Promotion and Tenure Procedures, Communication Studies
Department

Purpose: To articulate the standards and procedures for promotion and/or tenure for the Department of Communication Studies

Applies to: Faculty and Academic Staff within the Department of Communication Studies

General Provisions

Scope and Purpose. The award of tenure and/or promotion in rank are among the most important and far-reaching decisions made by the department because an excellent faculty is an essential component of any outstanding institution of higher learning. Promotion and tenure decisions also have a profound effect on the lives and careers of faculty. Recommendations concerning promotion and tenure must be made carefully, based upon a thorough examination of the candidate’s record and the impartial application of these criteria and procedures, established in compliance with the Faculty Senate Rules and Regulations (FSRR) Article VI.

It is the purpose of this document to promote the rigorous and fair evaluation of faculty performance during the promotion and tenure process by (a) establishing criteria that express the department’s expectations for meeting University standards in terms of disciplinary practices; (b) providing procedures for the initial evaluation of teaching, scholarship, service, and (in the case of unclassified academic staff) professional performance; (c) preserving and enhancing the participatory rights of candidates, including the basic right to be informed about critical stages of the process and to have an opportunity to respond to negative evaluations; and (d) clarifying the responsibilities, roles, and relationships of the participants in the promotion and tenure review process.

Each level of review, including the initial review, the intermediate review, and the University level review, conducts an independent evaluation of a candidate’s record of performance and makes independent recommendations to the next review level. Later stages of review neither affirm nor reverse earlier recommendations, which remain part of the record for consideration by the Chancellor. It is the responsibility of each person involved in the review process to exercise his/her own judgment to evaluate a faculty member’s teaching, scholarship, and service based upon the entirety of the data and information in the record. No single source of information, such as peer review letters, shall be considered a conclusive indicator of quality.

Academic Freedom. All faculty members, regardless of rank, are entitled to academic freedom in relation to teaching and scholarship, and the right as citizens to speak on matters of public concern. Likewise, all faculty members, regardless of rank, bear the obligation to exercise their academic freedom responsibly and in accordance with the accepted standards of their academic disciplines.

Confidentiality and Conflicts of Interest. Consideration and evaluation of a faculty member’s record is a confidential personnel matter. Only those persons eligible to vote on promotion and tenure may participate in or observe deliberations or have access to the personnel file (except that clerical staff may assist in the preparation of documents under conditions that assure confidentiality).

No person shall participate in any aspect of the promotion and tenure process concerning a candidate when participation would create a clear conflict of interest or compromise the impartiality of an evaluation or recommendation.
If a candidate believes that there is a conflict of interest, the candidate may petition to have that person recuse him/herself. If a committee member does not recuse him/herself, a decision about whether that person has a conflict of interest shall be made by a majority of the other committee members.

**Promotion and Tenure Standards**

*General Principles.* The University strives for a consistent standard of quality against which the performance of all faculty members is measured. Nonetheless, the nature of faculty activities varies across the University and a faculty member’s record must be evaluated in light of his/her particular responsibilities and the expectations of the discipline. These criteria state the department’s expectations of performance in the areas of teaching, scholarship, service, and (in the case of unclassified academic staff) professional performance necessary to satisfy the University standards for promotion for the award of tenure and/or promotion to associate professor and for promotion to full professor, or equivalent ranks.

Teaching and scholarship should normally be given primary consideration, but the particular weight to be accorded to each component of a faculty member’s activities depends upon the responsibilities of the faculty member. The College has traditionally recognized the 40-40-20 formula for weighting research, teaching, and service, except when weight is differentiated for unclassified academic staff members pursuant to their job description.

*Teaching.* Teaching is a primary function of the University, which strives to provide an outstanding education for its students. The evaluation of teaching includes consideration of syllabi, course materials, and other information related to a faculty member’s courses; peer and student evaluations; a candidate’s own statement of teaching philosophy and goals; public representations of teaching; and other accepted methods of evaluation, which may include external evaluations.

The Department of Communication Studies recognizes teaching excellence may be achieved in many ways including traditional classroom instruction and one on one teaching or coaching, and may be documented by several means, including the following:

1. Student perceptions, with special emphasis on perceived strengths and weaknesses. Systematic student evaluations must be provided for each course taught by the candidate.
2. Perceptions of advisees, recent alumni, and peer reviews.
3. Teaching awards and commendations.
4. Service on M.A. and Ph.D. comprehensive examinations and advisory committees, and quality advising and mentoring of graduate students.
5. Reported advising activities.

High quality teaching is serious intellectual work grounded in a deep knowledge and understanding of the field and includes the ability to convey that understanding in clear and engaging ways.

The conduct of classes is the central feature of teaching responsibilities at KU, but teaching also includes supervising student research and clinical activities, mentoring and advising students, and other teaching-related activities outside of the classroom.

Under the University standards for the award of tenure and/or promotion to associate professor, the record must demonstrate effective teaching, as reflected in such factors as command of the subject matter, the ability to communicate effectively in the classroom, a demonstrated commitment to student learning, and involvement in providing advice and support for students outside the classroom.

In the Department of Communication Studies, the following teaching expectations to meet University standards apply for the award of tenure and/or promotion to the rank of associate professor:
1. Effective teaching of two courses per semester, with exceptions for approved leaves or reduced teaching loads;
2. Demonstrated effectiveness in teaching courses at undergraduate and graduate levels;
3. Advising undergraduate and graduate students; and
4. Service as chair and/or member of undergraduate honors theses, master’s, and Ph.D. committees.

Under the University standards for promotion to the rank of professor, the record must demonstrate continued effectiveness and growth as a teacher, as reflected in such factors as mastery of the subject matter, strong classroom teaching skills, an ongoing commitment to student learning, and active involvement in providing advice and support for students outside the classroom.

In the Department of Communication Studies, the following teaching expectations to meet University standards apply for the promotion to the rank of professor:

1. Strong teaching skills in two courses per semester, at undergraduate and graduate levels, with exceptions for approved leaves or reduced teaching loads;
2. Evidence of innovations in teaching;
3. Demonstrated commitment to advising undergraduate and graduate students both in and outside the classroom; and
4. Service as chair and member of undergraduate honors theses, master’s, and Ph.D. committees.

Scholarship. The concept of “scholarship” encompasses not only traditional academic research and publication, but also the creation of artistic works or performances and any other products or activities accepted by the academic discipline as reflecting scholarly effort and achievement for purposes of promotion and tenure. While the nature of scholarship varies among disciplines, the University adheres to a consistently high standard of quality in its scholarly activities to which all faculty members, regardless of discipline, are held. In the Department of Communication Studies, scholarship is defined as publications including scholarly books, refereed articles, invited articles, book chapters, edited books or journals, published conference proceedings, research funding, and other relevant works of scholarship or creative performance.

Under the University standards for the award of tenure and/or promotion to the rank of associate professor, the record must demonstrate a successfully developing scholarly career, as reflected in such factors as the quality and quantity of publications or creative activities, external reviews of the candidate’s work by respected scholars or practitioners in the field, the candidate’s regional, national, or international reputation, and other evidence of an active and productive scholarly agenda.

In the Department of Communication Studies, the following scholarship expectations to meet University standards apply for the award of tenure and/or promotion to the rank of associate professor: An associate professor must have developed a research program in Communication Studies that makes high quality contributions to scholarship in her or his area(s) of specialization.

1. Publications must be sufficient in both quantity and quality to merit promotion. Criteria for evaluating publications include the following:
   a. Books and Refereed articles. Evidence of a developed, important research program in the form of academic books and/or peer-reviewed journal articles is needed. Anonymous peer review as a condition for publication shall be regarded as a sign of acceptance by colleagues in the candidate’s discipline when contribution to scholarship is the purpose of the journal and the criterion of the refereeing. Scholarly books and monographs will be considered important evidence of research capability.
   b. Invited articles in significant journals also can be important scholarly contributions. When the importance of an invited contribution is not established by the reputation of the editor who
invites it or the publication in which it appears, other indices of peer acceptance may be cited.
c. The quality of publications may be evaluated by colleagues outside the department.
d. The reputation of the journal(s) in which the candidate publishes will be taken into account by Committee members in making their judgments. Publication in a prestigious journal is evidence of peer acceptability of the candidate’s work.
e. Published reviews of a candidate’s book can be evidence of the importance of its contribution.
f. Acceptance of a candidate’s work may be measured to some extent by the frequency his or her work is cited by colleagues. Sometimes evaluations accompanying citation provide qualitative evidence of the impact of an article, book, or a research agenda developed by the candidate. The reprinting of articles or excerpts in anthologies is a related form of acknowledgment.

2. Papers given at meetings. It is expected that faculty members will present papers at meetings of scholarly associations. Generally, unpublished papers will not be accorded the weight of published papers; and,

3. Research funding. The receipt of a research grant, especially from a funding source outside the University, is evidence that the candidate’s scholarly abilities are acceptable to colleagues who have reviewed grant applications. Receipt of outside support for research is highly commendable, but it shall not be a prerequisite for tenure or promotion.

Under the University standards for promotion to the rank of professor, the record must demonstrate an established scholarly career, as reflected in such factors as a substantial and ongoing pattern of publication or creative activity, external reviews of the candidate’s work by eminent scholars or practitioners in the field, the candidate’s national or international reputation, and other evidence of an active and productive scholarly career.

In the Department of Communication Studies, the following scholarship expectations to meet University standards also apply for the promotion to the rank of professor:

In making a judgment about whether publications justify promotion to Professor, the following criteria may be taken into account to evaluate their contribution:

1. Evidence of a developed, important research program in the form of academic books and/or peer-reviewed journal articles. The research must be sufficient both in terms of quantity and quality to demonstrate that the candidate has appropriate credentials for promotion to professor;

2. The favorable response of peers to the individual’s work as evidenced by 1) letters of recommendation, 2) awards, 3) reviews, 4) letters of commendation;

3. Evidence that published expertise in a particular area has led to such professional activities as: guest lecturers; consultancies; post-doctoral fellowships; requests to contribute to professional meetings, symposia, and scholarly collections, and national and international recognition and honors; and

4. The reprinting of portions of books and articles in the works of peers.

Service. Service is an important responsibility of all faculty members that contributes to the University’s performance of its larger mission. Although the nature of service activities will depend on a candidate’s particular interests and abilities, service contributions are an essential part of being a good citizen of the University. The Department of Communication Studies accepts and values scholarly service to the discipline or profession, service within the University, and public service at the local, state, national, or international level.

Under the University standards for the award of tenure and/or promotion to associate professor, the record must demonstrate a pattern of service to the University at one or more levels, to the discipline or profession, and/or to the local, state, national, or international communities.
In the Department of Communication Studies, the following service expectations to meet University standards apply for the award of tenure and/or promotion to the rank of associate professor: Services activities include:

1. Membership and effective participation on departmental committees;
2. Membership and effective participation on College or University committees;
3. Election to and effective work in offices at the College or University level;
4. Consultation activity at the local, state, national, and international levels;
5. Effective work in the community in relation to the mission of the department;
6. Effective participation in positions with regional, national and international professional societies;
7. Journal editorships and editorial board memberships; and
8. Effective administrative work in Department, College, or University offices.

Under the University standards for promotion to the rank of professor, the record must demonstrate an ongoing pattern of service reflecting substantial contributions to the University at one or more levels, to the discipline or profession, and/or to the local, state, national, or international communities.

In the Department of Communication Studies, the following service expectations to meet University standards apply for the promotion to the rank of professor: The candidate for promotion to professor is expected to contribute to the service missions of the department based on the same criteria described in the standards for promotion to associate professor. However, a candidate for professor is expected to make a greater commitment to service through participation in various service activities in the department, the University and/or the profession than at the associate professor rank.

*Unclassified Academic Staff.* In the case of unclassified academic staff, comparable professional responsibilities, as defined by the Department of Communication Studies and the standards of our discipline, will be evaluated. Under the University standards for unclassified academic staff, those standards must be commensurate with the standards for faculty members. These responsibilities may include: research, service, professional performance, and/or teaching in units that support the academic mission. The Department of Communication Studies accepts service within the University, and public service at the local, state, national, or international level.

In the Department of Communication Studies, professional performance is defined as: serving as Program Director for the University of Kansas Debate Team. The position involves directing and coaching responsibilities, and managing and mentoring Assistant Debate Coaches who are Graduate Teaching Assistants in the department.

Service includes: serving on department, College, and University committees; and participating in local, regional, national, and international service activities such as journal reviewing, committee membership, and conference organizing. For the position of Program Director for the University of Kansas Debate Team, the primary service responsibility within the College and University is to represent the debate program at events related to debate. Within the discipline the primary responsibility is to provide service to key debate organizations including the National Debate Tournament, the Cross Examination Debate Association, and, where relevant, the American Forensics Association. In the community, the Program Director serves as the liaison between community organizations and debate.

Teaching is defined as: Teaching two courses/semester, teaching effectively at undergraduate and graduate levels, and service as a member and/or chair of undergraduate honors theses, and member of master’s and Ph.D. committees.

In the Communication Studies Department, the following expectations to meet University standards apply for promotion to the associate rank.
1. Teaching:
   a. Effective teaching of two courses per semester, with exceptions for approved leaves or reduced teaching loads;
   b. Demonstrated effectiveness in teaching courses at undergraduate and graduate levels;
   c. Advising undergraduate and graduate students;
   d. Service as chair and/or member of undergraduate honors theses, and member of master’s and Ph.D. committees; and
   e. Coaching KU debaters working on the topic.

2. Service: Service can be provided to the Department, College, University, community, and discipline. It can be expressed through local, state, national, and international avenues. A candidate for tenure and promotion should be able to document his or her activities in public and professional service. For promotion to the associate rank, the record must demonstrate a pattern of service to the University at one or more levels, to the discipline or profession, and/or to the local, state, national, or international communities. Specific types of activity include:
   a. Membership and effective participation on departmental committees;
   b. Membership and effective participation on College or University committees;
   c. Election to and effective work in offices at the College or University level;
   d. Consultation activity at the local, state, national, and international levels;
   e. Effective work in the community in relation to the mission of the department.
   f. Effective participation in positions with regional, national and international professional societies;
   g. Journal editorships and editorial board memberships;
   h. Effective administrative work in Department, College or University offices.

3. Professional performance: Directing the KU Debate Program:
   a. Effective management of the KU Debate Program, including planning the travel schedule for the debate team, coordinating the schedules of assistant debate coaches working with the team, organizing travel, and managing the budget;
   b. Effective mentoring of assistant debate coaches;
   c. Effective alumni and endowment development;
   d. Effective public relations; and
   e. Effective management and direction of the KU Summer Debate Institute.

In the Communication Studies Department, the following expectations to meet University standards apply for promotion to the senior rank:

1. Teaching:
   a. Strong teaching skills in two courses per semester, at undergraduate and graduate levels, with exceptions for approved leaves or reduced teaching loads;
   b. Evidence of innovations in teaching;
   c. Demonstrated commitment to advising undergraduate and graduate students both in and outside the classroom;
   d. Service as chair and member of undergraduate honors theses, and member of master’s and Ph.D. committees.
   e. Coaching KU debaters working on the topic

2. Service: The candidate for promotion to senior rank is expected to contribute to the service missions of the department based on the same criteria described in the standards for promotion to Associate rank. However, a candidate for senior rank is expected to make a greater commitment to service through participation in various service activities in the department, the university and/or the profession than at the Associate rank. Therefore, for promotion to the rank of Senior, the record must demonstrate an ongoing pattern of service reflecting substantial contributions to the University at one
or more levels, to the discipline or profession, and/or to the local, state, national, or international communities.

3. **Professional performance: Directing the KU Debate Program:**
   a. Effective management of the KU Debate Program, including planning the travel schedule for the debate team, coordinating the schedules of assistant debate coaches working with the team, organizing travel, and managing the budget;
   b. Effective mentoring of assistant debate coaches, including some serving as debate coaches at other institutions upon graduation;
   c. Effective alumni and endowment development;
   d. Effective public relations, including successfully recruiting debaters and assistant debate coaches from among the best in the region and country; and
   e. Effective management and direction of the KU Summer Debate Institute.

**Rating for Performance.** Using the criteria described above, the candidate’s performance in the areas of teaching, scholarship, service, and (in the case of unclassified academic staff) professional performance will be rated using the terms “excellent,” “very good,” “good,” “marginal,” or “poor,” defined as follows:

(a) “Excellent” means that the candidate substantially exceeds expectations for tenure and/or promotion to this rank.
(b) “Very Good” means the candidate exceeds expectations for tenure and/or promotion to this rank.
(c) “Good” means the candidate meets expectations for tenure and/or promotion to this rank.
(d) “Marginal” means the candidate falls below expectations for tenure and/or promotion to this rank.
(e) “Poor” means the candidate falls significantly below expectations for tenure and/or promotion to this rank.

Absent exceptional circumstances, no candidate may be recommended for promotion or tenure without meeting standards in all applicable areas of performance.

**Promotion and Tenure Procedures**

The Department of Communication Studies conducts the initial review of the candidate pursuant to the procedures and requirements of **section 5 of Article VI of the FSRR** in connection with the candidate’s responsibility in the Department of Communication Studies.

**Promotion and Tenure Committee.** The Department of Communication Studies review committee shall evaluate the candidate’s teaching, research, and service. In the Department of Communication Studies the initial review committee is the Advisory Committee. The Advisory Committee has three members: the department chair and two faculty members nominated by faculty members and elected to three-year terms by a majority vote of all faculty members.

The recommendation of the Advisory Committee shall be forwarded for consideration to a committee of the whole consisting of all faculty members holding the appropriate academic rank in the Department of Communication Studies.

No students or untenured faculty members, except unclassified academic staff with the rank equivalent to or higher than associate professor, shall serve on the Advisory Committee or vote on any recommendation concerning promotion and/or tenure. Members of the Advisory Committee and committee of the whole must be of equal or higher rank to the rank for which the candidate is being considered.

**Initiation of Review.** Prior to the beginning of the spring semester, the Provost notifies all faculty whose mandatory review year will be the following academic year, with copies provided to the unit administrators. Upon receipt of this notice or if a faculty member requests it prior to the mandatory review year, the
Department of Communication Studies shall initiate procedures for evaluating the candidate for the award of promotion and/or tenure.

As part of the annual faculty evaluation process, the Department of Communication Studies shall consider the qualifications of all tenured faculty members below the rank of full professor, with a view toward possible promotion in rank during the following academic year. After considering a faculty member’s qualifications, if the Department of Communication Studies determines that those qualifications may warrant promotion in rank, it shall initiate procedures for reviewing the faculty member for promotion. After seven years in the rank of associate professor, a faculty member who believes he or she has the qualifications for promotion may initiate the promotion review process him/herself. In such cases the unit will treat the candidate in the same way that it treats other candidates for promotion to the rank of full professor.

Preparation of the Promotion and/or Tenure File. NOTE: Candidates who hold joint appointments prepare only one set of promotion and tenure materials for review by both units in which they hold an appointment. The initial review units (i.e., departments, centers, etc.) shall consult with each other on their evaluations and the evaluation process, but each initial review unit must provide a separate evaluation of the candidate’s performance in the unit. Please refer to the College’s Promotion and Tenure Statement for detailed instructions. It is the responsibility of the candidate to complete the appropriate portions of the form and provide necessary documents and information in accordance with the Provost’s guidelines, with assistance from the Department of Communication Studies.

The Advisory Committee shall receive the form and accompanying materials from the candidate and finish compiling the record of the candidate’s teaching, scholarship, service, and (in the case of unclassified academic staff) professional performance in accordance with the Provost’s guidelines.

The Advisory Committee shall provide for the solicitation of outside reviewers to assist in the evaluation of a faculty member’s scholarship and in accordance with College procedures. Emphasis shall be placed on selecting independent reviewers in the same or related discipline who hold academic rank or a professional position equal to or greater than the rank for which the candidate is being considered. The committee shall give the candidate the opportunity to suggest individuals to be included or excluded from the list of reviewers. The committee, however, is responsible for using its judgment in the final selection of reviewers.

When soliciting external reviews of a candidate’s scholarship, the Advisory Committee shall inform prospective reviewers of the extent to which the candidate will have access to the review. The College’s confidentiality policy regarding soliciting external reviewers for the promotion and tenure review process is as follows:

"As a part of the promotion and/or tenure review process, we are soliciting assessments of Professor ______’s research contributions from academic colleagues and distinguished professionals. These letters will become part of the candidate's promotion and tenure dossier and are treated as confidential by the University to the extent we are permitted to do so by law."

Recommendations. Upon completion of the record, the committee conducting the initial review shall evaluate the candidate’s record of teaching, scholarship, and service in light of the applicable standards and criteria and make recommendations in accordance with the voting procedures detailed below. The Advisory Committee reaches a consensus, rating the candidate in each area of performance as well as on whether or not to recommend the candidate for promotion and/or tenure.

The Advisory Committee’s recommendations shall be forwarded for consideration to a committee of the whole. If the committee of the whole cannot come to a consensus on the ratings or whether or not to recommend the candidate for promotion and/or tenure, the committee of the whole discusses the disagreement
and votes by secret ballot on a rating of performance and/or whether or not to recommend the candidate for promotion and/or tenure. A simple majority vote is required.

The committee shall prepare the evaluation and summary evaluation sections of the promotion and/or tenure forms. The forms and recommendations shall be forwarded to the Chair, who shall indicate separately, in writing, whether he or she concurs or disagrees with the recommendations of the committee of the whole. The Department of Communication Studies Chair shall communicate the recommendations of the initial review, and his or her concurrence or disagreement with the recommendation, to the candidate and provide the candidate with a copy of the summary evaluation section of the promotion and tenure form. Negative recommendations shall be communicated in writing and, if the review will not be forwarded automatically, the Chair shall inform the candidate that he or she may request that the record be forwarded for further review.

Favorable recommendations, together with the record of the initial review, shall be forwarded to the College Committee on Appointments Promotion, and Tenure conducting the intermediate review. Negative recommendations resulting from an initial review shall go forward for intermediate review only if it is the candidate’s mandatory review year or if the candidate requests it.

**Intermediate Review.**

The candidate may submit a written response to a negative recommendation by the department, or to a final rating of teaching, research, or service below the level of “good” included in the evaluation section of the recommendation. The written response is sent separately by the candidate to CCAPT.

A request for information by CCAPT and/or UCPT shall be sent to the Department of Communication Studies Chair who shall immediately provide a copy to the candidate and inform the Advisory Committee. The chair and/or Advisory Committee shall prepare the department’s response in accordance with the initial review procedures.

The candidate shall be afforded an opportunity to participate in the preparation of the department’s response and/or to submit his/her own documentation or comment to the CCAPT and/or UCPT as applicable.

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**Approved by:**  
Department of Communication Studies / The Faculty Senate Committee on Standards and Procedures for Promotion and Tenure

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Wednesday, April 11, 2012

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Review Cycle:
Annual (As Needed)

Related Policies:
Faculty Senate Rules and Regulations Article VI: Promotion and Tenure

Related Procedures:
Statement On Promotion and Tenure for the College of Liberal Arts & Sciences

Related Forms:
Guidelines and Documents for Promotion and Tenure

Review, Approval & Change History:
09/02/2015: Made updates to boiler plate text:
  1) Under General Provisions, paragraph three, “Chancellor” has been changed to “next review level;”
  2) Under Initiation of Review, the following was added, “NOTE: Candidates who hold joint appointments prepare only one set of promotion and tenure materials for review by both units in which they hold an appointment. The initial review units (i.e., departments, centers, etc.) shall consult with each other on their evaluations and the evaluation process, but each initial review unit must provide a separate evaluation of the candidate’s performance in the unit. Please refer to the College’s Promotion and Tenure Statement for detailed instructions.”
  3) The following was added under to paragraph concerning outside reviewers, “The committee shall give the candidate the opportunity to suggest individuals to be included or excluded from the list of reviewers. The committee, however, is responsible for using its judgment in the final selection of reviewers.
04/11/2012: Approved by the Department of Communication Studies
03/01/2012: Approved by The Faculty Senate Committee on Standards and Procedures for Promotion and Tenure