These guidelines comprise suggestions and advice for faculty in the Journalism Department who are candidates for retention, tenure, and promotion, but they are not guarantees. Through following these guidelines, working with the Journalism Department RTP Committee and attending college- or university-sponsored RTP workshops, faculty members can enhance their chance for success. The three broad standard categories that are assessed when faculty are reviewed for personnel actions are:

Teaching Effectiveness
Professional Achievement and Growth
Contributions to Campus and Community

For most faculty, excellence in teaching is required. However, for faculty whose primary assignment involves substantial administrative responsibilities that further the department’s mission, excellence in the primary assignment is required (see section on Primary Assignment below). To merit tenure and/or promotion all candidates must meet the standard of excellence normally expected of faculty and required by the University. Although it is important for candidates to demonstrate achievement in all categories, the Journalism Department, like the University, encourages highly varied profiles of achievement.

As members of a professional program, Journalism Department faculty are expected to engage in teaching, research and/or creative activities and service that:

- Prepare students to become capable journalists
- Improve both the practice of journalism and journalism education
- Contribute to students’ and the public’s understanding of freedom of expression and the ethical responsibilities of mass media
- Strengthen the department’s curriculum and help to shape its continually evolving mission
Candidates for retention, tenure, and promotion must submit evidence of notable achievement in the following three categories.

1. Teaching Effectiveness

Evidence of effective teaching includes department-administered teaching evaluations of at least two courses per semester for tenure-track professors and candidates for promotion to the rank of Professor; peer evaluations based on in-class observations; currency, clarity and relevance of teaching methods and materials to ensure that teaching is consistent with the highest professional and ethical standards of journalism.

The department RTP committee will use a rubric (see Appendix A) as a guideline in assessing the above factors in teaching effectiveness. The committee will compare the candidate’s mean score to the mean score of all tenured/tenure-track faculty based on course type: lecture, publication and skills courses. Other evidence of effective teaching includes:

- Curricular innovation or innovative teaching methods
- Addressing the importance of inclusive journalism as it pertains to race, class, gender, generation, physical ability and political and religious beliefs
- Participation in campus, local, regional, national or international workshops to enhance the teaching of journalism

2. Professional Achievement and Growth

Faculty members are expected to develop a program of research activity or creative activity, or a blend of both.

Research includes in-depth journalism, journalism criticism, and traditional academic scholarship. Research based on information gathered through interviews, documents, surveys, statistical analyses or historical and legal studies is acceptable. Faculty members must document the methods used and the steps taken to complete their work.

Examples of research include books, textbooks, articles, photographs, graphic designs and web sites produced for print, online or broadcast media. The results may be disseminated in a variety of forms, such as
Major and Minor Work  The faculty member’s research and/or creative activities are expected to include work that clearly is major, as opposed to minor. Characteristics by which major is distinguished from minor work include the scope of the audience (such as regional, national or international rather than local); the nature of the audience (including respected academic or professional peers); the significance of the topic and methods (an idea or finding that serves to advance an important academic, professional or public issue); the rigor of the standards met by the work (recognized by prominent journalists, journalism educators or other academics and/or journalism or academic groups); the stature of reviewers of the work (journalists or educators who are widely respected for their accomplishments); the breadth, depth and originality of the research or creative activity; and the impact of the work in improving educational or professional practice or elevating general understanding of freedom of expression and the ethical responsibilities of the mass media.

In collaboration with the department RTP Committee, faculty members are encouraged to arrange for evaluation of each major work soon after they complete it. Also, faculty members are expected to assist the department in documenting the standards that may be used in an evaluation of major and minor work. Normally, candidates for tenure and promotion to the rank of Associate Professor are expected to have produced some major work and to have begun to distinguish themselves professionally through their journalistic, scholarly, and/or creative endeavors. Candidates for promotion to the rank of Professor are normally expected to have produced a higher proportion of major work as well as a body of work that evinces greater professional expertise and sophistication.

External Funding  Faculty members are encouraged to apply for external funding to support their research and creative activities.

Acceptable Outcomes as Identified by the Department  Acceptable outcomes of research and creative activities include, but are not limited to (1) for academic scholarship: presentation of work to a variety of journalism and/or non-journalism professional organizations, publication in journals, books and other established outlets for scholarly work; (2) for journalism scholarship: publication of books, articles, reviews, commentaries, web sites, graphic layouts, and photographs; contributions
to local, regional and national seminars and workshops related to their field of expertise; consultancies and other forms of practical experience that allow faculty members to perform in a creative and professional way.

**Productivity** All faculty members’ research and creative activity should result in periodic, measurable accomplishments, in the context of their overall responsibilities within the department and the profession. Should these responsibilities be substantial, normative departmental expectations for productivity in research and/or creative activity may be adjusted somewhat. This is consistent with the department’s encouragement of varied profiles of achievement.

**Measures of Quality Identified by the Department** According to department policy, important criteria for assessing research and creative activity, regardless of its designation as major or minor, include whether the work helps maintain the highest possible quality of teaching; whether the work contributes to excellence generally in education about journalism and mass communications; whether the work improves professional practice in journalism; whether the work contributes to society's understanding of press freedom and the ethical responsibilities of the mass media; whether research meets traditional standards for respected scholarship; whether creative activity meets standards of high quality in the practice of journalism. Such standards, which are consonant with the mission of the Journalism Department, are also those observed by respected practitioners and published in guides by national and international associations that represent the various media and that are dedicated to professionalism in journalism and other fields in mass communications. Evidence of quality includes prizes and awards in professionally sponsored competitions, letters and other forms of comment and criticism from those who observe and are qualified to assess the work, and acceptance of the work for publication or posting by professionals in journalism and other fields in mass communications.

**Other Identifiable Measures of Quality** These measures include whether the work maintains the faculty member's teaching competence and provides a service to the profession and to society; whether competitive awards, grant, contracts or consultancies have been received to support and/or recognize the work; whether the creative activity and/or research has been selected for presentation at local, state, national or international venues for journalists or journalism educators; whether the proportion of major work is greater than that of minor work; whether the work has undergone professional evaluation, review and criticism; whether the assistant professor who seeks promotion and tenure has demonstrated a potential to attain a national and/or international
reputation; whether the associate professor who seeks promotion actually has attained a national and/or international reputation; whether, in the case of an assistant professor who seeks promotion and tenure, there is sufficient evidence of a successfully developing career; and whether, in the case of an associate professor who seeks promotion, there is demonstrable evidence of a successfully developed career.

3. Contributions to Campus and Community

Service will be evaluated on the basis of its scope and effectiveness in advancing the mission of the department and the mission of the profession. Contributions to Campus include service to the department, the College of Humanities and the University. Contributions to Community include, but are not limited to, providing service and/or leadership to the profession. Consideration will be given to the nature of the organization and the scope of responsibility taken on local, regional and national levels.

Evidence of Contributions to the Campus include membership and/or participation in department, College of Humanities and University-wide committees and activities and programs; participation in the projects and activities of the department’s Center for Integration and Improvement of Journalism; promoting student participation in scholastic and professional opportunities, such as scholarships, contests and internships; and sponsorship of journalism organizations for students, such as student chapters of the Society of Professional Journalists, the Asian American Journalists Association, National Association of Black Journalists, the National Association of Hispanic Journalists, the Native American Journalists Association, the Association of Young Journalists, and Journalism and Women Symposium.

Evidence of Contributions to Community include membership and offices held in professional organizations and service on their committees; review of manuscripts for professional organizations, journals, book publishers, etc.; directing or teaching workshops, conferences, and seminars that relate to the faculty member’s professional expertise; consulting with organizations on topics related to the candidate’s expertise; other documented contributions to the profession and the community at large such as speeches and appearances in the media related to the candidates expertise.
Primary Assignment

Performance of a candidate whose primary assignment involves substantial administrative responsibilities (e.g., the Director of the department’s well-established Center for the Integration and Improvement of Journalism) will be assessed on the following evidence:

- Ability to manage staff and the office in advancing the administrative unit’s mission (as, e.g., articulated in CIIJ’s Strategic Plan)
- Fundraising activities
- Effective completion of duties as outlined in the administrative unit’s mission statement and strategic plan
- Significance, depth and impact of research activities undertaken by the administrative unit (when such activities are a component of the unit’s mission)
- Meaningful outreach to professional and academic journalism agencies and organizations (when such outreach is a component of the unit’s mission)
- Implementation of the administrative unit’s Strategic Plan
- Teaching effectiveness (Because teaching is apt to be a relatively small fraction of the assignment, it will not be weighted more than any other factor in the primary assignment.)
- A record of research and/or creative activity whose quality and significance accord with University standards of excellence
- A record of Contributions to Campus and Community that accords with University standards of excellence