UNIVERSITY OF ARIZONA
SCHOOL OF JOURNALISM
FACULTY HIRING AND PROMOTION POLICIES

1 Updated October 2011 by merging the previous “University of Arizona School of Journalism Policies” document with the “School of Journalism Policies for Promotion to Associate Professor of Practice or Professor of Practice” document. Updated January 2017 with equivalent-experience criteria for hiring of professors and adjuncts. Updated September 2017 to change “non-tenure track” title to “career track,” as per the university’s title change.
OVERVIEW
The following policies provide the guidelines for hiring and promotion for faculty within the School of Journalism, including tenure-track faculty and professors of practice.

HIRING

Adjunct Instructors
A part-time position, typically a working professional teaching one class per semester. Candidates shall be active in their field professionally with a superior reputation among peers, and have sufficient skills pertaining to the classes they teach.

Assistant Professor (and higher)
Substantial professional journalism experience is a preferred qualification for tenure-track professor and required of professors of practice, with an unquestioned reputation for excellence in journalism and a dedication to the goals of the school. Every new faculty member on this level should be a potential director of the school. Every member of the faculty can seek candidates, and is encouraged to do so. Candidates are considered by the faculty acting as a committee of the whole.

Equivalent Experience
As per Higher Learning Commission guidelines, professors and adjunct instructors shall have achieved a degree of at least one level above that in which they are teaching (e.g., a master’s degree if they are teaching undergraduate students). Faculty teaching general education courses or non-skills courses should hold a master’s degree or higher in the discipline or subfield. Faculty teaching graduate students should hold the terminal degree for the discipline, such as a J.D. or Ph.D. However, as per the Higher Learning Commission, tested real-world experience can substitute for academic degrees. Professors of practice, in particular, are hired just for that – their rich experience in the practice of journalism that enable them to teach the practice of journalism, regardless of degree obtained. A number of criteria are to be considered in substituting experience for degrees, including years of professional media experience, the nature and prestige of the work (e.g., Pulitzer prize, post at a major news organization), and specialized high-demand skills essential to the school (e.g., multimedia, videography). Hiring decisions also account for matching equivalent experience with the learning outcomes of courses. For example, a seasoned war correspondent with no graduate degree but 50 years of experience in international journalism would be considered highly qualified to teach a class on foreign reporting to master’s or even doctoral students. Similarly, someone with few years of professional experience and no advanced degree, but with specialized high-demand skills, such as computational journalism or multimedia design, also could be considered qualified to teach those skills to graduate students.
Director
The director is under contract in his or her administrative capacity. Traditionally, the
director has been chosen by the faculty and recommended to the dean of the College
of Social and Behavioral Sciences.

The normal term of the director is five years, renewable upon faculty and
administration ratification. After each five-year period, a comprehensive review of
school administration is conducted by an ad hoc committee consisting of three
members elected by the faculty and two members designated by the dean of the
College of Social and Behavioral Sciences. A review also may be initiated at any
time upon request of one-third of the school faculty, or at the discretion of the dean.
In each case, the review committee reports its findings and recommendations to the
dean and the faculty of the school.

The director chooses such committee chairs, coordinators and assistants as he or she
may deem advisable. The director prepares and administers the budget, as well as
preparing the schedule and designating teaching assignments.

The director is responsible for the overall operation of the school, for the quality of
its performance, and for its internal harmony and development. All administrative
and educational policies of the director remain subject to review by the faculty. The
ideas, goals, undertakings and achievements of the director should be a matter of
personal satisfaction to each member, and publicly attributable not to an individual,
but to the school.

GUIDELINES FOR FACULTY PROMOTION AND TENURE

Overall
The following four criteria apply to all faculty seeking promotion and tenure, whether
tenure-track or professors of practice:

1. Success as a teacher
   This is the most important factor, judged on diligence, ability, enthusiasm and
   the evaluations of students. A strong reputation for mentoring and general
   availability of faculty always has been a hallmark of this school. Every faculty
   member should contribute new ideas to the periodic re-evaluations of teaching
   methods.

2. Research and Publication
   Publication is expected of a professional journalist and should be second
   nature. This can take two forms: Publication in the area of professional
   journalism as well as that type of publication involving research and criticism
   contributing in a practical manner to the understanding of the field. Every
   faculty member should be an active scholar in his or her specialty and achieve
   a national reputation among journalism peers.
3. **Contributions to the School, the University and the Community**  
This involves initiative and imagination in developing new programs and participation in ongoing programs that serve the student, the school, the university, the profession and the community.

4. **Excellence in Practice and Reputation**  
An indication that the faculty member can practice what he or she teaches, and has continued to enlarge the reputation that was brought to the university.

In the employment and promotion of journalism faculty members, there is one primary consideration: Is this person considered superlative on a national scale by his or her peers? Peers, in this case, mean both those engaged in the active practice of journalism and those persons in journalism education whose philosophy parallels our school philosophy. The school must have only those teachers with the capacity to command continuing respect from the news media.

Evidence of professional growth and development includes:
1. Consistent high evaluations of teaching performance.
2. Research, such as the following:
   a. Writing for scholarly journals.
   b. Writing substantive articles of merit for professional journals.
3. Service activities, including the following:
   a. Periodically returning to the professional field as a consultant, editor or newsperson.
   b. Conducting or being otherwise involved as a leader in seminars, workshops and short courses for professionals.
   c. Appearing on convention programs or otherwise working in a substantive, leadership capacity with professional or academic groups.
   d. Participation in professional or academic organizations in a position of leadership and prominence.
4. It is not expected that each faculty member will excel in the same manner or in every direction. The *quality* of the activities shall be considered of greater importance than the quantity.

**PROMOTION PROCEDURE**

University policies are set out in Chapter 3 of the University Handbook for Appointed Personnel. On a school level, the tenured members of the faculty, acting as a committee, recommend candidates. The director acts as a separate reviewer. The recommendations of the committee and the director are forwarded to the dean of the College of Social and Behavioral Sciences, and the college promotion and tenure committee.

The college committee and dean may uphold or reject the recommendations from the school committee and director. The entire dossier is then submitted to the university.
promotion and tenure committee, which serves in an advisory capacity to the provost and the president.

The school sets its own standards for promotion and tenure, and these have been discussed. The university committee on promotion and tenure is expected to follow these standards, or inform the school that its standards do not meet university requirements.

Since the university promotion and tenure committee is insulated from outside appeal while considering recommendations, it is important that proper documentation be submitted. This, in large measure, is up to the individual faculty member. It might be of value for the person seeking promotion to ask those in the school who have been promoted previously for approval to review the materials they submitted.

**PROFESSORS OF PRACTICE**

The following are policies developed specifically by the School of Journalism regarding promotion to the ranks of associate professor of practice and professor of practice. These are career-track faculty positions.

These policies initially were written by the School of Journalism Faculty Affairs Committee, which developed them after consulting similar policies utilized by the University of Arizona College of Medicine, and requesting and reviewing policies from the school’s realistic and aspirational peers. The initial draft of these policies was reviewed by all faculty members, including the school director. Their suggestions were incorporated into a final draft. The faculty then voted unanimously by secret ballot to send these proposed policies to the Dean’s Office for approval.

**Promotion to the Rank of Associate Professor of Practice**

Promotion to the rank of associate professor of practice indicates that the individual makes teaching contributions at a more advanced level than those required of an assistant professor of practice. The individual must be able to demonstrate that she or he is recognized at the regional or national level for her or his expertise as a journalism educator, professional journalist, or expert consultant. Evidence may include, but is not limited to, any of the following:

- Ability to develop new instructional techniques and methods, and to revise and improve course materials.
- Presentations at professional meetings, workshops, or conferences at the local, state, or higher levels.
- Participation in events or programs related to teaching or the profession.
- Leadership in advising student organizations such as campus chapters of the Society of Professional Journalists or the National Association of Hispanic Journalists.
- Leadership in professional mentoring activities for students.
• Production of high-quality creative, scholarly, or professional work.
• Teaching, research, or professional grant activity.
• The individual who wishes to be promoted to this rank must show evidence of significant contributions to the teaching mission of the school. Teaching contributions will be considered as major factors supporting promotion to this level. Evidence of such contributions may include, but is not limited to, teaching evaluation scores, awards, or other special recognition. An assistant professor of practice is eligible for promotion to the rank of associate professor of practice when the candidate can demonstrate that she or he meets the criteria for the rank of associate professor. A dossier for promotion usually is submitted during a candidate’s sixth year in rank as an assistant professor of practice. However, exceptions can be made based on professional accomplishments.

The promotion process begins with the candidate preparing a dossier that follows as closely as possible the format for a dossier for promotion and tenure. The dossier is submitted first to the school committee. The committee will comprise three tenured or professor of practice faculty members at the rank of associate professor or professor. Two members of the committee will be elected by secret ballot by the faculty, and the third will be appointed by the school director. The committee may be interdisciplinary, depending on the nature of the work by the candidate.

The committee will review the promotion dossier and will deliver a recommendation to the school director. The head then will review the dossier and make a recommendation to the Dean of the College of Social and Behavioral Sciences (or the Dean’s designee), who will make a final determination about promotion.

**Promotion to the Rank of Professor of Practice**

Promotion to the rank of professor of practice signifies that the individual is recognized as a national or international figure in her or his field. The individual also must show evidence that she or he has made major contributions to the educational mission, professional reputation, and/or leadership of the school. Evidence of such contributions may include, but is not limited to, any of the following:

• Assumption of a leadership role related to the school’s instructional mission.
• Creation of innovative approaches to teaching or professional practice. This may include creation of new courses or methodologies, or the revision of existing course content and materials.
• Leadership in curriculum development.
• Leadership in mentoring junior faculty and adjunct faculty.
• Leadership in special academic programs such as the Honors program, international study programs, or other interdisciplinary programs.
• Leadership in major regional or national journalism organizations.
• Presentations at regional, national, or international professional meetings, workshops, or conferences.
• Organization of significant events or programs related to teaching or the profession, such as a regional or national conference.
• Production of high-quality creative, scholarly, or professional work.
• Teaching, research, or professional grant activity.

The individual who wishes to be promoted to this rank must show evidence of teaching contributions that are of the highest quality. Evidence of such contributions may include, but is not limited to, teaching evaluation scores, awards, or other special recognition.

An associate professor of practice is eligible for promotion to the rank of professor of practice when the candidate can demonstrate that she or he meets the criteria for the rank of professor. A dossier for promotion usually is submitted during a candidate’s sixth year in rank as an associate professor of practice. However, exceptions can be made based on professional accomplishments.

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