

**Code for the Structure and Operation of the  
Department of Journalism and Media Communication  
at Colorado State University  
Updated October 2019**

**1. DEPARTMENTAL MISSION**

The department is concerned with communication principles and their application and effects in media. To fulfill this role, the department engages in:

- 1.1 Undergraduate teaching, to examine with students the knowledge, skills, and values necessary for traditional and innovative approaches to professional journalistic and related communication responsibilities.
- 1.2 Graduate teaching, to explore with advanced students communication concepts, theories, research methods, and their sophisticated application in academic and professional work environments.
- 1.3 Scholarship and creative activity, to help understand the nature, processes, technologies, effects, and problems of communication, modern media, and journalism/communication education.
- 1.4 Interdisciplinary teaching, research, and outreach, especially as related to science, technical, health, and environmental communication.<sup>1</sup>
- 1.5 Service to the university, professional media, and academic organizations, including outreach to the public and media/communication constituencies.

**2. DEPARTMENTAL ORGANIZATION**

- 2.1 Voting Rights and Participation in Departmental Affairs
  - 2.1.1 Tenure-track and tenured faculty members have full voting rights in the department, except as outlined in sections 2.3.1, 2.3.4, 2.3.8, 4.1, and 4.2. To exercise these rights, regular attendance at faculty meetings, as determined by the department chair, is expected.
  - 2.1.2 Non-tenure-track faculty members at the rank of Senior Instructor/Assistant Teaching Professor or higher and whose appointments are at 50% FTE or higher have full voting rights in the department, except as outlined in sections 2.3.1, 2.3.4, 2.3.8, 4.1, and 4.2. To exercise these rights, regular attendance at faculty meetings, as determined by the department chair, is expected. These faculty are eligible to serve on departmental standing and ad hoc committees and on college committees.
  - 2.1.3 Non-tenure-track faculty members at the rank of Instructor whose appointments are at 50% FTE or higher have voting rights for matters associated with the governance of the department with the exception of decisions about tenure and promotion of

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<sup>1</sup> This commitment is consistent with Colorado State's mission as a land-grant institution and its classification by the Carnegie Foundation as a doctoral degree/STEM dominant institution with an undergraduate program balanced between the arts and sciences and professions. See [http://classifications.carnegiefoundation.org/lookup\\_listings/view\\_institution.php?](http://classifications.carnegiefoundation.org/lookup_listings/view_institution.php?)

tenure-track and tenured faculty, promotion of non-tenure-track faculty, search requests, the hiring of tenure-track faculty, and the department's graduate programs. To exercise these rights, regular attendance at faculty meetings, as determined by the department chair, is expected. These faculty are eligible to serve on departmental standing and ad hoc committees and on college committees.

- 2.1.4 Non-tenure-track faculty members on adjunct appointments are encouraged to attend and participate in departmental meetings. They do not have departmental voting rights. They are eligible to serve on departmental standing and ad hoc committees and on college committees.
- 2.1.5 Administrative professionals whose job duties include teaching and mentoring of undergraduate and graduate students may be granted the same voting rights as outlined in section 2.1.2 by a vote of the tenure-track and tenured faculty, and the non-tenure-track faculty members who have voting rights under section 2.1.2. Employees in this category are eligible to serve on department standing and ad hoc committees and college committees.
- 2.1.6 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. Affiliate faculty do not have voting rights.
- 2.1.7 Jointly appointed faculty whose tenure home is in another department, research associates, extension specialists, and faculty affiliates are encouraged to attend and participate in departmental meetings although they do not have voting rights.

## 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 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 a staff member or other person designated by the chair.

- 2.2.1 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, or non-tenure-track promotion committee if the case involves promotion) disagrees with a recommendation, the chair shall also forward the separate recommendation from the voting faculty, tenure committee, or non-tenure-track promotion committee.
- 2.2.2 All responsibilities 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 or special committee, or delegate them to the department chair. Among such responsibilities are: recommending search and appointment procedures for tenure-track, tenured, and non-tenure-track 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 and Promotion Committee, the Non-Tenure-Track Faculty committee, and the Merit Evaluation Committee--shall be determined annually by the department chair based on written preferences submitted by faculty members and/or by the request of the chair. 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 recommendations to the department chair concerning tenure and promotion of tenure-track faculty. The committee shall consist of all tenured faculty in the department with the exception of the department chair. The committee is chaired by its own elected chair who, in turn, represents the committee's deliberations in follow-up meetings between probationary faculty members and the department chair. 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 Undergraduate Program Committee

The Undergraduate Program Committee shall manage and make recommendations to the voting faculty and department chair on matters dealing with undergraduate curricula, academic standards, and student success in the program. This includes oversight of professional liaison, alumni, and development activities; internship coordination, policies and placement; and curricular components including addition or deletion of courses or programs, grading standards, and admission appeal guidelines.

2.3.2.1 An Undergraduate Program Director shall chair this committee and will coordinate the committee's work, working with committee members to assign duties and roles as necessary.

2.3.2.2 Separate from the Undergraduate Program Director, the Undergraduate Committee shall appoint a Curriculum Coordinator to advise the committee and faculty on curriculum procedural issues, to direct the necessary work for curriculum changes, to represent the Department at College Curriculum Committee meetings, and to serve as liaison with the University Curriculum Committee and staff.

### 2.3.3 Graduate Program Committee

The Graduate Program Committee shall manage and make recommendations to the department chair on matters dealing with graduate curricula, academic standards, student selection criteria, admission, and evaluation of graduate students. This includes periodic review or approval of individual students' programs and advising expectations. Graduate courses or seminar proposals originate with the committee before being forwarded to the faculty. The committee will (1) designate and host graduate guest scholars, (2) advocate for interdisciplinary master's and Ph.D. level graduate study with other Colorado State University departments, (3) develop policies and procedures for on-campus, off-campus, and online graduate study in the department, (4) review program goals and objectives, and (5) make recommendations to the chair for faculty course assignments at the graduate level. A designated faculty member shall serve as Graduate Program Director to coordinate

admissions, student support activities and events, advising, recruitment activities, and special programs. The department chair will appoint the Graduate Program Director and the Graduate Committee Chair after consulting with the Graduate Program Committee. The Graduate Program Director and the Graduate Program Committee Chair may be held by one or by separate faculty members based on time availability and interest.

#### 2.3.4 Merit Evaluation Committee

The Merit Evaluation Committee is charged with making recommendations to the department chair concerning annual performance reviews for each full-time tenured or tenure-track faculty member. The committee shall consist of three full-time tenured or tenure-track faculty members, one from each rank. Tenure is not a consideration for membership. The committee shall be elected annually by the tenured and tenure-track faculty at the beginning of each academic year. Criteria for evaluations by this committee shall be discussed by the tenured and tenure-track faculty annually.

#### 2.3.5 Diversity Committee

The Diversity Committee develops and monitors the department's diversity plan. The committee recommends special programming, student and faculty recruitment and retention programs, and plans to infuse the curriculum with materials on the representation of diverse groups and to expose students to a wide array of perspectives from underrepresented and marginalized communities. The committee also oversees the collection of documentation of curricular and programmatic course content related to diversity each year from faculty.

#### 2.3.6 Technology, Equipment, and Library Resources Committee

The Technology, Equipment, and Library Resource Committee works in coordination with the College of Liberal Arts director of information technology and the department's designated library representative. The committee recommends 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, and it consults with the department's designated library representative on centralized programs and resources.

#### 2.3.7 Scholarships and Awards Committee

The Scholarships and Awards Committee shall work with the College of Liberal Arts to select winners of department scholarships and awards. A representative on the college scholarship committee consults with department faculty to nominate and select outstanding graduate award winners.

#### 2.3.8 Non-Tenure-Track Faculty Committee

The Non-Tenure-Track Faculty Committee is responsible for training and mentoring new adjunct instructors and graduate teaching instructors of record and for overseeing the training and mentoring of graduate teaching assistants (in coordination with the Graduate Program Director). The committee will monitor the performance of contract, continuing, and adjunct instructors, and graduate instructors of record on an ongoing basis by conducting classroom observations and reviewing copies of teaching evaluations. The committee will conduct pre-semester meetings with multi-section course coordinators to ensure content and grading standards are consistently implemented. It will make recommendations to the department chair concerning annual performance reviews of all contract, continuing,

and adjunct faculty. It will serve as a resource for all department faculty and GTAs seeking additional guidance on teaching undergraduate JMC courses.

The committee will consist of faculty at the rank of Senior Instructor/Assistant Teaching Professor or higher and whose appointments are at 50% FTE or higher, multi-section course coordinators (such as JTC 210, JTC 300, and others as determined by the department chair and faculty), and one tenure-track/tenured faculty member appointed by the department chair.

2.3.8.1. One non-tenure track member of this committee, appointed by the department chair, will be responsible for training and mentoring graduate teaching assistants (GTAs) in coordination with the Graduate Program Director. This committee member will monitor the teaching performance of GTAs on an ongoing basis by conducting classroom observations, reviewing copies of teaching evaluations, and convening group trainings and meetings, as appropriate.

#### 2.3.9 Executive Committee

Members of this committee include the Undergraduate Program Director, Graduate Program Director, Tenure and Promotion Committee chair, Non-Tenure-Track Faculty Committee chair, and the department's associate chair. This committee is responsible for conducting the annual review of the department chair by the department faculty and staff, in accordance with section C.2.7 of the current Academic Faculty and Administrative Professional Manual. The department chair may also consult with this committee on departmental issues and policies.

### 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 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, including the Tenure and Promotion Committee and other standing committees as provided for in this document. The department chair may also appoint an associate chair to assist the chair in fulfilling department duties.

#### 2.4.3. Selection of Department Chair

The selection and appointment of the department chair will adhere to procedures set forth in the current Academic Faculty and Administrative Professional Manual (section C.2.6.2 Department Heads). An interim appointment of an acting department head is recommended by the dean of the college to cover periods of absence or vacancy.

#### 2.4.4 Term of Office

The current Academic Faculty and Administrative Professional Manual, under operational Policies of Departments (section C.2.4.2.2.c), specifies the terms of office for the department chair.

### 3. SEARCH PROCEDURES

The faculty are responsible for conducting searches for full-time faculty members, including tenure-track and tenured faculty members and full-time, non-tenure-track instructors. When an opening occurs, a search committee shall be appointed by the chair upon the concurrence of the faculty who have full voting rights. At least one member of the search committee shall come from the academic and/or professional area of expertise involved. The search committee will follow university and college search procedures, which include circulation of the job description, announcements, screening, and submission of names of semifinal candidates to the tenure-track, tenured, and the non-tenure-track faculty members who have voting rights under section 2.1.2, and recommendations to the chair of the department. Application materials, including letters of recommendation for semifinalists and/or finalists, or notes from reference calls to recommenders will be made available to faculty members who have voting rights for these decisions. All participating faculty shall abide by the confidentiality required by the search process.

The chair is authorized to recruit and hire adjunct faculty (FTE of less than 50%) on a year-to-year basis in keeping with university policies, and following College of Liberal Arts procedures for establishing a temporary candidate pool, and shall inform the faculty about such hiring plans and decisions.

The chair is authorized to recruit and hire non-tenure-track faculty at the 50% or higher FTE level, in keeping with university policies and following College of Liberal Arts procedures for establishing a temporary candidate pool, and the chair shall inform the faculty about such hiring plans and decisions. *However*, before a non-tenure-track faculty member is hired for two consecutive semesters at 50% or higher FTE (which automatically moves the non-tenure-track faculty member into the continuing appointment category<sup>2</sup>), that faculty member's teaching and related activities must be formally evaluated by the department chair and a committee of two non-tenure-track faculty members at a higher rank and one tenured faculty member. The chair and this committee will then make a recommendation to the faculty who have full voting rights concerning the faculty member's change to continuing status. The faculty with full voting rights will then vote on whether to accept the recommendation.

The chair is authorized to recruit and hire non-tenure-track faculty into two- to three-year contract appointments, in keeping with university policies and following College of Liberal Arts procedures for establishing a temporary candidate pool, and the chair shall inform the faculty about such hiring plans and decisions. In accordance with section E.2.1.3 of Academic Faculty and Administrative Professional Manual, at least one year before the contract expires, the chair must notify the faculty member as to whether the faculty member will be given a new contract or whether the contract will be allowed to expire, (which automatically moves the faculty member into the continuing appointment category at the end of the contract). If the chair does not plan to offer the faculty member a new contract, the chair must do the following before contacting the faculty member: (1) notify the faculty with full voting rights of this decision, and (2) make a recommendation to these faculty concerning the faculty member's change to continuing status. The faculty with full voting rights will then vote on whether to accept the chair's recommendation. Once this vote has taken place, the chair will then contact the faculty member.

### 4. EVALUATION OF DEPARTMENT FACULTY

#### 4.1 Tenure-Track Faculty Tenure and Promotion and Tenured Faculty Promotion

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, for effectiveness in and the

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<sup>2</sup> To be eligible to move into the continuing appointment category, a non-tenure-track faculty member must have a 50% or higher FTE for two consecutive semesters, not counting the summer.

promise of continuing growth in teaching and scholarship/creative activity, and effectiveness of institutional and professional public service.

#### 4.1.1 Annual Evaluation for Reappointment and Progress Toward Tenure of Untenured Faculty

The Tenure and Promotion Committee will annually evaluate the progress toward tenure of the untenured faculty, according to the criteria detailed in the departmental guidelines, which are appended to this code. The department chair along with the elected chair of the Tenure and Promotion 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.

4.1.1.1 Mentoring for Untenured 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 untenured 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 untenured faculty from seeking the advice of other faculty.

4.1.2 Department Guidelines for Tenure and Promotion are followed in evaluating untenured faculty for continuing appointment as well as for tenure and promotion consideration. They are also followed for consideration of promotion of associate professors to full professor. Those guidelines are appended.

#### 4.1.3 Distribution of Effort Guidelines for Tenure-Track and Tenured Faculty

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/year teaching loads. Untenured 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 to help a faculty member improve in the areas of teaching or research.

4.1.3.1 Variation in the 50%-35%-15% distribution must be agreed upon in writing between the faculty member and department chair. The department chair may seek advice from faculty on individual variations. These variations may include, but are not limited to, course buyouts for research; course reductions for service as undergraduate program director, graduate program director, or associate department chair; course additions in lieu of research for tenured faculty members; and course additions in lieu of service.

#### 4.1.4 Post-Tenure Review of Tenured Faculty

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:

4.1.4.1 The Review Committee shall consist of all members of the Tenure and Promotion Committee of equal or higher rank than the subject faculty member, excluding the subject faculty member and others excluded according to section 4.1.4.2.

4.1.4.2 Any member of the Review Committee may withdraw from service because of possible lack of impartiality. In addition, the subject faculty member and 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.

4.1.4.3 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/Promotion recommended to the Departments and the Dean of the College of Liberal Arts," the departmental Guidelines for Tenure and Promotion, copies of the faculty member's 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.

4.1.4.4 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.

4.1.4.5 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.

4.1.4.6 The Review Committee shall determine which of the outcomes stated in section E of the Academic Faculty and Administrative Professional Manual 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.

## 4.2 Non-Tenure-Track Faculty Promotion

Procedures relating to the review for promotion of contract and continuous non-tenure-track faculty members will conform to section E of the current Academic Faculty and Administrative Professional Manual and to the College of Liberal Arts guidelines for promotion of non-tenure-track faculty. The specific departmental Guidelines for Promotion of Non-Tenure-Track Faculty are appended. The departmental guidelines note that a recommendation for promotion requires clear evidence of effectiveness and demonstrated promise of continuing excellence in teaching and effectiveness in departmental service. In addition, to be eligible for promotion, non-tenure-track faculty members must have served 10 of the preceding 12 semesters at the 50% FTE or higher in their current rank.

#### 4.2.1 Non-Tenure-Track Promotion Committee

The committee shall consist of all non-tenure-track faculty members of higher rank than the faculty member being considered for promotion and one tenured faculty member in an advisory, non-voting role. The tenured faculty member will be appointed by the department chair. Committee membership must include at least three non-tenure-track faculty of higher rank; if this criterion cannot be met within the department, the procedure for selecting additional non-tenure-track faculty members outlined in section E.13.2 of the Academic Faculty & Administrative Professional Manual shall be followed.

#### 4.2.2 Procedure

The Non-Tenure-Track Promotion Committee shall review the faculty member's promotion materials, per the department guidelines for promotion of non-tenure-track faculty members. The committee shall submit a recommendation to the department chair. Recommendations from this committee shall be endorsed by a majority of the tenured/tenure-track/continuing/contract faculty at or above the rank to which the candidate seeks promotion. This vote will typically occur in the context of a regularly scheduled department faculty meeting. The department chair will then submit a recommendation to the Dean of the College of Liberal Arts concerning promotion of the faculty member, and the chair will make note of the relevant faculty vote.

#### 4.2.3 Distribution of Effort

The distribution of effort for non-tenure-track faculty members will be determined by the department chair. The distribution of effort for non-tenure-track faculty will be associated primarily with teaching. A contract faculty member may have a reduced teaching effort in exchange for a service effort, as agreed upon by the department chair and the non-tenure-track faculty member.

#### 4.3 Annual Evaluation of Faculty

Each faculty member is required to submit an annual performance review report covering activities and accomplishments for the prior calendar year. Based on the report and accompanying exhibits, the Merit Evaluation Committee (see section 2.3.4), or the Non-Tenure-Track Faculty Committee (see section 2.3.8), will conduct an annual performance evaluation of each faculty member for the prior calendar year using the criteria and evaluation form authorized by the Provost. These written narrative evaluations and ratings are presented to the chair, who will review the respective committee's evaluation with the faculty member.

4.3.1. Independently, the chair will assess the performance of each faculty member based on the reports and exhibits submitted as part of the annual performance review process. The chair will compare her/his evaluations and ratings with those submitted by the Merit Evaluation Committee or the Non-Tenure-Track Faculty Committee.

If the chair disagrees with the respective committee's recommended ratings in any category, the chair will discuss the difference with the committee. Should a difference not be reconciled, the chair's rating and narrative evaluation stand as the final assessment. The faculty member has the right to provide written comments on the evaluation before signing and returning a copy of the evaluation form to the chair.

#### 4.4 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 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 performance, reappointment, tenure, promotion, and post-tenure reviews must submit all such evidence when requested by the Tenure and Promotion Committee. All faculty required to participate in performance reviews must submit such evidence annually to the Merit Evaluation Committee or the Non-Tenure-Track Faculty Committee. Faculty not so required must submit such evidence to the department chair.

### 5. GRIEVANCE PROCEDURES

- 5.1 If grievances arise between a faculty member and the chair of the Merit Evaluation Committee, Tenure and Promotion Committee, or the Non-Tenure-Track Faculty 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 Section K (Resolution of Disputes) of the current Academic Faculty and Administrative Professional Manual.
- 5.2 If grievances arise between a student and a faculty member over class performance or procedures that cannot be resolved between the student and faculty member, the department chair will refer the matter to the Undergraduate Program Committee or Graduate Program Committee for review. If these review procedures do not resolve the matter, the student or faculty member or chair can appeal the matter to the Office of Conflict Resolution and Student Conduct Services.

### 6. PROCEDURES FOR SELF-ASSESSMENT OF DEPARTMENTAL OPERATIONS

- 6.1 Procedures for the self-assessment 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 any time at the request of the voting faculty provided that the 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/Executive Vice President.

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## **Appendix to JMC Department Code**

### **Guidelines for Tenure and Promotion of Tenure-Track Faculty and for Promotion of Non-Tenure-Track Faculty**

**Department of Journalism and Media Communication  
Colorado State University  
Updated September 2019**

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

#### **Tenure and Promotion of Tenure-Track Faculty**

*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 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

	<u>Juried/Judged</u>	<u>Not juried/judged</u>
<u>Research</u>	<ul style="list-style-type: none"> <li>Research journal articles</li> <li>Competitive papers</li> <li>Presentations</li> <li>Books, book chapters</li> <li>Monographs</li> <li>Research proposals</li> </ul>	<ul style="list-style-type: none"> <li>Books; book chapters</li> <li>Reviews, essays</li> <li>Lectures, workshops</li> <li>Technical reports</li> </ul>
<u>Creative/ Professional</u>	<ul style="list-style-type: none"> <li>Exhibits</li> <li>Documentaries</li> <li>Public relations,</li> <li>Public education,</li> <li>Advertising campaigns,</li> <li>Applied research bulletins</li> <li>Professional media reviews</li> <li>Presentations</li> </ul>	<ul style="list-style-type: none"> <li>Books, book chapters</li> <li>Investigative, depth</li> <li>Professional articles</li> <li>Book reviews, columns</li> <li>Opinion pieces</li> <li>Published proprietary research</li> <li>Book reviews</li> <li>Lectures, workshops</li> <li>Articles published in trade publications</li> <li>Web sites</li> <li>Data bases</li> </ul>

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.

## **Promotion of Non-Tenure-Track Faculty**

All non-tenure-track faculty members being considered for promotion must demonstrate a level of excellence appropriate to the rank under consideration. Recommendation for promotion shall require clear evidence of teaching effectiveness and excellence, the promise of continuing excellence in teaching, and clear evidence of effectiveness in service, if service is part of the faculty member's effort distribution.

### **Time in Rank**

To be eligible for promotion, non-tenure-track faculty members must have served 10 of the preceding 12 semesters at 50% FTE or higher in their current rank in the Department of Journalism and Media Communication. Only teaching and other assigned duties within the JMC Department will be considered for promotion. Exceptions may be made for new hires who have service credit specified in their offer letters for time spent in rank at another institution.

### **Eligible Faculty**

Non-tenure-track faculty with continuous or contract appointments are eligible for promotion in the Instructor rank series (instructor, senior instructor, master instructor) or in the Teaching Professor rank series (assistant teaching professor, associate teaching professor, full teaching professor). Lateral movements from one series to the other are allowed; however, they do not constitute a promotion and they may require a revision of the faculty member's assigned duties and promotion expectations.

### **Procedure**

Applications for promotion will be made first to the department chair. After determining a faculty member's eligibility and time in rank, the chair will submit the faculty member's materials to the Non-Tenure-Track Promotion Committee for review. This committee will review the faculty member's materials and submit a written recommendation to approve or deny the request for promotion (with rationale) to the department chair. Recommendations from this committee shall be endorsed by a majority of the tenured/tenure-track/continuing/contract faculty at or above the rank to which the candidate seeks promotion. This vote will typically occur in the context of a regularly scheduled department faculty meeting. The department chair will then submit a recommendation to the Dean of the College of Liberal Arts concerning promotion of the faculty member, and the chair will make note of the relevant faculty vote.

### **Criteria for Promotion, Instructor Rank Series**

The following criteria should be considered when evaluating a faculty member's request for promotion from Instructor to Senior Instructor:

- Quality and rigor of course design and delivery
- Command of relevant subject matter
- Use of current subject matter
- Consistent, demonstrated teaching effectiveness
- Commitment to professional development and continual improvement in teaching
- Contributions to department's instructional mission
- Rigorous academic standards
- Creation of an inclusive classroom environment
- Demonstrated citizenship to department

The following criteria should be considered when evaluating a faculty member's request for promotion from Senior Instructor to Master Instructor. The criteria will include those listed for the Senior Instructor promotion and the following:

- All criteria listed for promotion to Senior Instructor
- Clear evidence of superior quality of teaching
- Superior commitment to continual improvement of teaching effectiveness
- Taking on major course modifications and/or new course preps that respond to evolving student and department needs
- Superior evidence of professional development

- Demonstrated leadership in mentoring students
- Mentoring of department faculty members to improve the effectiveness of their teaching
- Superior commitment to department, college, and/or university service; expectation as to the amount and type of service will depend on the faculty member's teaching load and effort distribution
- Superior contributions to department and/or college level improvements in policies, curricula, and programs related to the department's teaching mission

#### **Criteria for Appointment and Promotion, Teaching Professor Rank Series**

The following criteria should be considered when evaluating a faculty member's request for appointment to the rank of Assistant Teaching Professor:

- Terminal degree in a discipline relevant to the position or at least five years of professional media communication experience
- Evidence of effective teaching at the university/college level
- Promise of excellence in scholarly or creative activity relevant to the position

The following criteria should be considered when evaluating a faculty member's request for promotion from Assistant Teaching Professor to Associate Teaching Professor. The criteria will include those listed for the Assistant Teaching Professor appointment and the following:

- Record of teaching excellence
- Record of excellence in scholarly/creative activity relevant to the position; expectation as to the amount of scholarly/creative activity will depend on the faculty member's teaching load and effort distribution)
- Record of effective service to the department, college, and/or university; expectation as to the amount and type of service will depend on the faculty member's teaching load and effort distribution
- Commitment to professional development related to teaching

The following criteria should be considered when evaluating a faculty member's request for promotion from Associate Teaching Professor to Full Teaching Professor. The criteria will include those listed for the Assistant Teaching Professor appointment and the following:

- Clear evidence of superior quality of teaching
- Evidence of effective advising/mentoring of students
- Superior commitment to continual improvement of teaching effectiveness
- Taking on of major course modifications or new course preparations that respond to evolving student and department needs
- Mentoring of department faculty members to improve the effectiveness of their teaching
- Superior commitment to department, college, and/or university service; expectation as to the amount and type of service will depend on the faculty member's teaching load and effort distribution
- Superior contributions to department and/or college level improvements in policies, curricula, and programs related to the department's teaching mission

#### **Evidence of Meeting Promotion Criteria**

The following list provides examples of the evidence faculty members may provide to demonstrate their attainment of promotion criteria:

- Peer observations
- Curricular design innovations
- Teaching philosophy
- Advising/mentoring philosophy
- Documentation of class management approach
- Samples of assignment feedback
- Course syllabi
- New course development
- Student evaluations (both mid-course and end-of-course)

- Quality of instructional materials
- Achievement of student learning outcomes
- Evidence of activities and teaching approaches that increase student engagement
- Evidence of activities and teaching approaches that encourage student critical thinking
- Evidence of using high-impact practices in classes
- Evidence of how student feedback was used to improve course effectiveness
- Messages and comments from former and/or current students
- Nominations for teaching awards
- Winning of teaching awards
- Participation in professional development activities related to teaching and/or advising
- Effective supervision and mentoring of graduate teaching assistants
- Service on department committees
- Participation in department governance