

Promotion & Tenure Policy

University of Memphis

Department of Journalism and Strategic Media

Approved September 2025

1. OVERVIEW

1A. Introduction

The Department of Journalism and Strategic Media adopts these guidelines as unique criteria within the department when considering faculty for promotion and/or tenure under the provision of the University of Memphis faculty handbook. Meeting these guidelines means the faculty member is eligible to be considered for promotion or tenure; however, it does not guarantee it. The promotion and tenure process begins at the department level. It requires an understanding of the objectives and aims, not only of the department, but also of the college and university. Departmental criteria are consistent with the policies of the university. Still, they have been tailored to the demands of the Department of Journalism and Strategic Media to allow the department to maintain the degree of specialization in its faculty that the media professions require.

1B. Committee Composition & Duties

The Department of Journalism and Strategic Media chair and faculty will establish a promotion and tenure committee to evaluate and make recommendations on individuals eligible for promotion and/or tenure. Because the committee advises the department chair, the department chair will not serve on the committee.

Tenure-track and tenured faculty committees

According to Section 4.9.5 of the University Faculty Handbook, “The membership requirements and selection procedures of the academic unit tenure and promotion committee are to be determined by each academic unit and included in the academic unit guidelines; however, only tenured associate professors and professors may serve on tenure and promotion committees.”

Non-tenure-track faculty committees

According to Section 5.6.3 of the University Faculty Handbook, “The promotion committee for evaluating the promotion application of a non-tenure-track faculty member will include all tenured faculty at the rank being applied for or above and will include non-tenure-track faculty

at the rank being applied for or above who contribute to the aspects of the university mission in which the candidate will be evaluated on.”

Guidelines for all committees

1. The department chair will appoint the committee and designate a chair or co-chairs.
2. Three members, including the committee chair, will be the minimum size of the committee.
3. In the case of promotion applications to full professor, if additional members need to be added to attain the minimum size because too few full professors are available within the department, the department chair will reach out to other departments in the College of Communication and Fine Arts to invite full professors to serve on the evaluation committee. This unique departmental requirement is in accordance with a university policy that stipulates, “for small departments, some alternative process may be needed” to the university requirement specified above that the promotion committee for full professors be comprised of full professors. Such appointments, or any other committee composition adjustment necessary because of extraordinary circumstances, will be subject to the approval of the dean of the College of Communication and Fine Arts and the provost.
4. Secret ballots will be used.
5. The committee chair will complete the paperwork, including the supporting documents, and submit them to the department chair.
6. The department chair’s recommendation is independent of the Promotion and Tenure Committee’s recommendation.

2. ANNUAL REVIEW

The Department of Journalism and Strategic Media chair will conduct an annual review and evaluation of each faculty member individually. The faculty member will submit three components electronically through the University of Memphis Employee portal: 1. the electronic Faculty Review Self-Evaluation, 2. a PDF of the faculty member’s university curriculum vitae, and 3. the Faculty Planning Report form for the upcoming calendar year.

After the faculty member submits the electronic documents, the department chair will schedule a meeting to discuss the review and evaluation. During this meeting, the two will discuss the faculty member’s plans for the coming year. After the department chair completes the annual faculty evaluation report, the member acknowledges the evaluation and may offer a written response in the electronic system. The chair also may respond to the faculty member’s written comments. Then, all materials are forwarded to the dean of the college for review.

Evaluations may be considered in determining whether to renew a faculty member’s tenure-track appointment, full-time appointment for non-tenure track, or if the faculty member is

eligible for merit pay raises.

The department chair may use the annual evaluation and review process to counsel tenure-track faculty during their probationary period, as well as full-time, non-tenure-track faculty considering promotion. The mid-tenure review, discussed below, provides an additional opportunity for counseling tenure-track faculty regarding any areas of concern and becomes a part of the faculty member's application for tenure. Because a faculty member's annual evaluations and mid-tenure review are a core part of the materials considered for the faculty member's tenure and/or promotion review, copies of these evaluations and reviews should be included in the tenure and/or promotion file of all faculty.

3. TIMELINE AND OVERVIEW OF PROMOTION

3A. Timeline and overview of promotion and tenure procedure

The promotion and tenure process spans 18 months from initial notification of intent to conferral of the promotion. An entire period of five years of service in rank is to be evaluated. Thus, as guidelines say, candidates with five years of service in rank would be eligible to begin the process in the spring of their fifth year in rank. The dossier is subsequently submitted at the beginning of the sixth year of service in rank.

It is worth noting that the calendar here gives specific and general dates. The department sets the specific dates for timely operations, while the general dates depend every year on the promotion and tenure calendar set by the provost's office and the College of Communication and Fine Arts. Candidates will be provided with specific calendar information in their application years.

The following procedures should be followed, with few exceptions:

1. The candidate will notify, in writing, the Journalism and Strategic Media department chair of their intent to apply for promotion or promotion and tenure by March 1 of the academic year preceding the application.
2. The Journalism and Strategic Media department chair will send the candidate a detailed letter describing the process and timeline for submitting materials. The chair will also supply the candidate with copies of the department, college, and university guidelines for promotion and tenure.
3. The Journalism and Strategic Media department chair will request the names, contact information, and other pertinent information related to potential external reviewers by April 1. Note that non-tenure-track professors do not need external review. The department chair will coordinate with the promotion and tenure committee for its

recommended reviewers and solicit external reviewers. Neither the candidate nor the promotion and tenure committee shall contact external reviewers with a direct solicitation. External review is required only for tenure-track faculty promotions.

4. The candidate will upload all needed materials for review to an online folder created and shared by the CCFA dean's administrative associate. External review folders typically need to be completed by early May. In the summer, the Journalism and Strategic Media department chair will share the folder with external reviewers, request to complete reviews by mid-August, and upload them to the candidate's dossier. Again, the non-tenure track professor will skip this step.
5. The candidate (both tenure track and non-tenure-track) will submit all required materials to the dossier drive created by the CCFA dean's administrative associate. The deadline for complete dossier submission is typically late August.
6. The Journalism and Strategic Media Promotion and Tenure Committee will review candidate materials. The committee will then meet to discuss the candidate, prepare a written statement outlining the candidate's strengths and weaknesses, and vote on a recommendation. The committee chair will submit the report to the department chair for inclusion in the dossier. This review typically happens in September.
7. The Journalism and Strategic Media department chair will review the committee recommendations and all candidate materials, write a recommendation letter for the candidate, and upload it to the dossier. This review typically happens in September.
8. The CCFA Promotion and Tenure Committee and dean will review the candidate's materials and make a recommendation to the provost. This review typically happens in October and November.
9. The provost will review the candidate's materials and recommend them to the president. This review typically occurs in December, and the candidate is notified in January.
10. The president will make a recommendation to the University of Memphis Board of Trustees. The candidate will be notified of the outcome. This review and final decision typically happens in the summer.
11. The candidate assumes the new rank (if promotion and/or tenure are approved) on September 1 of the following year.
12. The Journalism and Strategic Media department chair will meet with the candidate as requested to address any questions or concerns they may have regarding the process.

Figure 1: Overview of milestones in the timeline and procedure for tenure track professors

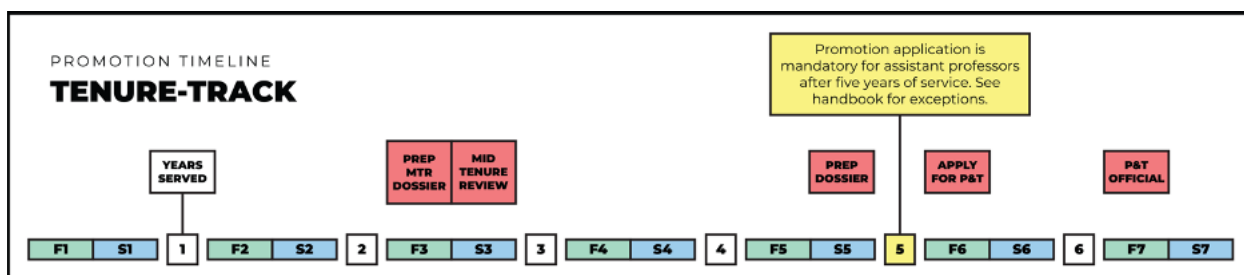
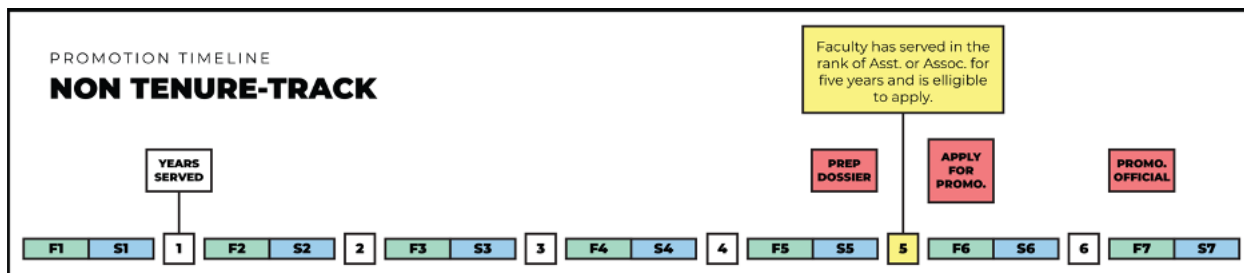


Figure 2: Overview of milestones in the timeline and procedure of non-tenure-track professors



3B. Timeline and overview of mid-tenure review procedure

The mid-tenure review process is designed as an official progress check on a tenure-track assistant professor's probationary appointment. The university faculty handbook offers specific guidance regarding the role of the mid-tenure review in a candidate's appointment. The procedures and timeline for mid-tenure review are unique from other promotion and tenure processes. Typically, mid-tenure review occurs during the candidate's third year of probation. It is worth noting that the calendar here gives specific and general dates. The department sets the specific dates for timely operations, while the general dates depend every year on the calendar set by the provost's office and the College of Communication and Fine Arts. Candidates will be provided with specific calendar information in their review years.

The following procedures should be followed, with few exceptions:

1. The candidate will notify the Journalism and Strategic Media department chair, in writing, of their eligibility for mid-tenure review by October 15 of the academic year of the review.
2. The Journalism and Strategic Media department chair will send the candidate a detailed letter describing the process and timeline for submitting materials. The chair will also supply the candidate with copies of the department, college, and university guidelines for promotion and tenure.
3. The Journalism and Strategic Media department chair will notify the Promotion and Tenure Committee of the mid-tenure review by November 1.
4. The candidate will submit all required materials to the dossier drive created by the CCFA dean's administrative associate. The deadline for complete dossier submission is typically in January.
5. The Journalism and Strategic Media Promotion and Tenure Committee will review candidate materials. They will then meet to discuss the candidate dossier, prepare a

written statement outlining the candidate's strengths and weaknesses, and vote on a recommendation. The committee chair will submit the report to the department chair for inclusion in the dossier. This review typically happens in February.

6. The Journalism and Strategic Media department chair will review the committee evaluation and recommendation, as well as all candidate materials, write an evaluation letter for the candidate, and upload it to the dossier. This review typically happens in February.
7. The Journalism and Strategic Media department chair and the Journalism and Strategic Media Promotion and Tenure Committee will meet separately with the candidate to answer questions and provide additional advice. This meeting typically happens in March.

4. GUIDELINES FOR TENURE-TRACK & TENURED FACULTY

Tenure-track faculty are required to apply for tenure and promotion to associate professor before the beginning of the sixth or final probational year. Associate professors are typically eligible for promotion to the professor rank after serving as associate professors for five years but aren't required to apply. The university's faculty handbook has specific guidelines about eligibility, timelines, credit for prior service, stopping the clock, leaves of absence, and other situations.

4A. Scholarly & Creative Activity

The Department values and encourages various approaches to scholarship, both theoretical and applied. Journalism and Strategic Media professors primarily engage in traditional research, which includes the publication of refereed journal articles and books, research presentations at refereed conferences, the application of grants to fund research endeavors, and involvement in interdisciplinary work. Many Journalism and Strategic Media professors engage in community-based initiatives, also known as "engaged scholarship," which apply journalism and strategic media skills and knowledge to community concerns, often on behalf of community partners or clients. Still, other Journalism and Strategic Media professors may engage in a third category of scholarship, which is consistent publication in trade or professional sources.

Journalism and Strategic Media is a professionally oriented department strongly emphasizing journalism and strategic media skills and applied research. These applied research activities are to be considered equally important as traditional publications in scholarly journals; therefore, the Department of Journalism and Strategic Media faculty has tailored its definition of scholarship/creative activity to the demands of the discipline.

Traditional research in refereed journals is also considered a reliable indication of scholarly ability. Professional academic papers presented at international, national, or regional meetings are appropriate. Books published by reputable firms and articles in refereed journals reviewed

by recognized scholars are more significant than those that are not subjected to such rigorous examination. It should be emphasized that quality is more important than quantity. Journal titles include, but are not limited to, the following: *Journalism and Mass Communication Quarterly*, *Journalism and Mass Communication Monographs*, *Journalism and Mass Communication Educator*, *Journalism History*, *American Journalism*, *Journal of Media Economics*, *Journal of Communication*, *Journal of Communication Management*, *Public Relations Review*, *Journal of Public Relations Research*, *Journal of Public Relations Education*, *Corporate Communication: An International Journal*, *Telematics and Informatics*, *International Journal of Human Computer Interaction*, *Journal of Interactive Advertising*, *Journal of Broadcasting and Electronic Media*, *Newspaper Research Journal*, *Journal of Advertising*, *Mass Communication and Society*, *Journal of International and Intercultural Communication*, *Journal of Mass Media Ethics*, *Journal of Global Mass Media*, *International Communication Gazette*, *Visual Communication Quarterly*, and numerous other refereed publications in the field. In addition, editing and judging the research of other scholars in the field by serving as an editor of a national refereed journal should be considered the same as having published in refereed journals. On average, tenure-track and tenured professors are expected to publish at least one to two book chapters or refereed journal articles annually.

Tenure-track and tenured professors are encouraged to apply for grants, either external or internal, to fund their research projects as it demonstrates their research projects' significance. While tenure-track professors are expected to apply for grants when seeking to get promoted to the associate rank, tenured associate professors are expected to have won grants when seeking to get promoted to the full professor rank.

An interdisciplinary research approach is strongly encouraged as it brings experts from different fields to collaborate on significant research projects to solve complex research issues. Both tenure-track and tenured professors are expected to show some interdisciplinary research work has been taken on.

Community-based scholarship, as defined by the Department of Journalism and Strategic Media, includes significant projects that identify problems and offer solutions to these identified needs within the community. Journalism and Strategic Media faculty are engaged in community-based scholarly activities that involve obtaining grant or research funds, going out into the community to determine needs, using applied journalism and strategic media skills, conducting focus groups and surveys, and ultimately devising ongoing projects to meet those needs. This type of scholarship requires knowledge and application of research methods and a sizable commitment of faculty time and resources.

The Department of Journalism and Strategic Media also emphasizes consistent publishing in non-refereed sources, such as trade magazines, including *Ad Age*, *Columbia Journalism Review*, *Editor & Publisher*, *Strategies & Tactics*, and other non-refereed publications. Beyond these, professional association pamphlets, newsletters, and magazines also publish articles and essays that are considered scholarly activity. A few of these include *Associated Press Managing Editors'* publications and dozens of other worthy publications. Examples of electronic

publications include television documentaries, participation in television programs such as Meet the Press, Issues and Answers, including local productions of similar content, and mass media website development projects. Because the Department of Journalism and Strategic Media teaches professionally oriented programs, practicing and contributing to advancing professional journalism and strategic media are considered worthy activities for a scholar in the field.

4B. Teaching

Effective teaching is an essential criterion for tenure, which will not be granted without clear evidence that this candidate is an effective teacher. Evidence of teaching excellence should include but is not limited to, the following: command of subject matter, ability to organize and present subject matter in a logical and meaningful way, ability to motivate students, and ability to stimulate creativity and passion in all students. Candidates should invite the department Promotion and Tenure committee, either singly or in a group, to visit their classes. Candidates should have a minimum of three peer evaluations (excluding the department chair) over the past five years to submit with the dossier. The findings of the committee members may be augmented by class visits by the department's chair.

Candidates should present evidence to the department committee that their classroom methods and standards are effective.

Documentation of teaching should routinely include when available:

- Statement of teaching philosophy.
- Course materials.
- Systematic student evaluations for each course each semester, including the summer and the previous spring semester.
- Grade distributions plus any comments the faculty member chooses to make about the relationship between the grade distribution and the nature of the course.
- Evidence of supervision of student projects and other forms of student mentorship.
- Open-ended or other student input.
- Student projects.
- Teaching recognition.
- Teaching scholarship.
- Peer input.
- Evidence of professional development in teaching.
- Evidence of disciplinary or interdisciplinary program or curricular development.
- Alumni surveys and student exit interviews.
- Classroom performance that demonstrates effective teaching, which will be judged by colleagues in the Department of Journalism and Strategic Media through classroom visits initiated by the candidate.
- Accomplishments of former students who have entered a media-related profession.

- Signed letters to faculty members from past and present students, their parents, or employers.
- Syllabi submitted by candidates of their courses.
- Innovative teaching methods documented by the candidate in application support materials.
- Other supportive materials candidates choose to include in support of their application.

4C. Service

Service is a term encompassing a faculty member's activities in one of three areas: outreach or public service, institutional service, and professional service. Service evaluation will encompass both the extensiveness and the effectiveness of the service. It will include service to the profession, the institution (the university, college, and department), and the community.

Institutional service refers to work other than teaching and scholarship at the department, college, or university level. A certain amount of such service is expected of every faculty member, as faculty service is critical to the success of the institution. Institutional service includes, but is not limited to, serving on department committees, advising students, and participating in college and university committees. Some faculty members may accept more extensive citizenship functions, such as a leadership role in the Faculty Senate, membership on a specially appointed task force, adviser to a university-wide student organization, and membership on a university search committee.

Institutional service may be at the departmental, inter-departmental, college, or university levels. It may be administrative work, committee work, or all-campus faculty activities. Not only will the nature and scope of the responsibility undertaken be a factor, but also how it was performed, its demand on the individual's resources, and its effectiveness will be considered. Service to students will include—advising, sponsoring student organizations, directing student media, and finding, evaluating, and placing students in paid and unpaid internships within the profession, both locally and nationally.

The outreach or public service function of the University of Memphis is the institution's outreach to the community and society at large, with major emphasis on the application of knowledge for the solution of social problems. Outreach primarily involves sharing professional expertise, often pro bono, and should directly support the university's goals and mission. As a vital component of that mission, public service must be performed at the same high levels of quality that characterize the teaching and research programs. Consideration will be given to the nature of the organization and the scope of responsibility taken on local, regional, and national levels.

Outreach will include activities such as:

- Service or mission-focused work, such as teaching media workshops for high school students or non-industry community members

- Membership and offices held in civic and community organizations, in a role involving academic specialties or otherwise
- Consulting with non-professional organizations on topics related to the candidate's expertise
- Representing the department, college, or university in an ambassadorial capacity
- Liaising with community members to foster enriching student experiences or partnerships, such as mentorships, internship opportunities, or collaborative service learning
- Being interviewed with the news media outlets regarding teaching, research, and service as an expert source.

Professional service refers to the work done for organizations related to one's discipline or the teaching profession in general. Service to the profession includes, but is not limited to, association leadership, journal editorships, article and grant proposal review, guest lecturing on other campuses, and other appropriate activities. Although it is impossible to define the exact nature of significant professional service, clearly more is required than organizational membership and attendance; examples of considerable service would be that done by an officer of a professional organization or a member of the editorial staff of a journal.

Professional service will include activities such as:

- Membership and offices held in professional organizations and service on their committees.
- Directing or teaching professional workshops, conference workshops, and seminars related to the faculty member's professional expertise.
- Consulting with professional organizations on topics related to the candidate's expertise.
- Other documented contributions to the profession, including speeches and appearances in the media.

4D. Criteria for promotion to associate professor

A faculty member on a tenure-track appointment must serve in a faculty position at the university during a probationary period before eligibility for tenure application. The standard probationary period is six years unless otherwise prescribed in writing and approved by the dean, provost, and president. The application process begins in the spring of the fifth year. For a person on a standard six-year tenure calendar, the candidate must notify the department chair that the faculty member will apply for tenure. Absent an approved exception, a formal application for tenure must be submitted in the fall semester of the beginning of the sixth academic year.

Exceptions that may affect the length of the probationary period are addressed in the University of Memphis Faculty Handbook.

- Documented evidence of ability in instruction and/or public service and/or research.
- Earned doctorate or terminal degree from an accredited institution in the instructional discipline or related area plus at least five years of appropriate professional experience (excluding experience concurrent with and in the same institution where studies were taken for an advanced degree) in the instructional discipline or related area.
- Documented evidence of high-quality professional productivity, which is leading to national recognition in the academic discipline.
- Evidence of outstanding potential in instruction, public service, research, or a combination of these.
- Documented evidence of high-quality productivity in one of the three defined areas of scholarly activity: community-based or engaged scholarship, publication in traditional refereed ventures, consistent publishing in non-refereed sources, quality teaching, outreach to the community, and potential for national recognition in the academic discipline.

4E. Criteria for promotion to full professor

- Documented evidence of ability in instruction and/or public service and/or research.
- Documented evidence of sustained high-quality productivity in one of the three defined areas of scholarly activity: community-based or engaged scholarship, publication in traditional refereed ventures, consistent publishing in non-refereed sources, plus quality teaching and outreach to the community.
- Documented evidence of national recognition in the academic discipline.

The absence of teaching excellence and superior contributions to student development or the lack of scholarly or creative activity may prevent advancement to full professor. Because there is no higher rank, promotion to professor is taken with great care and requires a level of achievement substantively beyond that required for associate professors. This rank is not a reward for long service. Rather, it is recognition of superior achievement within the discipline with every expectation of continuing contributions to the university and the larger academic community.

4F. Mid-tenure review

The mid-tenure review aims to provide meaningful feedback and direction to the faculty members to assist them in planning and organizing subsequent work activities. The procedure for the mid-tenure review will be the same as for the tenure and promotion review and will occur in the spring of the faculty member's midpoint in the tenure process. For example, for an individual required to serve six years before going up for tenure, that would occur in the spring of the third year. The candidate will submit a dossier for formal review by the Promotion and Tenure Committee, which will review the materials. The dossier should include documentation

of the quality of instruction, scholarly activity as defined in one of the three areas, and outreach/service. Each candidate's accomplishments will be evaluated concerning quality as well as quantity.

In addition to the university's traditional missions of instruction, scholarship and outreach/service, the candidate should have also demonstrated a willingness to work with colleagues in supporting the goals and missions of the department, college, and university. The committee chair will prepare a written report that addresses the strengths and weaknesses of the faculty member's accomplishments in instruction, scholarship, and outreach/service and submit the report to the department chair. The department chair will prepare a written report that addresses the strengths and weaknesses of the faculty member's accomplishments in instruction, scholarship, and outreach/service. A copy of the two reports will be presented to the faculty member.

After the department chair meets with the candidate to discuss the reports, the committee will do the same to offer additional feedback to the candidate. The candidate can provide a written response to the review, which will then be forwarded with the review to the dean of the College. The candidate may request a personal meeting, and/or file an appeal of the committee and chair's decisions, with the dean of the college.

5. GUIDELINES FOR NON-TENURE-TRACK FACULTY

Non-tenure-track faculty are not required to apply for promotion but may do so with sufficient activity as well as years of service to the university. Non-tenure-track faculty is a general descriptor for both professors of teaching and professors of practice. The following guidelines apply to both professors of teaching and professors of practice as non-tenure-track faculty appointments in the department.

5A. Teaching

Effective teaching is an essential criterion for promotion to non-tenure-track faculty, as teaching is at the core of the faculty's position. Promotion will not be granted without clear evidence that the candidate is an effective teacher. Evidence of teaching excellence should include but is not limited to, the following: command of subject matter, ability to organize and present subject matter in a logical and meaningful way, ability to motivate undergraduates, and ability to stimulate creativity and passion in all students. Candidates should invite the department Promotion and Tenure committee, either singly or in a group, to visit their classes. Candidates should have a minimum of three peer evaluations (excluding the department chair) over the past five years to submit with the dossier. The findings of the committee members may be augmented by class visits by the department's chair.

Candidates should present evidence to the department committee that their classroom methods and standards are effective.

Documentation of teaching should routinely include when available:

- Statement of teaching philosophy.
- Course materials.
- Systematic student evaluations for each course each semester, including the summer and the previous spring semester.
- Grade distributions plus any comments the faculty member chooses to make about the relationship between the grade distribution and the nature of the course.
- Evidence of supervision of student projects and other forms of student mentorship.
- Open-ended or other student input.
- Student projects.
- Teaching recognition.
- Teaching scholarship.
- Peer input.
- Evidence of professional development in teaching.
- Evidence of disciplinary or interdisciplinary program or curricular development.
- Alumni surveys and student exit interviews.
- Classroom performance that demonstrates effective teaching, which will be judged by colleagues in the Department of Journalism and Strategic Media through classroom visits initiated by the candidate.
- Accomplishments of former students who have entered a media-related profession.
- Signed letters to faculty members from past and present students, their parents, or employers.
- Syllabi submitted by candidates of their courses.
- Innovative teaching methods documented by the candidate in application support materials.
- Other supportive materials candidates choose to include in support of their application.

5B. Service

Service is a term encompassing a faculty member's activities in one of three areas: outreach or public service, institutional service, and professional service. Service evaluation will encompass both the extensiveness and the effectiveness of the service. It will include service to the profession, the institution (the university, college, and department), and the community.

Institutional service refers to work other than teaching and scholarship at the department, college, or university level. A certain amount of such service is expected of every faculty member, as faculty service is critical to the success of the institution. Institutional service includes, but is not limited to, serving on department committees, advising students, and participating in college and university committees. Some faculty members may accept more extensive citizenship functions, such as a leadership role in the Faculty Senate, membership on

a specially appointed task force, adviser to a university-wide student organization, and membership on a university search committee.

Institutional service may be at the departmental, inter-departmental, college, and university levels. It may be administrative work, committee work, or all-campus faculty activities. Not only will the nature and scope of the responsibility undertaken be a factor, but also how it was performed, its demand on the individual's resources, and its effectiveness will be considered. Service to students will include—advising, sponsoring student organizations, directing student media, and finding, evaluating, and placing students in paid and unpaid internships within the profession, both locally and nationally.

The outreach or public service function of the University of Memphis is the institution's outreach to the community and society at large, with major emphasis on the application of knowledge for the solution of social problems. Outreach primarily involves sharing professional expertise, often pro bono, and should directly support the university's goals and mission. As a vital component of that mission, public service must be performed at the same high levels of quality that characterize the teaching and research programs. Consideration will be given to the nature of the organization and the scope of responsibility taken on local, regional, and national levels.

Outreach will include activities such as:

- Service or mission-focused work, such as teaching media workshops for high school students or non-industry community members
- Membership and offices held in civic and community organizations, in a role involving academic specialties or otherwise
- Consulting with non-professional organizations on topics related to the candidate's expertise
- Representing the department, college, or university in an ambassadorial capacity
- Liaising with community members to foster enriching student experiences or partnerships, such as mentorships, internship opportunities, or collaborative service learning
- Being interviewed with the news media outlets regarding teaching, research, and service as an expert source.

Professional service refers to the work done for organizations related to one's discipline or the teaching profession in general. Service to the profession includes but is not limited to, association leadership, journal editorships, article and grant proposal review, guest lecturing on other campuses, and other appropriate activities. Although it is impossible to define the exact nature of significant professional service, clearly more is required than organizational membership and attendance; examples of considerable service would be that done by an officer of a professional organization or a member of the editorial staff of a journal.

Professional service will include activities such as:

- Membership and offices held in professional organizations and service on their committees.
- Directing or teaching professional workshops, conference workshops, and seminars related to the faculty member's professional expertise.
- Consulting with professional organizations on topics related to the candidate's expertise.
- Other documented contributions to the profession, including speeches and appearances in the media.

5C. Scholarly & Creative Activity

For non-tenure-track faculty, scholarly and creative activity is the third priority, beyond teaching and service. However, the nature of the profession of journalism and strategic media is ever-changing, and faculty are expected to remain current in industry trends and skills. This currency can be achieved through active work in the industry or research about the industry.

The department values and encourages various approaches to scholarship, both theoretical and applied. Primarily, Journalism and Strategic Media professors engage in traditional research, which includes the publication of refereed journal articles and books, as well as research presentations at refereed conferences. Many Journalism and Strategic Media professors engage in community-based initiatives, also known as "engaged scholarship," which applies the skills and knowledge of journalism and strategic media to community concerns, often on behalf of community partners or clients. Still, other Journalism and Strategic Media professors may engage in a third category of scholarship, which is consistent publication in professional non-refereed professional sources.

Journalism and Strategic Media is a professionally oriented department that places a strong emphasis on journalism, strategic media skills and applied research. These applied research activities are to be considered equally important as traditional publications in scholarly journals; therefore, the Department of Journalism and Strategic Media faculty has tailored its definition of scholarship/creative activity to the demands of the discipline.

Although not required, traditional research in refereed journals is also considered a reliable indication of scholarly ability. Professional scholarly papers presented at international, national, or regional meetings are appropriate. Books published by reputable firms and articles in refereed journals reviewed by recognized scholars are more significant than those that are not subjected to such rigorous examination. It should be emphasized that quality is more important than quantity. In addition, editing and judging the research of other scholars in the field by serving as an editor of a national refereed journal should be considered the same as having published in refereed journals.

Community-based scholarship, as defined by the Department of Journalism and Strategic Media, includes significant projects that identify problems and offer solutions to these identified needs within the community. Journalism and Strategic Media faculty are engaged in community-based scholarly activities that involve obtaining grant or research funds, going out into the community to determine needs, using applied journalism and strategic media skills, conducting focus groups and surveys, and ultimately devising ongoing projects to meet those needs. This type of scholarship requires knowledge and application of research methods and a sizable commitment of faculty time and resources.

Additionally, the Department of Journalism and Strategic Media emphasizes consistent publishing in non-refereed sources, such as trade magazines, including *Ad Age*, *Columbia Journalism Review*, *Editor & Publisher*, *Strategies & Tactics*, and other non-refereed publications in the field. Beyond these, professional association pamphlets, newsletters, and magazines also publish articles and essays that are considered scholarly activity in the field. A few of these include Associated Press Managing Editors' publications and dozens of other worthy publications. Examples of electronic publications include television documentaries, participation in television programs such as Meet the Press, including local productions of similar content, and mass media website development projects. Because the Department of Journalism and Strategic Media teaches professionally oriented programs, practicing and contributing to the advancement of professional journalism and strategic media are considered worthy activities for a scholar in the field.

5D. Criteria for promotion to associate professor of practice or teaching

A faculty member must serve at the university as an assistant professor of practice or teaching role for at least five years before applying for promotion unless otherwise prescribed in writing and approved by the dean and provost. The application process begins in the spring of the fifth academic year. For a person on a standard calendar, the candidate must notify the department chair that the faculty member will apply for promotion and prep their dossier. The dossier will be submitted that fall, the first semester of the faculty's sixth academic year. The candidate is not mandated to apply for promotion; rather, the candidate can apply when they think they have a dossier worthy of promotion.

In addition to the years of service, to be eligible for promotion, faculty should have the following:

1. Documented evidence of ability in instruction
2. Documented evidence of service to the institution and the profession.
3. Documented evidence of high-quality professional productivity or research
4. Evidence of good character, mature attitude, professional integrity, and collegiality.

5E. Criteria for promotion to full professor of practice or teaching

1. Documented evidence of ability in instruction
2. Documented evidence of service to the institution and the profession.
3. Documented evidence of high-quality professional productivity or research
4. Evidence of good character, mature attitude, professional integrity, high academic maturity and responsibility, and collegiality.

Because there is no higher practice rank, promotion to professor is taken with great care and requires a level of achievement substantively beyond that required for promotion to associate rank. This rank is not a reward for long service; rather, it is a recognition of superior achievement within the discipline with every expectation of continuing contributions to the university and the larger academic community.

6. APPEALS AND REBUTTAL

The department follows the guidelines specified in the University's Faculty Handbook regarding appeals and rebuttals resulting from negative or split promotion recommendations for applicants.

7. MODIFICATIONS OF PROMOTION AND TENURE GUIDELINES

These guidelines will be reviewed every five years or as needed.

8. CCFA RESOURCES

CCFA P&T Guidelines: <https://www.memphis.edu/ccfa/resources/pdfs/ccfa-pt-guidelines-2024.pdf>

CCFA P & T Calendar: <https://www.memphis.edu/ccfa/resources/resources-faculty-promotion-and-tenure-calendar.php>

CCFA Mid-tenure Dossier: <https://www.memphis.edu/ccfa/resources/resources-faculty-mid-tenure-dossier-instructions.php>