lack of impartiality. In addition, the subject faculty member, any member of the Review Committee including the chair may challenge any member of the Review Committee as to impartiality. The remaining members of the Review Committee shall judge the challenged member's impartiality and shall decide by majority vote whether the challenged member may continue to sit on the Review Committee.

- 4.4.4 In its deliberations the Review Committee shall be guided by the performance standards and criteria contained in the Academic Faculty and Administrative Professional Manual, this Code, the "Guidelines for Tenure and Promotion of the College of Liberal Arts", the Departmental "Guidelines for Tenure and Promotion", copies of the faculty members previous Comprehensive Performance Review Phase I and Phase II reports, and the annual activity reports and annual merit evaluations since his/her last Phase I review.
 - 4.4.5 The subject faculty member may submit materials in support of her or his case. In addition, the Review Committee shall obtain any other materials that it deems appropriate for a full and fair consideration of the case.
 - 4.4.6 The Review Committee shall interview the faculty member, the department chair and any other persons (either within or without the department) who the committee, the department chair or the faculty member under review believes could provide relevant and useful information regarding the performance of the faculty member under review.
 - 4.4.7 The Review Committee shall make a determination of which of the outcomes stated in the Academic Faculty and Administrative Professional Manual, Section E applies. For each outcome, the Review Committee shall provide the subject faculty member with a written summary of the review, and the faculty member may submit a written response within 30 days. Both the review and the response shall be forwarded to the department chair for further action as required.
- 4.5 Assessment of Instruction across Faculty Ranks. Timely and effective assessment of Instruction is critical for all faculty and instructors, regardless of the nature of appointment. This assessment should include as wide a range of techniques and materials as may be useful. The department will strive to have a systematic assessment program including mandated student classroom evaluations, in-class peer reviews, course syllabi and materials, student testimonials, teaching awards and other recognitions, and related evidence. Faculty required to participate in formal merit, reappointment, promotion, and post-tenure reviews must submit such evidence when requested to the Tenure and Promotion Committee, and all faculty required to participate in annual merit reviews must submit such evidence annually to the Merit Evaluation Committee. Faculty not so required must submit such evidence to the department chair.
- 4.6 A distribution of 50% effort in teaching and advising is associated with an academic year assignment of four three-credit TYPE A courses plus graduate and undergraduate advising and other Type B activities. Faculty on a four-course load and a 35% or higher effort distribution for research/creative activity must sustain a record of research and creative activity that is on a level (in terms of both productivity and quality) equivalent to national norms at the University's peer universities that have four-course per year teaching loads. Non-tenured faculty who are on a tenure-track appointment will normally be assigned no more than four Type A courses in an academic year. As long as the agreements reached are consistent with the records of the faculty involved and the ability of the department to fulfill its institutional mission, individual faculty may negotiate individual effort distributions with the department chair. The department chair has the discretion to approve temporary alterations in effort distributions that would not be normally justifiable given a faculty member's record if such arrangements are part of a professional development plan designed to help faculty improve their teaching or research.
- 4.7 Variation in the 50%-35%-15% distribution must be agreed upon in writing between the faculty member and department chair.

5. GRIEVANCE PROCEDURES

- 5.1 In the event that grievances arise between a faculty member and the chair of the Merit Evaluation Committee or the Tenure and Review Committee in regard to the annual performance evaluation or any other matter of concern to the faculty member, the procedures employed shall follow those set forth in the current Academic Faculty and Administrative Professional Manual. (See Academic Faculty and Administrative Professional Manual Section K concerning Category III type grievances.)
- 5.2 In the event that grievances arise between a student and a faculty member over class performance or procedures which cannot be resolved between the student and faculty member, the department chair will refer the matter to the Academic Appeals Committee for review. In the event that these review procedures do not resolve the matter, the student or faculty member or chair can appeal the matter to the Dean of the College of Liberal Arts.

6. PROCEDURES FOR SELF-EVALUATION OF DEPARTMENTAL OPERATIONS

- 6.1 Procedures for the self-evaluation of departmental operations shall follow those set forth in the current Academic Faculty and Administrative Professional Manual (Section E) or as directed by the Dean of the College of Liberal Arts or the Provost/Vice President for Academic Affairs.

7. REVIEW AND AMENDMENTS TO THE DEPARTMENTAL CODE

- 7.1 The Code shall be reviewed by the faculty in the year prior to the end of the term of the chair.
- 7.2 A review of all or of any part of this Code may be instituted at the request of the voting faculty provided that request receives a two-thirds majority approval at a scheduled departmental meeting.
- 7.3 The Code may be amended by a two-thirds vote of the voting faculty at a scheduled faculty meeting provided that the proposed amendment was presented and considered in the scheduled meeting immediately preceding. Final approval, however, rests with the Dean of the College of Liberal Arts and the Provost/Academic Vice President.

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GUIDELINES FOR TENURE AND PROMOTION
Department of Journalism and Technical Communication
April 2005

This document sets forth the Department's guidelines for tenure and promotion in accordance with the policies of the College of Liberal Arts.

The *Manual* requires that "the evaluation of faculty shall be based on qualitative and quantitative assessments of the faculty member's fulfillment of responsibilities to the university during the period of evaluation" in each of the areas of professional responsibility (C.2.5). As stipulated in the *Manual* (C.2.5), "assessment of the quality of faculty performance requires careful and critical review, necessarily involving judgments, and should never be reduced to purely quantitative measures." Note too that the *Manual* requires that "the criteria for evaluating the original or imaginative nature of research and other creative activities should be the generally accepted standards prevailing in the applicable discipline or professional area." Also, "reviews of performance must be based upon the faculty member's effort distribution in each of the areas of responsibility (E.12.2, E.14; and see E.9)."

The guidelines below reflect the scope and rigor of faculty performance expectations within the College while allowing for the special professional expectations attendant to the nature of the journalism and communication disciplines.

Standards Regarding Tenure and Promotion

All faculty members being recommended for tenure and/or promotion must demonstrate a level of excellence appropriate to the rank under consideration. Recommendation for tenure shall require clear evidence of capability for significant professional contributions, effectiveness and promise of continuing growth in teaching and scholarship/creative activity, and of effectiveness in institutional and professional public service when there has been opportunity to serve.

Promotion involves evidence of continuing scholarly/creative activity. The faculty member should have demonstrated the ability to conduct work and produce products that reflect originality and make a substantive contribution to the field. Both quality and quantity are relevant, but quality should be the primary concern, especially in cases where the number of works is very high or very low.

Recommendation for tenure shall require demonstration that the faculty member is in the process of achieving professional recognition among leaders in the

candidate's discipline through a commitment to teaching, scholarship and/or creative activity, and service. Except in unusual circumstances, when tenure is granted to an assistant professor, the individual will be promoted concurrently to associate professor.

With respect to quantity of work, evidence of adequate scholarly research productivity for promotion to associate professor for faculty typically on a four-course per academic year load may be considered as approximately five or six refereed journal articles of solid quality, or the equivalent (e.g., one book reflecting original research, and two journal articles). Regardless of quantity, the case made for quality remains the primary concern. The lesser the quantity of work, the stronger the need for evidence of substance, coherence, high quality, and impact. Specific indicators of quality include reputation of the publication and/or publisher; the number, source and substance of citations of the work; published reviews of the work; reputation of funding agencies; and related indicators. Comparable criteria for creative work may need to be explicated on a case-by-case basis, including again quantity of work, reputation of juried awards, public reviews, and related indicators.

Recommendation for promotion to full professor requires demonstration that the faculty member has matured in scholarship or artistry and has achieved recognition among leaders in the profession following promotion to associate professor. Maturity in scholarship is normally demonstrated by a sustained focus in the field as represented by publication of a significant scholarly book by a distinguished press or a series of substantial refereed articles in premier journals or a significant recording or series of exhibitions or performances, as well as continuing professional development. With respect to quantity of work, evidence of adequate scholarly research productivity may be considered as at least five or six substantial refereed journal articles or the equivalent (e.g., one scholarly book reflecting original research and two journal articles). Regardless of quantity, the case made for quality and scholarly significance remains the primary concern in recommendations for promotion to full professor.

Guidelines for Evaluation of Teaching

Teaching effectiveness is vital to the Department and should be weighted at up to 50% of the overall evaluation for tenure and promotion to all ranks.

Criteria for the measurement of teaching and advising effectiveness and continued growth shall be understood to include:

- a. Command of subject matter
- b. Willingness to assist students

- c. Creation of an atmosphere that encourages and facilitates engaged learning, lucid reasoning, creativity, and independent thinking
- d. Skill in presenting material and demonstrating its significance and importance, and interrelationships among fields of knowledge
- e. Commitment to teaching and advising responsibilities (e.g., regular, prompt meeting of classes, keeping office hours, providing accurate advice)
- f. Openness in examination of a variety of views, including respect for student expression
- g. Fairness, clarity, reasonableness, timeliness, and discernment in assigning and evaluating student work
- h. Assisting students in their academic and professional development (e.g., writing letters of recommendation, accommodating special circumstances)
- i. Continual efforts to improve the aims and content of courses and academic programs
- j. Continual assessment of effectiveness as a teacher and adviser

With regard to responsibilities for teaching and advising, the department shall consider such sources of evidence as:

- A. Peer Evaluations
 - 1. Written statements by colleagues who have observed and evaluated classroom performance and/or supporting materials
 - 2. Written statements by colleagues who have observed and evaluated a colleague's teaching outside the classroom
- B. Student Evaluations
 - 1. University-mandated evaluations as standardized and administered by the department
 - 2. Other in-class evaluations initiated by the faculty member
 - 3. Unsolicited written statements from students
- C. Other kinds of evidence
 - 1. Teaching materials (e.g., syllabi, tests, study questions, handouts, Web materials, graded papers; course grade distributions)
 - 2. New courses and seminars created, developed, and offered
 - 3. Directed study topics supervised and brought to completion
 - 4. Direction of master's and doctoral thesis committees when brought to completion

5. Participation in master's and doctoral thesis committees when brought to completion .
6. Effective undergraduate academic advising
7. Writing and grading of M.S. and Ph.D. examinations
8. Pedagogical grants, fellowships and/or awards applied for, officially nominated for, or received
9. Accomplishments of students when these are related to instruction by the faculty member
10. Textbook publication

Guidelines for Evaluation of Research and Creative Activity

For the purposes of this department, research/creative activity includes the production of original works that require substantive information gathering, processing, and/or analysis that leads to dissemination in a way that will make the results of the activity accessible to scholars, media and communication professionals, and/or the general public. Research and creative accomplishment may be weighted at up to 70% of the overall evaluation, depending upon the mutually agreed upon nature of the appointment.

Research refers to the kind of intellectual activity that normally leads to refereed publication in academic journals or scholarly books or other publications in specialized volumes. Research may be primarily theoretical and/or applied and it may employ qualitative and/or quantitative methodologies.

Creative activity refers to the kind of intellectual activity normally engaged in by professional practitioners in journalism, telecommunications, public relations, technical writing, and applied disciplines. Creative activity may include, but should not be limited to, media criticism, investigative reporting, documentaries, slide shows, photographic collections or other exhibits.

Under the definition, research/investigations/analysis leading to limited-access speeches/workshops or proprietary reports may carry some research weight, but the product is more appropriately given credit as service. Similarly, the investigation/analysis component of projects done with classes may carry some research weight, but the project should receive its major credit in the teaching segment; however, any professional papers or articles subsequently produced using that information will count as research.

Scholarly and creative activity may be presented in traditional or electronic forms.

Criteria for the measurement of effectiveness and promise of continuing growth in scholarship/creative activity shall be understood to include:

1. Publications and awards
 - a. Publication in refereed journals, or in scholarly books or monographs or in recorded form
 - b. Production of documentaries, documentations, exhibits, electronic media content, computer-mediated content
 - c. Publication of media review and criticism, investigative/in-depth reports for the mass media, and research bulletins, Juried or invited exhibitions, presentations, or performances
 - d. Funded research grants, fellowships, and/or other awards won or received

2. Other scholarly/creative activities, such as:
 - d. Convention papers, invited lectures, workshops and similar performance based on original intellectual activity.
 - f. Book reviews, editorials, essays, and other reflections
 - g. Editing scholarly or creative journals or serving on editorial boards
 - h. Refereeing manuscripts and grant and award applications, jurying or adjudicating
 - i. Serving on panels for funding agencies

3. Other evidence of continuing scholarly/creative activity, such as:
 - a. Work submitted for publication, performance/exhibition
 - b. Applications of research grants, fellowships, related awards
 - c. Other scholarly/creative activity demonstrably related to the discipline and directed toward peers.

Evaluation Framework for Assessing Research Materials
Presented for Tenure, Promotion, and Annual Merit Review

Juried/Judged

Not juried/judged

<u>Research</u>	<ul style="list-style-type: none"> Research journal articles Competitive papers Presentations Books, book chapters Monographs Research proposals 	<ul style="list-style-type: none"> Books; book chapters Reviews, essays Lectures, workshops Technical reports
<u>Creative/ Professional</u>	<ul style="list-style-type: none"> Exhibits Documentaries Public relations, Public education, Advertising campaigns, Applied research bulletins Professional media reviews Presentations 	<ul style="list-style-type: none"> Books, book chapters Investigative, depth professional articles Book reviews, columns Opinion pieces Published proprietary research Book reviews Lectures, workshops Articles published in trade publications Web sites Data bases

The forms of scholarship and creative activity noted above should not be viewed as definitive or restrictive. Rather, it is the individual faculty member's responsibility to prepare and present a package of materials showing a pattern of research and creative/professional activity.

In collaborative efforts, it is also the responsibility of the faculty member to explicitly demonstrate the relative contribution of individual effort to the work as a whole, as required by the *Manual*.

All materials taken as a whole should reflect a concerted pattern of growth and scholarly development. As a general rule, a body of work that lacks cohesion, depth and direction or that consists of material that is largely duplicative in nature does not indicate the requisite pattern of growth and development.

Sources of evidence in evaluating scholarly and creative activities are largely inherent in the products generated by such activities, e.g. publications,

manuscripts, electronic works, awards, and testimonials. In addition, it is vital that expert peer evaluation and judgment of the body of work must be ascertained and assessed, including formal reviews of individual works, the quality of journals and other publication venues as generally recognized in the field, awards by professional organizations and sponsors, letters and other testimonials including judgment of the quality and significance of one's contributions to the field and of one's continuing growth and development within the field.

Guidelines for Evaluating Service

Service, particularly professional service, is recognized here as an integral component of faculty performance. As defined in this document and in the Department's merit evaluation procedures, professional service includes:

1. Active membership in scholarly and professional organizations.
2. Participation and service with scholarly and professional organizations. (Elected offices, committee membership, and special appointments).
3. Addresses, panel participation, workshops, and related activities for academic or professional groups.
4. Editorships, editorial board memberships, editing tasks, manuscript refereeing or review work.
5. Attendance at workshops, seminars, courses, or other activities at professional enhancement.
6. Consultation with academic, professional or other organizations related to journalism or communication.
7. Other forms of professional outreach to the larger community.

Faculty members' service contributions may also include service to the university and service to the community. Service to the university includes major departmental, college, university level committee service, offices held, or special appointments or duties. Service to the community includes other forms of service not directly related to professional advancement, e.g., contributions to civic, political, religious organizations.

In all cases, criteria for the evaluation of such service should include willingness to serve, responsible fulfillment of duties, efforts to act in the best interests of the university or organization, and quality, significance and impact of the service. As in the case of scholarship and creative activity, service activities in of themselves provide evidence of their merit. Expert peer judgments of the quality and significance of the service should also be a source of evidence.

Taken together, these three service components may account for up to 15% of a faculty member's overall evaluation for tenure and promotion purposes. Professional service, however, will represent the major component for evaluation

in line with weightings assigned by peer institutions with nationally accredited programs in journalism and mass communication.

In a more general sense, service should be considered as a dimension of teaching and research as well as outreach. Thus, the conceptualization of service as an umbrella embraces the three functions of the land-grant university's mission.

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