

**Standards for Promotion and Tenure
Required by Section 7.12, Regents Policy on *Faculty Tenure***

**Department of Communication Studies
College of Liberal Arts**

*Approved by the Faculty of the Department of Communication Studies on April 10, 2010
Approved by the Senior Vice President for Academic Affairs and Provost on July 28, 2010*

I. **Introductory Statement**

This document is intended to specify the indices and standards to be used by the Department of Communication Studies to determine whether candidates meet the University of Minnesota's general criteria for indefinite tenure as they are set out in section 7.11 of the University of Minnesota Regents Policy on *Faculty Tenure*, as well as the indices and standards for promotion to the rank of professor as they are set out in section 9.2 of the same Regents policy. For a complete overview, the reader is advised to review sections 7 and 9 in their entirety. This document is also consistent with the *Procedures for Reviewing Candidates for Tenure and/or Promotion: Tenure-Track and Tenured Faculty*.

The document contains indices and standards for the following personnel evaluations:

- annual reviews of probationary faculty
- recommendation for awarding indefinite tenure
- recommendation for promotion
- annual performance appraisal for post tenure review according to Section 7a of the Regents Policy on *Faculty Tenure*

II. **Mission Statement**

The Department of Communication Studies is dedicated to the creation and transmission of knowledge about communication in the areas of critical media studies, communication theory, and rhetorical studies. The Department promotes original research, effective teaching and advising, and service in the discipline of communication, and expects that all faculty be actively engaged in all three areas of the Department's mission. The Department values distinguished disciplinary and interdisciplinary research and teaching, and publicly engaged scholarship that disseminates knowledge about communication and its practical application to widely diverse audiences.

III. Annual Reviews of Probationary Faculty

The tenured faculty of the Department of Communication Studies annually reviews the progress of each probationary faculty member toward satisfaction of the criteria for receiving tenure as provided by the Regents Policy on *Faculty Tenure* and in accordance with the University's *Procedures for Reviewing Candidates for Tenure and/or Promotion: Tenure-Track and Tenured Faculty*. The chair of the department prepares a written summary of that review and discusses the candidate's progress with the candidate, giving a copy of the report to the candidate.

This written summary is provided on President's Form 12 and is signed by the candidate, the chair of the department, the Dean of CLA, and the Senior Vice President for Academic Affairs and Provost.

In accordance with Section 5.5 of *Faculty Tenure* the probationary period may be extended by one year at a time at the request of the faculty member for childbirth/adoption, caregiver responsibilities, or medical reasons. The criteria for evaluation of faculty who have had their probationary period extended are no different than the criteria for faculty who do not have an extension of the probationary period. Extension of the probationary period in accordance with Section 5.5 may not be a factor in the evaluation. See Appendix A for Section 5.5 of the Regents Policy on *Faculty Tenure*.

IV. University Standard – General Criteria for Tenure

Regents Policy on *Faculty Tenure*, Section 7.11, General Criteria

What the University of Minnesota seeks above all in its faculty members is intellectual distinction and academic integrity. The basis for awarding indefinite tenure to the candidates possessing these qualities is the determination that each has established and is likely to continue to develop a distinguished record of academic achievement that is the foundation for a national or international reputation or both [3]. This determination is reached through a qualitative evaluation of the candidate's record of scholarly research or other creative work, teaching, and service [4]. The relative importance of these criteria may vary in different academic units, but each of the criteria must be considered in every decision [5]. Demonstrated scholarly or other creative achievement and teaching effectiveness must be given primary emphasis; service alone cannot qualify the candidate for tenure. Interdisciplinary work, public engagement, international activities and initiatives, attention to questions of diversity, technology transfer, and other special kinds of professional activity by the candidate should be considered when applicable. The awarding of indefinite tenure presupposes that the candidate's record shows strong promise of his or her achieving promotion to professor.

Regents Policy on *Faculty Tenure*, Footnotes to Section 7.11

[3] "Academic achievement" includes teaching as well as scholarly research and other creative work. The definition and relative weight of the factors may vary with the mission of the individual campus.

[4] The persons responsible and the process for making this determination are described in subsections 7.3 through 7.6.

"Scholarly research" must include significant publications and, as appropriate, the development and dissemination by other means of new knowledge, technology, or scientific procedures resulting in innovative products, practices, and ideas of significance and value to society.

"Other creative work" refers to all forms of creative production across a wide range of disciplines, including, but not limited to, visual and performing arts, design, architecture of structures and environments, writing, media, and other modes of expression.

"Teaching" is not limited to classroom instruction. It includes extension and outreach education, and other forms of communicating knowledge to both registered University students and persons in the extended community, as well as supervising, mentoring, and advising students.

"Service" may be professional or institutional. Professional service, based on one's academic expertise, is that provided to the profession, to the University, or to the local, state, national, or international community. Institutional service may be administrative, committee, and related contributions to one's department or college, or the University. All faculty members are expected to engage in service activities, but only modest institutional service should be expected of probationary faculty.

[5] Indefinite tenure may be granted at any time the candidate has satisfied the requirements. A probationary appointment must be terminated when the appointee fails to satisfy the criteria in the last year of probationary service and may be terminated earlier if the appointee is not making satisfactory progress within that period toward meeting the criteria.

V. Departmental Criteria for Tenure – Research

To receive indefinite tenure, a faculty member will be expected to have demonstrated professional distinction in scholarly research and to show evidence of continued academic distinction. Most probationary faculty are also promoted to the rank of associate professor when they receive indefinite tenure, although tenure may be conferred on an associate professor with a probationary appointment.

A "distinguished" record is prominent and conspicuous by its excellence. To achieve this, a candidate must have produced a body of research or artistic achievement that is openly available, scholarly, creative, and of high quality and significance, and must be recognized and visible within his or her domain of research or artistic practice. Research is not limited to disciplinary work, but may include interdisciplinary research. Research is also not limited to traditional publication but also encompasses activities that lead to the public availability of products, practices, technologies, and ideas that have significance to society. Quality of research or artistic achievement is more important than quantity.

Documentation

The candidate must establish quality, productivity, visibility, and promise.

(A) Evidence of excellence in research and/or artistic practice is provided by the candidate's research, performance, and/or publication record. This record is assessed both internally, by the department and the college, and externally, by a panel of recognized experts from outside the University, to determine whether it is openly available, scholarly, creative, and of high quality and significance. (See Section 12 of the *Procedures for Reviewing Candidates for Tenure and/or Promotion: Tenure-Track and Tenured Faculty* for details about reviewers. Or paraphrase the text from Section 12 of the Procedures.) The following points guide the assessment of the candidate's record:

1. "Openly available" research or artistic practice implies distribution, which includes traditional and electronic publication as well as other media such as audio and video recording, or publicly available live performance or exhibition.
2. Scholarly publication can take many forms; among these are original research articles and books, book chapters, edited collections and anthologies, critical editions, translations, reviews, integrative text books that advance the discipline, and published lectures.
3. Scholarly publications do not have to be solely published in disciplinary journals, but may also be published in interdisciplinary journals.
4. Artistic practice also takes many forms; among these are development of new works, curating exhibitions, one-person or collaborative/group exhibitions, one-person or ensemble live performance, and production of audio or video recordings.
5. Peer-reviewed publications or works printed by publishers known for their careful review of manuscripts or articles issued in refereed journals will be given more weight than other publications. Publications by eminent presses and those appearing in journals, series, or volumes that have stringent peer review and major disciplinary significance generally receive the most weight.
6. Artistic performance, exhibition, recording, or broadcast at venues, studios, labels and networks with national or international stature generally receive more weight than those at venues with regional or local stature.
7. A written work is considered to be published when it satisfies two standards: it is under contract, and in production. The candidate is asked to produce the actual contract or another form of evidence showing the work has been accepted for publication.
8. An artistic production may be considered complete after its first public performance or exhibition.
9. Work under review may be considered; this category receives less weight than published or completed work.
10. Translations, reprints, and citations or reviews of a candidate's work may provide evidence of the visibility, importance, or influence of the work.
11. For all multi-authored or collaborative works, the file must specifically describe the candidate's contribution. It is understood that in some areas of the discipline, multi-authored works are common.
12. While quality is more important than quantity, the candidate must present a substantial body of achievement. Ordinarily, this would include a book or monograph and articles or shorter works, or an equivalent set of articles in the candidate's areas of specialization.

(B) Evidence of visibility is chiefly provided through the following (unordered):

1. National or international awards and honors.
2. Presentations at scholarly conferences or major performance or exhibition venues (especially refereed or invited presentations).
3. Service as editor of national or international professional journal.
4. Organization of scholarly conferences or artist's symposia/workshops.
5. Active participation on editorial boards or on national boards of arts organizations.
6. The individual's success in attracting external and internal grants and fellowships.
7. Invited scholarly/artistic presentations.

(C) Evidence of promise of a strong future record is shown through the following:

1. Development of an original body of significant work beyond the final degree.
2. Sustained and continuous growth in significant research/artistic practice and creative work.

VI. Departmental Criteria for Tenure – Teaching

It is expected of every faculty member in the Department of Communication Studies that she or he is an effective teacher at both the undergraduate and graduate levels, whose instruction reflects familiarity with the current state of disciplinary thought.

“Effective” means that a candidate enables or produces the intended result of student learning. Specifically, candidates should demonstrate course-appropriate content expertise and an ability to transmit such knowledge to students through effective instructional design, delivery, and assessment. Instructional design includes the ability to create, sequence, and present experiences that lead to learning. Instructional delivery refers to the skills that facilitate learning in a respectful environment. Assessment refers to the use of tools and procedures for evaluating student learning, including appropriate grading practices.

"Teaching" is not limited to credit-producing classroom instruction. It encompasses other forms of communication of knowledge (both to students registered in the University and to persons in the extramural community) as well as the supervision, mentoring or advising of individual graduate or undergraduate students, whether individually or in groups. Effectiveness in teaching may be enhanced by the candidate's participation in teaching enrichment programs and training workshops. Effectiveness in teaching will be determined by the consideration of the following:

Documentation

The specific forms of documentation that are most relevant to any individual case will vary, but the department considers peer review as described in items #1 and #2 to be the first priority.

1. A review of courses taught. Particularly important are those courses that were developed by the candidate. Such review will include review of course syllabi, statements of goals and objectives, and methods employed, as well as assignments and examinations prepared for the course.

2. Evaluation by peers. The chair shall initiate and the tenured senior faculty will perform at least two peer review evaluations of the untenured faculty in two separate courses. Where applicable, these should be one undergraduate and one graduate course. The reviews shall become part of the tenure file.
3. A review of any contributions made to the curriculum of the Department (development of courses, course sequences, new areas of instruction, major/minor sequences, substantive refinements of courses, including uses of new technologies, etc.). These contributions may be made individually by the candidate or result from his or her participation in committees or workshops devoted to curriculum development and assessment.
4. Development and review of instructional material, including but not limited to computer software, compilations of readings, course guides for Independent Study courses, and publication of textbooks.
5. Student rating of teaching. Student rating forms from all courses taught during the probationary period must be submitted. The primary method of student rating is through course rating forms. Additionally, evaluations may be obtained from students once they have graduated.
6. Review of the quality of and contribution to undergraduate student advising and the direction of Independent Study projects, Senior Projects, and honors theses.
7. Review of the quality and effectiveness of the candidate's contributions to the mentoring or supervising of graduate students in their scholarship and teaching. For example, evidence concerning advising at the Master's and Ph.D. level, Plan B paper and dissertation supervision, Ph.D. oral and written preliminary exam participation, and professional development and job placement activities.
8. Receipt of teaching awards and other formal recognitions of teaching excellence.
9. Any other contribution to the teaching mission of the Department, such as service as Director of Undergraduate Studies, Director of Graduate Studies, or as leader of teaching and professional development workshops within the program, University, profession, or community.
10. Receipt of grants for curricular development or for the preparation of instructional units. Grants alone, however, do not suffice; the successful completion of the project shall also be considered.

N.B. Prior Service. Candidates who have previously served in regular faculty positions at accredited universities and colleges elsewhere, and for which service has reduced the maximum period of probationary service at Minnesota, should provide as much documentation from those previous institutions as possible, including any and all of the above listed forms of evidence.

VII. Departmental Criteria for Tenure – Service

"Service" means that faculty as University citizens actively participate in advancing the interests of the department, the college and University for the benefit of the institution, the profession and the community.

Service to the department, the college, the University, the profession, and the community is an integral component of a faculty member's professional obligation. A faculty member's participation in the governance of the department, service to the college and University, and service to professional organizations and communities related to the candidate's research enhance the faculty member's professional standing, and bring recognition to the department, the college, and the University. Service is recognized as a significant contribution by faculty and is considered during tenure deliberations.

Documentation

(A) Examples of service to the institution include but are not limited to:

1. Participation in the administration and governance of the institution
2. Participation in department, college, and university committees
3. Administrative appointments in the department, college, and the university
4. Active participation in University conferences or symposia

(B) Examples of service to the profession include but are not limited to:

1. Officer or board member in a state, national, or international professional society.
2. Election to prestigious state and national organizations that recognize excellence within the discipline
3. Consultant or referee for professional publications
4. Reviewer for grant or fellowship applications
5. Panel reviewer or juror for exhibitions or performances
6. Consulting services to professional organizations and government agencies
7. Reviewer for tenure and promotion cases at other universities or colleges
8. Reviewer for academic programs at other universities or colleges

(C) Examples of service to the community include but are not limited to:

1. Outreach to K-12 schools and consultancies with non-profit organizations.
2. Partnerships with community organizations that contribute to the public good.
3. Providing expertise to policy makers or media.
4. Collaboration with local or state organizations to advance positive communication practices at the interpersonal, the familial, and the social levels.

VIII. University Standard – Criteria for Promotion to Professor

Regents Policy on *Faculty Tenure*, Section 9.2, Criteria for Promotion to Professor

The basis for promotion to the rank of professor is the determination that each candidate has (1) demonstrated the intellectual distinction and academic integrity expected of all faculty members, (2) added substantially to an already distinguished record of academic achievement, and (3) established the national or international reputation (or both) ordinarily resulting from such distinction and achievement [8]. This determination is reached through a qualitative evaluation of the candidate's record of scholarly research or other creative work, teaching, and service [9]. The relative importance of these criteria may vary in different academic units, but each of the criteria must be considered in every decision. Interdisciplinary work, public engagement, international activities and initiatives, attention to questions of diversity, technology transfer, and other special kinds of professional activity by the candidate should be considered when applicable. But the primary emphasis must be on demonstrated scholarly or other creative achievement and on teaching effectiveness, and service alone cannot qualify the candidate for promotion.

Regents Policy on *Faculty Tenure*, Footnotes to Section 9.2

[8] "Academic achievement" includes teaching as well as scholarly research and other creative work. The definition and relative weight of the factors may vary with the mission of the individual campus. Not being promoted to the rank of professor will not in itself result in special post-tenure review of a tenured associate professor.

[9] The persons responsible for this determination are the full professors in the unit who are eligible to vote. The outcome of the vote is either promotion to the rank of professor or continuation in rank as an associate professor. The procedures for voting are identical to those outlined in Section 7.4 for the granting of indefinite tenure, the nondisclosure of grounds for the decision (Section 7.5), and the review of recommendations (Section 7.6). In addition, a petition to the Judicial Committee for review of a recommendation of continuation in rank as an associate professor follows the procedures specified in Section 7.7 for decisions about promotion to associate professor and conferral of indefinite tenure.

IX. Departmental Criteria for Promotion to Professor

Promotion to Professor indicates the attainment of distinction within one's field and the highest academic achievement. Any candidate for promotion must have attained national or international recognition based on the high quality of her or his research contributions to one or more disciplines. She or he must also be distinguished through the quality, substance, and high standards of his or her teaching and advising, and continued effective service to the Department, University, and the profession. All associate professors are strongly encouraged to work toward promotion to the rank of professor (See Section 7.11 of the Regents Policy on *Faculty Tenure*).

Documentation

The forms of evidence used to justify promotion to professor are the same as those used to justify promotion to associate professor in the areas of research, teaching, and service. A higher level of achievement in all three areas, as measured by the distinction, significance, and impact of the

research, teaching, and service, is required. For promotion to professor, invited publications in important venues are regarded as important research achievements that can receive at least as much weight as refereed publications. Regular, high-quality teaching and advising of M.A. and Ph.D. students, in addition to undergraduate instruction and advising, is expected. Service contributions to the department, college, University, and profession should be substantial and significant. A candidate for promotion to professor is expected to have served as a member of editorial boards for relevant disciplinary or interdisciplinary journals, or, if promotion is based on artistic achievement, comparable work serving as a judge or jury-member of artistic work.

X. Review of Tenured Faculty Performance

Introductory Statement

Section X of this document, Review of Tenured Faculty Performance, is an implementation of the Regents Policy on *Faculty Tenure* (Section 7a), as described in detail in the *Rules and Procedures for Annual and Special Post-tenure Review* approved by the Tenure Subcommittee of the Senate Committee on Faculty Affairs January 5, 1998; and revised by the Tenure Subcommittee March 5, 1998.

Goals and Expectations for Tenured Faculty

In accordance with Section 7a.1 of the Regents Policy on *Faculty Tenure*, the Department of Communication Studies has established the following goals and expectations for tenured faculty. Satisfactory performance in teaching, research and service are expected of all tenure-track and tenured faculty members in the Department of Communication Studies. The distribution of effort among these three spheres of professional activity may vary by individual and over time in the course of a faculty member's career. For example, a tenured member of the faculty may sometimes assume administrative and/or committee duties that have the potential of diminishing the time available for research and teaching. Some members of the faculty may at some stages of their careers legitimately devote relatively more effort to teaching than to research and vice versa. The department should nurture and benefit from the special strengths of each individual member of the faculty, while not losing sight of the overall responsibilities and obligations that tenure confers upon all members of the faculty.

Expectations Regarding Research and Publication

Tenured faculty in the Department of Communication Studies are expected to become and remain influential scholars in their field of specialization. Tenured faculty must continue to engage in various research activities. While the extent and type of research activity may vary over time, within any given period of three years tenured faculty should normally be able to report a total of at least two substantial accomplishments within one or more of the following categories:

- publication (or submission) of a scholarly book, article, book chapter, encyclopedia article, review, bibliography, or the like;

- publication (or submission) of an edited scholarly volume, encyclopedia, or reference work;
- refereed or invited research presentation at a scholarly conference or another academic institution;
- organization of a scholarly conference, symposium, workshop, or panel;
- receipt of national or international research awards and honors;
- serve as editor for national or international professional journals and presses;
- receipt (or submission) of substantial external grants or fellowships.

Expectations Regarding Teaching

Tenured faculty will offer courses at both the undergraduate and graduate levels at workload levels established by the College. At the undergraduate level, the faculty member will offer well-constructed and clearly presented courses based on current scholarship. These courses will include both general department courses and specialty courses in the faculty member's field. Faculty members will also be accessible to students in their courses for consultation, including regularly scheduled office hours. At the graduate level, faculty will guide students and communicate the current state of knowledge in their fields of specialization. Faculty members will normally offer graduate research seminars on a regular basis as required or justified by the department program and student interest. They may also advise M.A. and Ph.D. students and direct Ph.D. students in dissertation research. Evaluation of effectiveness in teaching and advising will be based on the criteria stated above under criteria for tenure.

Expectations Regarding Service

Tenured faculty will remain professionally active. They will be expected to participate in scholarly meetings with reasonable frequency and engage in such activities as editorial service for professional journals, conference planning, and service in professional associations. Professional service also will include the evaluation of manuscripts submitted to scholarly journals and presses; assessment of applications to national grants agencies; and involvement in the evaluation of scholarship and standing of individuals for tenure and promotion considerations at other institutions.

Tenured faculty are also expected to contribute regularly to the governance and administration of the department, college, and University. They will attend and participate in regular and special department faculty meetings and especially those dealing with tenure, promotion, and the appointment and retention of faculty; serve effectively on various committees as elected or appointed; and agree to accept administrative assignments. In all of these endeavors the quality of involvement is paramount.

Where feasible, tenured faculty will also be involved in community service.

Annual Post-Tenure Review Process

The Department of Communication Studies expects that its tenured faculty will be regularly active in research or artistic practice, teaching, and service as identified in Section X of this document. Toward that end, each member of the faculty will be reviewed annually by a committee (hereafter the merit review committee) composed of senior faculty. Evaluation for merit review and post-tenure review will be based on the department's established criteria in the areas of research or artistic practice, teaching, and service. The annual review will serve as both a post-tenure review and merit review. Faculty who do not submit an annual report of accomplishments and curriculum vitae as part of this review will not be eligible for a salary adjustment and will be judged as below the expectations of the department's goals and expectations.

If the merit review committee judges that a faculty member has fallen substantially below the department's goals and expectations in one or more areas of research or artistic practice, teaching, and service for two consecutive annual reviews, then the merit review committee shall recommend in writing the formation of an ad hoc post-tenure review committee. The recommendation must specify the reasons further post-tenure review is recommended. Upon receiving this recommendation, the Department shall vote to elect a three-person committee made up of tenured faculty with one representative of each of the three department areas. None of these three may be current members of the merit review committee.

If the elected committee agrees with the merit committee's assessment that faculty member's performance fails to meet expectations as specified above, then the department chair, the members of the elected review committee, and the relevant faculty member will discuss the steps necessary to meet the Department's goals and expectations for tenured members of the faculty. The chair will then draft a letter specifying the steps that the faculty member should take within a time frame of no less than one year from the date of the letter. The chair and the members of the elected review committee will sign the letter, provide the original to the faculty member, and archive a copy in the department office. In all instances where substandard performance by tenured faculty is alleged, non-tenured faculty will be excused from the merit review committee's discussions of the specific case.

In accordance with Section 7a.3 of the Regents Policy on *Faculty Tenure*, a tenured faculty member in the Department of Communication Studies who, in the judgment of the elected committee and chair, continues to be substantially below the goals and expectations of the Department and who has not made sufficient improvement at the end of the time period identified in the letter described in the previous paragraph may undergo a special peer review pursuant to a joint request to the dean by the chair of the Department and the merit review committee.

Special Post-Tenure Review Process

The special peer review of a tenured faculty member at the dean's level follows the process outlined in Section 7a.3 of the Regents Policy on *Faculty Tenure*.

5.5 Exception For New Parent Or Caregiver, Or for Personal Medical Reasons. The maximum period of probationary service will be extended by one year at the request of a probationary faculty member:

1. On the occasion of the birth of that faculty member's child or adoptive/foster placement of a child with that faculty member; or
2. When the faculty member is a major caregiver for a family member[2] who has an extended serious illness, injury, or debilitating condition. A faculty member may use this provision no more than two times; or
3. When the faculty member has an extended serious illness, injury, or debilitating condition.

The request for extension must be made in writing within one year of the events giving rise to the claim and no later than June 30 preceding the year a final decision would otherwise be made on an appointment with indefinite tenure for that faculty member.

Appendix B – Section 7.12 of the Regents Policy on *Faculty Tenure*

7.12 Departmental Statement. [6] Each department or equivalent academic unit must have a document that specifies (1) the indices and standards that will be used to determine whether candidates meet the threshold criteria of subsection 7.11 (“General Criteria” for the awarding of indefinite tenure) and (2) the indices and standards that will be used to determine whether candidates meet the threshold criteria of subsection 9.2 (“Criteria for Promotion to Professor”). The document must contain as an appendix the text and footnotes of subsections 7.11 and 9.2, and must be consistent with the criteria given there but may exceed them. Each departmental statement must be approved by a faculty vote (including both tenured and probationary members), the dean, and other appropriate academic administrators, including the Senior Vice President for Academic Affairs and Provost. The chair or head of each academic unit must provide each probationary faculty member with a copy of the Departmental Statement at the beginning of the probationary service.