

College Reappointment, Tenure and Promotion Committee

College of Communication Arts and Sciences (CCAS)

1. Introduction

Consistent with the Office of the Provost advisory statement titled "College Level Reappointment, Tenure and Promotion Committees" as stated in the Faculty Handbook, this document provides information about:

- the membership of the College Reappointment, Tenure and Promotion Committee (CRTPC), including methods of selection;
- standards and criteria used by the Committee in reviewing academic unit* recommendations;
- procedures used by the Committee in rendering advice to the Dean;
- information or materials to be made available to the Committee to conduct the reviews.

2. Preamble

The reappointment tenure and promotion process for tenure system faculty is a critical component of the University's vision of an ever-improving faculty, dedicated to "...sustained, outstanding achievements in education and scholarship across the mission consistent with levels expected at leading research-intensive land-grant universities of international scope."**

**Academic units of the College of Communication Arts and Sciences include the Departments of Advertising, Public Relations and Retailing; Communicative Sciences and Disorders; Communication; Telecommunication, Information Studies and Media; and the School of Journalism.*

***The Faculty Handbook document titled Appointment, Reappointment, Tenure and Promotion Recommendations is fundamental in describing University expectations and standards for reappointment, tenure and promotion recommendations. Parts 1 and 2 of Appendix A include especially important*

excerpts from this document.

The College shares this vision, with a special appreciation for the great diversity of scholarly and pedagogical approaches that characterize the field of communication studies broadly defined. While scholarly agendas and academic unit expectations may differ greatly within the College, a common pursuit of excellence unites faculty across disciplinary and paradigmatic lines.

Central to the success of the reappointment, tenure and promotion process and the concomitant pursuit of excellence is the need for well-articulated standards and expectations communicated clearly to candidates for reappointment, tenure and promotion. The reappointment, promotion and tenure process must be fair to candidates while serving the long-term needs of academic units, the College and the University.

The central mission of the CRTPC is to advise the Dean regarding reappointment, tenure and promotion cases, and in so doing, to advance excellence and ensure fairness in the reappointment, tenure and promotion process.

3. Committee Functions

The purpose of the CRTPC is to advise the dean of the College on all reappointment, tenure and promotion recommendations made by academic units with particular reference to the following:

- a. the degree to which a candidate meets the reappointment, tenure and promotion standards and expectations of his or her academic unit;
- b. the degree to which a candidate meets the University's (see appendix) standards and expectations for reappointment, tenure and promotion.

- c. the degree to which a candidate's reappointment, tenure and promotion case has been handled in a manner that is fair, equitable and consistent with the specified procedures of his or her academic unit;
- d. the degree to which a candidate's reappointment, tenure and promotion file contains adequate documentation for review by the Office of the Provost.

4. Committee Composition, Selection and Guidelines

- a. The CRTPC will be comprised of one tenured full professor from each of the five academic units in CAS. Committee members' names should be publicized annually in the College.
- b. Each professor will be selected by academic unit vote, conducted according to the bylaws governing elections in each academic unit, and will serve a two-year term (in the inaugural year, two committee members from randomly selected academic units will serve a one-year term).
- c. In cases in which an elected committee member cannot serve an entire two-year term, academic units will elect a successor as needed.
- d. No member will serve more than two consecutive terms.
- e. Committee terms will be staggered so that no more than three members are new to the Committee in any given year.
- f. Committee members should not assume the role of advocate for either a candidate or an academic unit, but rather that of an impartial reviewer of candidates' files as well as a potential source of information about academic unit procedures and standards.

- g. Members with conflicts of interest in particular cases will absent themselves without replacement.
- h. While all members of the Committee are expected to be sensitive to the importance of diversity in the University community, one Committee member will have the particular responsibility of focusing on matters of diversity as they relate to a case that comes before the Committee (see the Faculty Handbook for a similar discussion of ensuring diversity in the hiring process). This responsibility will be rotated across all members of the Committee, and will vary from case to case within a given year.
- i. Committee members will select a Chair and an Alternate Chair, both of whom will serve in this capacity for one year. The role of the Chair will be to receive reappointment, tenure and promotion materials from the academic units, facilitate discussion and generally oversee the Committee process. The role of the Alternate Chair will be to assume the duties of the Chair in the event that the Chair and a candidate are from the same academic unit.

5. Standards and Criteria

- a. The Committee will use the reappointment, tenure and promotion standards and expectations of the candidate's home academic unit in assessing each candidate's performance.
- b. In some cases, these standards and expectations will be stated in academic unit bylaws; in other cases, these standards and expectations will have been created specially for specific incoming faculty members. In some cases, these standards and expectations will be very specific and

detailed; in other cases, these standards and expectations will be less concrete. In all cases, however, these standards and expectations must be in (1) writing, and (2) sufficiently clear and specific to enable a faculty member from outside the academic unit to be able to make informed comparisons between the academic unit's standards and expectations and the candidate's performance.

- c. The CRTPC will also use the standards and expectations of the University in assessing a candidate's file. Those standards are excerpted from the University statement on Appointment, Reappointment, Tenure and Promotion Recommendations and included in Appendix A of this document.

6. Procedures

- a. The CRTPC will review all academic unit recommendations for reappointment, promotion and tenure in the College.
- b. Following each academic unit's recommendation, the academic unit chair will provide one copy of the candidate's application and relevant documentation to the Chair of the CRTPC (described below in section 7). The deadline for receipt of these materials is the last Friday of January of each year.
- c. The Dean's Office staff will make these materials available to members of the CRTPC and schedule meetings as needed.
- d. Committee members should have at least four days to review the materials prior to the first meeting of the Committee. At this first meeting, the Committee will determine if candidates' application materials are

sufficiently complete or if additional information is needed to complete the review.

- e. CRTPC meetings will be closed when reviewing and discussing candidates' materials. All materials and Committee discussions will be treated with complete confidentiality.
- f. The CRTPC has the right to request any additional information from the academic unit or candidate that it deems relevant to the reappointment, tenure and promotion process.
- g. The CRTPC will review these materials and present to the Dean any notes and a written analysis of the candidate's case. The Chair will appoint a member of the Committee, who may or may not be from the candidate's home academic unit, to take the lead in writing each analysis. Other committee members will either concur or add their own, separate statements.
- h. This analysis will address:
 - 1) the degree to which each faculty member meets the reappointment, tenure and promotion standards and expectations of his or her academic unit;
 - 2) the degree to which each faculty member meets the University's standards and expectations for reappointment, tenure and promotion.
 - 3) the degree to which each faculty member's reappointment, tenure and promotion case has been handled in a manner that is fair, equitable and consistent with the specified procedures of his or her

academic unit;

- 4) the degree to which each faculty member's reappointment, tenure and promotion file contains adequate documentation for review by the Office of the Provost;
 - 5) any other advisory information that the Committee deems important for the Dean to be able to make an informed recommendation to the Office of the Provost.
- i. The Committee's analysis will not be in the form of a recommendation to reappoint or promote or tenure. The Dean has and will have the sole responsibility for making that recommendation, and may base it entirely, or in part, on the Committee's analysis (See Appendix A2, especially the concluding paragraph for a statement of the Dean's responsibilities in this regard).
 - j. In addition to providing a written analysis, the CRTPC will meet with the Dean no later than the third Friday in February of each year, as necessary, to discuss candidate applications and related matters.
 - k. A candidate will meet with the CRTPC only if invited for clarification as described in Section 7 below. Because the Dean, rather than the CRTPC, is responsible for making a recommendation for reappointment, promotion or tenure, a candidate who wishes to appeal an academic unit recommendation will do so with the Dean rather than with the CRTPC.
 - l. The Dean may reconvene the Committee for further discussion of candidate applications, including cases described in section 6.k. above.

7. Information and Materials

- a. In conducting its analysis, the CRTPC will review the following information provided by the candidate's academic unit chair: (1) the candidate's file as defined in her or his academic unit; (2) academic unit standards and expectations for reappointment, promotion and tenure; (3) information about when and how the standards and expectations were first provided to the candidate; (4) any relevant written analysis of the candidate's performance, including copies of annual performance reviews; (5) the outcome of the academic unit vote (if any), and a description of how it was obtained; (6) chairperson's recommendation, and (7) any additional information that the academic unit chair considers relevant to the Committee's decision.
- b. The CRTPC may request other information from the academic unit as needed, including, but not limited to: information about the quality of academic journals, venues for the presentation of creative work, clarification about the evaluative process followed, including citation analyses, etc.
- c. The CRTPC may invite the candidate or other individuals to a meeting of the Committee to gain additional understanding or clarification of materials or matters related to a candidate's application for reappointment, tenure or promotion.
- d. External letters are considered a key component of a candidate's file, except in the case of reappointment, where they are not required. Each file should contain at least four letters from reputed and recognized

external reviewers from peer institutions, i.e., "...leading research-intensive, land-grant universities of international scope" or their equivalent.

- e. The process by which external letters are solicited is to be determined by each unit in a manner that best reflects the communities of scholars to which its members contribute and its mission within the university. The process by which letters are solicited must be clearly specified in unit bylaws or other statements of governance principles and should reflect both the candidate's and the unit's interest in ensuring a fair and unbiased review of the candidate's case for tenure and/or promotion. Following is an example, intended for reference, of procedures that might be followed:

Example: External letters should be solicited in the following manner: (1) The candidate and the academic unit promotion and tenure committee should each compile a list of 5-7 prospective external reviewers. (2) The academic unit chair should select 2-3 reviewers from each of these lists, prepare materials to send out for review (with input from the candidate), and solicit and receive the letters. Other than offering suggestions for potential reviewers and consulting with the Chair about materials to be sent out for review, the candidate is not to participate in this external-review process. (3) The academic unit chair will submit all letters received with the materials forwarded to CRPTC, along with a brief biographical profile of each reviewer.

- f. The candidate's curriculum vita is also a key component of the candidate's file. In preparation for its presentation to the CRPTC and the Office of the Provost, it should contain information that is accurate and is organized in a

manner that is consistent with the standards of the candidate's discipline.

Each academic unit is encouraged to define its standards for inclusion of information, accuracy and organization of the curriculum vitae.

8. Timing and Implementation

- a. The procedures described in this document will be in effect for reappointment, promotion and tenure cases starting in the 2002-2003 academic year. In preparation for this procedural change, academic unit chairs and prospective candidates are strongly encouraged to meet and ensure that reappointment, promotion and tenure standards and expectations are clearly understood and in writing.

9. Approval

- a. The Dean of the College shall approve these procedures based on the advice and recommendations of the College Advisory Council.

Appendix A:

University Expectations for Reappointment, Tenure and Promotion

1. General University Expectations

"MSU must improve continuously. To do so requires that academic personnel decisions must result in a progressively stronger faculty. This process begins with vigorous, effective recruitment and selection of new faculty, followed by systematic encouragement and facilitation of the professional growth of these faculty members, followed by the application of demanding standards and the use of rigorous evaluation procedures in reappointment, tenure, and promotion

recommendations. Our policies, procedures, criteria, and decisions on recruitment, reappointment, award of tenure, promotions and salary changes must be guided by the goal of enhancing academic excellence at MSU. These decisions, in large measure, will determine MSU's reputation and prominence for many years to come."

2. Specific University expectations:

"...[A]cademic administrators must apply rigorous standards in making reappointment, tenure, and promotion recommendations. The achievement and performance level must be competitive with faculties of leading research-intensive, land-grant universities of international scope.

- A. Reappointment with award of tenure: Each tenure recommendation should be based on a clear record of sustained, outstanding achievements in education and scholarship across the mission consistent with performance levels expected at leading research-intensive land-grant Universities of international scope.
- B. A recommendation for promotion from assistant professor to associate professor in the tenure system should be based on several years of sustained, outstanding achievements in education and scholarship across the mission, consistent with performance levels expected for promotion to associate professor at leading research-intensive, land-grant Universities of international scope. The purpose of a reasonably long period of time in rank prior to promotion is to provide a firm basis in actual performance for

predicting capacity to become an expert of national stature and long-term, high quality professional achievement.

- C. A recommendation for promotion from associate professor to professor in the tenure system should be based on several years of sustained, outstanding achievements in education and scholarship across the mission, consistent with performance levels expected for promotion to professor at leading research-intensive, land-grant Universities of international scope. The purpose of a reasonably long period of time in rank prior to promotion is to provide a firm basis in actual performance for predicting capacity to become an expert of national stature and long-term, high quality professional achievement.

Bearing in mind the University's continuing objective to improve its faculty, the unit and college must refrain from doubtful recommendations of reappointment, tenure, or promotion. The dean is to evaluate carefully each recommendation to ensure that it is well grounded and fully justified."

An added benefit of this committee would be to suggest opportunities for collaborative research, teaching and service activities with faculty in other CCAS academic units.

Approved at College Faculty Meeting on 3-15-02.

**Revised Fall 2005: Departmental Name Changes: Item #6. b. under
Procedures revised 10/18/05; and Item #7. d. under *Information and
Materials.***

**Revised 10/26/2007: Audiology Sciences & Disorders to new name: Item #2
under Preamble.**