



College	Walter Cronkite School of Journalism and Mass Communication	
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College Bylaws
The Walter Cronkite School of Journalism and Mass Communication
Arizona State University
October 17, 2008

Preamble:

Collegiality is integral to the process of generation and dissemination of knowledge in a university setting. An environment of collegiality fosters the free and open exchange of ideas necessary to the development and examination of new information. But, a truly collegial society can only exist in an environment in which the rules and conventions of that society are determined through mutual agreement. To that end, the Walter Cronkite School of Journalism and Mass Communication subscribes to a philosophy of faculty governance, in accordance with the code of the State, the rules of the Board of Regents of the State of Arizona, and the regulations of Arizona State University. In order to facilitate faculty governance within the Cronkite School and in the spirit of shared governance within the university structure, this convent of Bylaws has been adopted by the faculty of the School on this date; October 17, 2008, in order to provide a structure to govern the development and operation of the School in to the future.

Mission

The mission of the Walter Cronkite School is to educate as well as train journalists, to educate in mass communication, to prepare graduate students, to generate new knowledge, to serve the media, the community, and the public.

Educational Philosophy

The educational philosophy of the Cronkite School is derived from the liberal arts tradition in American higher education as well as the more pragmatic approaches inaugurated by professional schools, including those of the learned professions. Underlying that philosophy is the assumption that students will be best served if a balance is struck between an education that engages the intellectual resources of the university as a whole while drawing upon a curriculum, anchored in one academic unit, that addresses the needs and concerns of a given professional field. The outcome desired is to produce a well-rounded student whose preparation is exemplified by the customary salutation welcoming the new baccalaureate “to the company of educated men and women.”

The two strains of the liberal arts ideal and professional preparation are complementary rather than antagonistic. Students are expected to cultivate such attributes as analytical thinking, abstract reasoning, and clarity of written and oral expression wherever they may be enrolled in the university, including the Cronkite School. Because the School recognizes that students must be broadly educated rather than narrowly trained, its majors are required to lay the foundations of a sound liberal arts education. While requiring its students to engage the intellectual life of the university, the School contributes significantly to the educational mission of the university. The Cronkite faculty offers skills-related courses that ready those students majoring in journalism and mass communication for professional positions. Other more academically oriented courses are designed to situate and evaluate mass media in modern society, and to critique media performance. School courses are designed to provide students with a foundation of knowledge to better understand their interactive relationship with various media platforms, thus enhance their media literacy. While the thrust of its teaching mission is service to Journalism majors, the Cronkite School recognizes its responsibility to contribute to the education of university non-majors as well. To that end, the School offers a minor area of study in courses that offer historical, legal or social scientific and critical approaches to the study of mass media.

In response to the rapidly morphing professional media world, the School recognizes its obligation to generate new knowledge and to critically examine current knowledge about the profession, as well as its impact upon the society that it serves. To that end the School accepts and instructs graduate students in the methods of evaluating and generating new knowledge, as well as disseminating that knowledge through popular and scholarly publication and presentation.

Carrying out the School's mission, as a professional program, requires distinct but overlapping contributions of two types of faculty members. In one category, termed the Academic Professor is the holder of a traditional terminal degree, which is usually, but not invariably, a doctoral degree. Because most Cronkite faculty teach both academic and media-skills courses, they generally must meet a common criterion: possession of significant media experience, which is commonly defined as a minimum of five (5) years of media experience relevant to the teaching area.

The second category of faculty includes the Professor of Practice. This category includes individuals whose achievements in media or media-related pursuits establish a rough equivalency to the terminal degree.

The Cronkite School encourages a collegial spirit and while the credentials of the two full-time categories of faculty may vary, all professors share equally in the opportunities, expectations, obligations, and rewards attached to faculty appointments. Members of these two categories shall be termed full-time faculty and be awarded all of the rights and responsibilities of faculty at Arizona State University.

In addition, the Cronkite School has the advantage of being able to offer its students the expertise and talents of currently employed media professionals. These individuals termed adjunct professors, while enjoying all the rights of academic freedom in the educational process are not full-time employees of the university and are therefore not bound by these bylaws.

Diversity Statement

The Walter Cronkite School of Journalism and Mass Communication practices inclusivity in student, staff and faculty populations in order to create an academic environment that embraces diversity of thought and acceptance of all people regardless of race, gender, societal, political, cultural, economic, spiritual, physical, age, or sexual orientation.

To this end, the School directs efforts to the following four principles:

- (1) Actively seek out and encourage inclusion of diverse populations to become productive members of the faculty, staff, and the student body.
- (2) Create and maintain work, learning, and social environments that are cognizant and supportive of a diversity of human differences and beliefs.
- (3) Incorporate within the formal content of the curriculum of each course an affirmation of the core journalistic values of accuracy, fairness, ethical behavior, and sensitivity when reflecting an increasingly multicultural world.
- (4) Foster and support an environmental climate where events and activities of the School reflect diversity of awareness, sensitivity, and support people of different origins, orientations and abilities.

I. School Faculty

Definitions:

School:

Within the organizational structure of Arizona State University, the Walter Cronkite School of Journalism and Mass Communication is a College, however, for the purposes of this document the terms School and College will be used interchangeably.

Faculty:

Those individuals employed on either a full-time or a part-time basis specifically to instruct students. Categories of faculty may include those that are employed full-time such as: Professor, Associate Professor, Assistant Professor, Instructor, Lecturer, Professor of Practice, Professional in Residence, and Visiting Professor. In addition, the category of Adjunct Professor (or Faculty Associate) designates an individual that is employed to instruct students on a class-by-class or part-time basis.

Staff:

Those individuals employed to support the mission of the School through areas other than direct instruction of students. Categories include, but are not limited to following: Dean, Assistant/Associate Dean, Director, Manager, Assistant, Advisor, Engineer, or Researcher.

A. Eligibility

Voting members of the School faculty shall include full-time instructors, lecturers, professors of practice, assistant professors, associate professors, professors, or other university recognized categories of instructional and/or research personnel. This faculty constitutes the governing body of the Walter Cronkite School of Journalism and Mass Communication.

Faculty on leave of absence (including sabbaticals) are permitted, but not required, to participate in faculty meetings.

Participation by academic professionals who are not on continuing appointment, academic advisers, staff, part-time faculty, retired faculty, adjunct faculty, faculty

associates and graduate assistants is by invitation of a majority of the voting faculty. Those individuals do not have a vote in actions considered during the faculty meetings.

B. Meetings of the Faculty

The School faculty shall meet at least three times each semester during the academic year. Normally, this is considered to be six meetings during an academic year. Additional meetings may be called by the Dean or by a simple majority of the voting faculty members. Voting members are expected to attend all School faculty meetings.

All voting faculty members of the School are invited to submit items to the Dean for possible placement on the agenda. Except in emergency, the Dean will announce meetings at least one week in advance and distribute the agenda at least 48 hours in advance.

School business may be conducted only when a quorum is present. A quorum is 50% or more of the voting members of the faculty. Proxy votes from faculty not present to hear the discussion will be allowed if the faculty so votes.

Meetings will be conducted according to general guidelines espoused in the latest edition of *Robert's Rules of Order*. But the faculty regard a spirit of collegiality and mutual respect to be equally important as parliamentary procedure.

Minutes of the faculty's deliberations will be kept by an elected secretary from either the ranks of the faculty or the staff, and such minutes will be distributed to the faculty within ten days following the meeting. One copy of the minutes will be preserved in the School office for reference.

II. School Officers

A. Dean

1. The Dean is responsible for outreach to the School's many constituents, as well as the day-to-day managerial operations of the School and represents the School in its official relationship with the university administration. The Dean is expected to provide vigorous academic, intellectual and professional leadership to the School. The Dean also serves as Executive Director of the Walter Cronkite Endowment Board of Trustees.
2. Recommendations to the Provost and President for appointment of the Dean shall originate with a search committee appointed by the Provost. All full-time faculty, staff, and students shall be invited to meet with candidates for the position of Dean and submit comments on each to the search committee.
3. The professional performance of the Dean is to be evaluated yearly by faculty and staff in a method directed by the By-Laws (see 360 Degree Evaluation Process) and/or the University Faculty Handbook.

B. Associate/Assistant Dean(s)

1. The Associate/Assistant Deans are appointed by the Dean, with approval of the faculty through a vote of a simple majority.
2. The Associate/Assistant Deans are assigned academic administrative duties by the Dean. These duties can include, but need not be limited to the following: Equipment and facilities management; student affairs; scheduling of classes; and representation of the School at events and meetings as designated by the Dean.

3. The professional performance of the Associate/Assistant Deans is to be evaluated yearly by faculty and staff in a method directed by the By-Laws and/or the University Faculty Handbook (see 360 Degree Evaluation Process).

C. Director of Master's Studies

1. The Director of Master's Studies shall be appointed by the Dean and will represent the School in all matters related to master's graduate education, curriculum, student affairs, and the University Graduate College.
2. The Director of Master's Studies will chair the standing School Master's Committee.
3. The professional performance of the Director of Master's Studies is to be evaluated yearly by faculty and appropriate staff in a method directed by the By-Laws and/or the University Faculty Handbook (see 360 Degree Evaluation Process).

D. Director of Doctorate Studies

1. The Director of Doctorate Studies shall be appointed by the Dean and will represent the School in all matters related to doctorate graduate education, curriculum, student affairs, and the University Graduate College.
2. The Director of Doctorate Studies will chair the standing School Ph.D. Committee.
4. The professional performance of the Director of Doctorate Studies is to be evaluated yearly by faculty and appropriate staff in a method directed by

the By-Laws and/or the University Faculty Handbook (see 360 Degree Evaluation Process).

E. School Staff

It is recognized that many staff and academic professional positions are required to facilitate the efficient operation of the School as it performs its mission. It is the prerogative of the Dean, and the human resource establishment of the university to establish the organizational structure and procedures for employing, managing, evaluating and compensating individuals. However, it is recognized that some individuals employed in staff positions may have specific skills necessary to the academic programs. Such staff employees on a dual appointment may be awarded certain of the rights and responsibilities of a faculty member.

1. Duties may include interaction with individual or groups of students on a regular basis in a supervisory capacity.
2. Duties may include formal instruction in a classroom or laboratory setting.
3. The professional performance of the staff member is to be evaluated yearly by appropriate faculty in a method directed by the By-Laws and/or the University Faculty Handbook (see 360 Degree Evaluation Process).

F. Advisor(s)

The School shall employ full-time academic advising coordinators and advisors as budget and need allow. Duties of such advisors include but are not restricted to:

1. Providing academic counseling to those who are students or prospective students in the Walter Cronkite School.

2. Advising the faculty on academic matters regarding university rules and regulations and any changes therein.
3. Making recommendations in the area of development of academic forms, instructions, etc., to facilitate the advising and enrollment/progress of students in the School's undergraduate and graduate programs.
4. The professional performance of the Advisor(s) is to be evaluated yearly by appropriate faculty in a method directed by the By-Laws and/or the University Faculty Handbook (see 360 Degree Evaluation Process).

G. 360 Degree Evaluation Process and Procedures for Administration, Staff, and Faculty:

1. Each Spring semester an anonymous evaluation of the Dean, staff, and faculty, through a survey instrument sent (or provided on line) to each full-time Cronkite School member will be conducted. The instrument used may be developed or obtained independently of the school, but shall be approved by the full-time faculty prior to use.
2. Each member of the Cronkite School shall have the opportunity to provide input on the performance of every other member that he/she interacts with professionally.
3. The results of the evaluation shall be placed in statistical context (i.e.; the individual's score shall be compared with the mean for the group), made known to the individual evaluated, provided to the Dean, and placed in the individual's personnel record.

III. School Standing Committees

In order for faculty governance to exist in a meaningful way, the faculty must be informed, consulted, and involved in shaping the policies that provides the direction of the operation of the school. To that end, individual faculty members shall be elected by their peers to serve on a variety of committees that will advise, evaluate, recommend, and render decisions on a variety of operational and philosophical issues. Elections to standing committees shall be held during a faculty meeting at the beginning of each academic year.

A. Dean's Advisory Committee

1. The Dean's Advisory Committee shall consist of representation from the all ranks of faculty within the school. Seven (7) committee members shall be elected for staggered terms of three (3) years each by the members of the faculty. Ranks shall include Professor, Professor of Practice, Associate Professor, Assistant Professor, Instructor, and Adjunct Professor. At least one (1) member of the committee must hold the rank of Professor, one (1) the rank of Adjunct Professor, and should be representative of the all of the ranks of the faculty. No member shall serve more than two (2) consecutive terms. Faculty members with administrative appointments are not eligible for appointment to this committee.
2. The Dean's Advisory Committee shall represent the faculty in making recommendations to the Dean concerning the academic mission and operation of the School.

3. Members of the Dean's Advisory Committee shall gather information concerning the operations of the school during committee meetings with the Dean and shall be duly report that information to the faculty.
4. Members of the Dean's Advisory Committee shall poll individual members of the faculty on a regular basis in order to accurately represent the opinions of the faculty to the Dean.

B. Promotion and Tenure Committee

1. The School Promotion and Tenure Committee shall consist of all tenured faculty members of the School (except those holding administrative positions, i.e.: the Dean, the Assistant/Associate Deans and or Directors).
2. The committee shall elect a chair from its ranks at the beginning of each academic year. That meeting shall be convened by the Chair of the Committee from the previous year.
3. The Promotion and Tenure Committee shall make recommendations to the Dean and the Provost on all matters concerning selection, promotion and tenure of all faculty members pursuant to the regulations of the college and the university.
4. For promotions to Associate Professor or Professor, the committee shall consist of all tenured faculty members at or above the prospective rank of the person being considered for promotion.
5. The School Dean and Associate/Assistant Dean(s) may not attend committee meetings except at the invitation of the chair of the committee, with the express purpose of providing information deemed necessary in the consideration of personnel.

6. All faculty members eligible for review by the committee will be asked to submit faculty records forms to the Dean in a timely manner. The Promotion and Tenure Committee, acting as a committee of the whole, shall follow the School's guidelines for hiring, promotion and stability of employment as hereafter spelled out.
7. The committee shall make a report to the Dean. That report shall be confidential and kept in the possession of the Dean's office for a period of at least three (3) years.
8. The Chair of the Promotion and Tenure Committee shall be responsible for writing the recommendation of the committee concerning any candidate. The written recommendation will be reviewed by each member of the committee, who shall then sign off as having approved the statement and the decision (or sign off on a dissenting minority opinion if required).
9. If there is a division of opinion, a report of the minority membership of the committee may be written by a member of the minority group. This report should also be submitted to the Dean and the Chair of the Promotion and Tenure Committee. All members of the Promotion and Tenure Committee who have participated in the deliberations of the personnel action shall be represented by signature on a separate signature sheet indicating that they have concurred with the majority or minority statement.
10. The recommendations of the Dean shall be separate from those of the Promotion and Tenure Committee and shall reflect both the Dean's evaluation of the committee report and the Dean's own evaluation of the candidate's material.

11. As per the procedures of the university, the Promotion and Tenure Committee evaluation and the Dean's recommendations are to be submitted, along with other required material, to the Provost of the university.

B. Standards Committee

1. The School Standards Committee shall consist of three (3) elected faculty members serving three-year (3) terms, one (1) term expiring each year.
2. The Assistant Dean for Student Affairs of the School shall serve as chair of the committee, and will call the first meeting of the committee each year, within one week of the beginning of the academic term in order to provide instruction on the operation of the committee.
3. The committee shall meet as necessary (and in a timely manner) to act upon student and/or faculty petitions and grievances concerning School standards and requirements. School standards and requirements shall not be waived without written approval of the School Standards Committee.
4. Petitions requiring attention during summer terms will be handled by an ad hoc committee of three (3) faculty members appointed by the Dean. When members of the committee of the previous academic year are teaching during Summer school, those faculty members shall be included on the ad-hoc committee.
5. The chair of the Standards Committee will make available to the faculty all actions approved by the committee.

C. Curriculum Committee

1. The School Curriculum Committee shall consist of three (3) elected faculty members serving three-year (3) terms, one (1) term expiring each year. The committee shall elect a chair at the beginning of each new academic year.
2. The Associate Dean for Academic Affairs of the School, a non-voting ex officio member of the committee, will call the first meeting of the committee each year within one (1) month of the beginning of the new academic year. A chair shall be elected by the committee at that meeting.
3. The committee shall meet when called to do so by the Chair of the Committee, the Dean of the School, or as needed at the request of a majority of the School faculty.
4. Curriculum Committee meetings shall be announced and shall be open to all faculty members. Faculty members directly connected with a given course change will be invited to meet with the committee to discuss the proposed changes. Attendance of faculty members who have submitted a proposal for the committee's consideration is required.
5. The agenda of the Curriculum Committee will be prepared and distributed to all full-time faculty one week prior to the scheduled meeting:
 - a. A written statement of the proposed change is to be prepared by the initiator, be it administration or faculty, and distributed at a regular faculty meeting. This statement is primarily for informational purposes of the entire faculty but should include at least the following information:

- (1) The course in question [by number and title if not a new course].
 - (2) A statement of the problem requiring the change.
 - (3) The proposed change.
 - (4) The projected impact of the change (including impact of the change on other related courses).
- b. The proposal will automatically be forwarded to the Curriculum Committee for study and recommendation.
 - c. The committee will discuss the proposal in open meetings; solicit information from faculty, other university departments as required, professional media organizations and/or other universities and relevant parties.
 - d. The committee will make recommendations concerning the proposal based upon the information obtained and may develop alternative recommendations. These recommendations will be distributed to the faculty within a reasonable period of time, ordinarily no later than four (4) weeks after first being presented to the committee.
 - e. A vote of the faculty will be taken on the recommendation at the next regular faculty meeting following distribution of the proposed change. In order for a proposed change to be incorporated into the curriculum, a simple majority of the faculty membership is required.

- f. Any change proposed in the recommendation during faculty meeting discussions (other than minor editing changes) must be sent back to the Curriculum Committee (by majority vote of the faculty) for further study and additional recommendations.
 - g. All changes shall be in accord with university and Board of Regents curriculum requirements and shall be approved by curriculum personnel at those levels before becoming officially part of the School curriculum.
6. The chair of the Curriculum Committee will make available minutes of each regular committee meeting to all full-time faculty.

D. Master's Graduate Committee

1. The Master's Graduate Committee shall each consist of three (3) elected graduate faculty members serving three-year terms, one (1) term expiring each year. The Director of the Master's Graduate Program for the School shall serve as chair of the committee.
2. The Master's Graduate Committee shall consider all matters of the Master of Mass Communication program, including:
 - a. Development of the curriculum for the program(s) and the submission of curricular recommendations for consideration to the Curriculum Committee for processing.
 - b. Development of standards for admission to the master's graduate program.

- c. Review and acceptance of student applications the master's graduate program in accordance with the program's directives.
- d. Review and recommendations of those applying for graduate assistance (both scholarship and assistantship).
- e. Review and approval of all programs of study of students in the master's graduate program; including capstone courses, applied projects, and thesis.

D. Doctorate Graduate Committee

1. The Doctorate (Ph.D.) Graduate Committee shall each consist of three (3) elected doctoral graduate faculty members serving three-year terms, one (1) term expiring each year. The Director of the Ph.D. Graduate Program for the School shall serve as chair of the committee.
2. The Doctorate Graduate Committee shall consider all matters of the Doctorate of Mass Communication program, including:
 - a. Development of the curriculum for the program(s) and the submission of curricular recommendations for consideration to the Curriculum Committee for processing.
 - b. Development of standards for admission to the Ph.D. program.
 - c. Review and acceptance of student applications the Ph.D. program in accordance with the program's directives.

- d. Review and recommendations of those applying for graduate assistance (both scholarship and assistantship) and mentorships.
- e. Review and approval of all programs of study of students in the Doctorate program; including capstone courses, applied projects, and dissertations.

E. Ad Hoc Committees

Other committees, i.e. Ad Hoc Search Committees, may be established as necessary as determined by the Dean or by faculty recommendation and action. The number, size and function of these committees shall be determined by the Dean and/or faculty. The membership of these committees shall be representative of the interests of the faculty involved. Search committees must have faculty representation of the disciplines involved and include members of the Promotion and Tenure Committee.

IV. School Personnel Policies

A. Personnel Selection and Evaluation Guidelines

1. The School follows the principles stated in the University Faculty Handbook and the School Bylaws in recommending appointments, promotions and retentions.
2. The School adheres to the guidelines regarding Affirmative Action and Equal Opportunity as found in the University Faculty Handbook.
3. For all faculty personnel actions, promotion tenure, and performance pay (merit) decision processes; the School considers the three areas of Teaching, Research/Creative Activities, and Service as the major criteria for consideration.
 - a. In general, faculty members are encouraged to achieve excellence in either teaching or scholarship (or creative works), and to demonstrate

strength in the remaining two areas. This rule is modified for untenured junior faculty, who are discouraged from engaging in excessive service to the detriment of compiling a record of excellence in teaching and scholarship necessary for tenure.

4. Each faculty member shall be evaluated each year in terms of proficiency in teaching, research/creative activity, and service. For purposes of evaluation, the School establishes the relative baseline weighting of these areas as follows: teaching: 40 percent, research and/or creative activity: 40 percent, and service: 20 percent. However, faculty members, in order to manage the distribution of their efforts and the measurement of their accomplishments shall negotiate with the Dean each year in modifying these baseline percentages to better reflect individual interests, as well as personal and School goals.
 - a. **Teaching effectiveness:** Teaching is considered the primary purpose of the School, and under this philosophy several types of evidence are examined in assessing faculty effectiveness in the classroom. Evaluation of the faculty member in the area of teaching is based on the following:
 - (1) Student evaluations: Evaluations are completed for each course and instructor each semester. All evaluations will be turned into the School office for tabulation by a staff member (not student) and report to the Dean/Associate Deans and the faculty member.
 - (2) Solicited and unsolicited student and/or professional letters of support.
 - (3) Peer observations by qualified senior faculty members.
 - (4) Teaching assignment (e.g., lecture, laboratory, discussion, seminar/ workshop, and distance learning).
 - (5) Development of new courses and revision/updating of existing courses, indicating a non-stagnant attitude toward the teaching area.
 - (6) Development of course teaching aids to improve student understanding and involvement.
 - b. **Research/Creative Activities:** The School considers it to be the duty of each faculty member to be engaged in the advancement of knowledge associated with the practice and study of mass media of

communication. The forms of such knowledge are generally defined as follows:

- (1) Disciplinary—designed to reach a specialized audience of academics in a given field or discipline;
- (2) Public—intended for consumption by a public audience or portion thereof;
- (3) Professional—directed at members of a given profession or calling – generally media professionals.

The Cronkite School does not dictate that faculty members adhere to a given methodology or methodologies when conducting scholarly research, nor is there an expectation that all faculty will produce traditional academic research. The opportunity to engage in traditional scholarly research is open to all professors, including those who do not hold the terminal degree as well as those who do hold the terminal degree; the opportunity to engage in creative activity likewise extends to professors who do possess the terminal degree as well as those who do not possess the terminal degree. An individual's record may (indeed, often does) reflect a mixture of traditional research and creative activity. In sum, the School accepts on an equal basis traditional scholarship and creative activities.

Examples of ways that traditional scholarship may be disseminated include, but are not limited to the following: refereed or invited books, book chapters, peer reviewed journal articles, convention papers, and the like. Creative professional activities may reach audiences in the form of textbooks and other non-fiction books; non-fiction book chapters; professional or general circulation magazine and newspaper articles; editor reviewed articles; public relations campaigns; radio and television programs; uncompensated professional studies and reports; and photographic and graphic arts exhibitions.

c. Service:

Service is considered to be the offering of the expertise and background of the individual faculty member in assisting the university and public and private sectors. While the School expects appropriate service from faculty members, the level and type of service performed necessarily depends on the situation, qualifications and interests of individual professors.

In addition to the normal expectation that professors will engage in

university, public, and academic service, Cronkite School faculty members also provide service to local, regional, or national media and media-related enterprises. The service load of Cronkite School professors, which is markedly heavier than in many other academic units, is necessitated by the working partnership that characterizes the relationship of a professional school and media practitioners. Cronkite School faculty may serve as resources for mass media and media-related enterprises, by, e.g., putting together and offering workshops, mid-career refresher courses, and special-purpose seminars, all of which benefit media practitioners. School and its students benefit greatly from this interaction with the media community. Representatives of that community have supplied significant amounts of special-purpose funding not available from state appropriations; they have enriched teaching by sending representatives into the classroom and giving students the benefit of recent professional experience; and they have made available a number of internship and employment opportunities. So long as that relationship is nurtured, the media community may be expected to extend similar benefits in the future to the Cronkite School and its students.

Service is generally found in three areas:

- (1) **University Service:** Service to the university includes the individual's expected contribution to internal committee work at the college and university levels, participation in faculty governance activities, and the preservation of a collegial atmosphere at all levels of interaction within the university.
- (2) **Professional Service:** Service provided to the field in which the faculty member teaches represents an extension of the faculty member's research and teaching interests to the larger community outside the university. It may include attendance at professional meetings, membership in professional organizations, participation in such organization's administrative levels and other contributions designed to further the aims and operation of the organization and the knowledge in the field.
- (3) **Public Service:** Service that is provided the general public at large that will improve the public's understanding of the discipline represented by the individual, and that will advance the cause of the public organizations with which the individual becomes associated.

Each faculty member should strive for projects each year that project the School in a favorable light with the public.

Seminars and/or workshops that enhance both the School's stature are to be encouraged.

Consulting with organizations outside the School/university that uses the expertise and knowledge of the individual, and for which no payment beyond reimbursement for necessary and proper expenses is received, is deemed to be "service" in the sense of the definition used here. Those consulting activities within the field that are performed for payment are encouraged, but must receive approval through the Board of Regents mandated process as described in the university personnel manual. Activities performed for pay that are outside of the field of the faculty member cannot be counted as service to the profession.

5. Definitions

For clarity, the School uses the following definitions of terms.

- a. Correlative Professional Experience:** Usually, faculty appointments in the school require professional media experience that may be considered as important as advanced degrees.

In some instances, extensive professional experience at the highest levels of achievement may be accepted in lieu of terminal degrees.

- b. Creative Activity:** Creative activity shall include, but not be limited to, the following:
- (1) Analysis and critical reviews published in journalism reviews and professional publications.
 - (2) Meritorious articles, reviews and commentaries on other subjects in newspapers, books, journals, blogs, on-line, and other popular media.
 - (3) Creative works such as films, videotapes, sound productions, photography, web design or layout and design exhibits.
 - (4) Radio and television broadcasting, script-writing for audio or video productions and the production of brochures and other publications.

- (5) The teaching of seminars and workshops for professional communicators.

All creative professional activity shall be the original work of the faculty member or prospective faculty member. Work done with others must indicate that portion that is the creation of the faculty member or prospective faculty member. Work-for-hire must be identified as such.

B. Appointment of Personnel

1. The Dean of the Cronkite School shall initiate the process of faculty and professional staff appointments following procedures that are consistent with the *Guidelines for Recruitment, Selection and Appointment of Faculty and Staff* and the Faculty Handbook.
 - a. For part-time or adjunct faculty hires the Dean shall initiate the process of appointments with the advice of the faculty who teach in the appropriate areas.
 - b. For full-time instructors and tenure-track faculty an ad hoc search committee consisting of full-time faculty (with the possibility of a minority of professional representation) with a chair appointed by the Dean, shall be utilized to develop position descriptions, position announcements, screen applicants, interview prospective members and make recommendations to the Dean for the positions under consideration in accord with all university rules and regulations.
 - (1) This ad hoc search committee shall consist of at least 3 full-time faculty members, of which 2 must be tenured. The Dean and/or Associate/Assistant Deans shall not be voting member(s) of this committee.
 - (2) The committee shall include representation of women and/or minorities. Where there are no eligible women and/or minorities, the School shall seek such a committee membership from outside the School but within the university community.
 - (3) For all positions, selection criteria must be specified before the position may be advertised and before any candidates may be considered. The criteria must be consistent with the content of the vacancy announcement and any advertising. Screening applicants must be based on the advertised

criteria only. All individuals selected to be interviewed must meet the minimum advertised qualifications.

- (4) The ad hoc School Search Committee shall submit a list of qualified candidates the Dean/Director prior to inviting candidates to campus for interviewing.
- (5) Following the University criteria the School search committee shall select the best-qualified candidates (more than one) to be interviewed for the position.
- (6) Care must be exercised through each step of the process to ensure that no applicant is discriminated against on the basis of race, gender, color, religion, national origin, age, disability or veteran status.
- (7) At the completion of the interviewing process the ad hoc search committee shall present its recommendations to the Dean and/or Associate Deans.
- (8) The appointed chair of the ad hoc Search Committee shall keep the faculty and staff informed of its progress at all stages of the search process.

C. Review of Probationary Faculty

1. Each faculty member on a tenure track is to be reviewed during the first five (5) contract years with the university. Tenure-track assistant professors probationary reviews are conducted during the Spring of the third (3rd) year. The tenure review is conducted no later than the sixth (6th) year. For non-tenured associate or full professors, the probationary review is conducted in the Spring of the second (2nd) year. The tenure review is conducted no later than the fourth (4th) year. Established faculty members who desire to be considered for tenure earlier than the date listed in their appointment letters may apply for tenure in the year of a regular probationary review. Deadlines for the review of probationary faculty during each of the above named years are established by the office of the Provost.

The Dean and/or Associate Dean will make known to all faculty these dates on receipt of the announcement from the Provost's office.

2. The Chair of the Promotion and Tenure Committee shall prepare the procedure by which the faculty member is to be reviewed at the College level and notify, through a formal memo, the faculty members concerned. Criteria for review and information to be gathered for the review include

the above-mentioned criteria on teaching, research, and service, as well as a statement of the educational and the research philosophies of the individual being reviewed. Letters of recommendation shall be solicited from peers nationally in accordance with university guidelines.

3. As stated, effectiveness as a professor shall be measured in teaching, research and publication, service to the discipline and to the profession, and citizenship in the School.
 - a. Materials submitted to evaluate teaching effectiveness shall include:
 - (1) Student evaluations in courses taught. (The Dean/Associate Deans shall provide summaries of teaching evaluations to the Chair of the Promotion and Tenure Committee.)
 - (2) Peer evaluations through visits to the faculty member's classes by senior faculty appointed by the Chair of the Promotion and Tenure Committee.
 - (3) Other available information.
 - b. An updated vita provided by the faculty member, which shall include evidence of publications, creative activities and faculty service.
 - (1) Evidence of research/publications in the form of two articles/creative endeavors.
 - c. Any other information deemed pertinent to the review under way by the Dean/Associate Deans and the Promotion and Tenure Committee.
3. Recommendations of the School's Promotion and Tenure Committee and the Dean/Associate Deans shall be provided to the candidate after completion of the review process by the Dean/Associate Deans.
4. Candidates granted promotion to Associate Professor or Professor, or considered for and granted tenure are considered to be in their final year of probation. If promotion is granted the appointment at higher rank will be with tenure.

D. Promotions and Tenure

The School shall recommend promotion, tenure or retention for its faculty on the basis of excellence in performance and the promise of continued excellence and considering the interest of higher education in the State of Arizona. These criteria must include the following:

1. Teaching Effectiveness. The School considers teaching to be the primary function of the School.
2. Quality and quantity of research and publication or other creative professional activity.
3. Quality of service to the profession, to the community and to the university.
4. A record of functioning collegially as a faculty member in this School.
5. Additional Guidelines for appointment or promotion to each rank:

a. **To Instructor:**

Shall have a Master's degree, and/or correlative professional experience.

Teaching and service performance will be reviewed yearly, with a contract issued for a limited period of time, based on needs of the school and performance of the individual.

b. **To Assistant Professor:**

- (1) Promotion from Instructor to Assistant Professor will not normally occur, except where the faculty member was appointed as instructor instead of assistant professor pending completion of some specified requirement stated at the time of appointment offer was tendered and accepted.
- (2) Normally shall have a terminal degree, or correlative professional experience.
- (3) Normally shall have shown ability to teach effectively.
- (4) Shall be qualified to serve on master's committees.
- (5) Shall show promise as a productive scholar by having engaged in significant research or other scholarly, technical or creative professional activity.
- (6) Shall show promise as a contributor to the discipline and profession of journalism or mass communication through public service activities.

c. **To Associate Professor:**

An assistant professor may apply for promotion before the final probationary year if the faculty member believes that the established criteria for the full probationary period have been met before the end of that period. An assistant professor whose intent is to remain at the university must apply for promotion during the sixth year of service as an assistant professor at the university. Additionally, the candidate:

- (1) Shall have made substantial contributions to the discipline as a teacher and scholar, the latter being evidenced by significant research and academic publication or other technical and/or creative professional activities.
- (2) Shall have made contributions to the discipline and profession through public service activities.
- (3) Normally shall have a terminal degree, or correlative professional experience.
- (4) Shall be qualified to serve on master's and Ph.D. graduate committees.
- (5) Normally shall have shown ability to teach effectively.
- (6) Shall show promise as a productive scholar by having engaged in significant research or other scholarly, technical or creative professional activity.
- (7) Shall show promise as a contributor to the discipline and profession of journalism and mass communication through public service activities.

d. **To Professor:**

Promotion from associate professor is not associated with a particular time span. An associate professor is never required to apply for promotion. Since there is no rank above that of a Professor in the academic community, promotion to this rank is made with the greatest care and consideration. Promotion to Professor:

- (1) Shall be recognition of superior achievement with every expectation of continuing contribution to the University.

- (2) Shall be made on the basis of having established a record of excellence as a teacher; a national or international reputation for excellence in research or other creative endeavors; and show promise of continuing scholarly productivity and public service.
- (3) Shall have made substantial contributions to the discipline as a teacher and scholar, the latter being evidenced by significant research and academic publication or other technical and/or creative professional activities.
- (4) Shall have made contributions to the discipline and profession through public service activities.
- (5) Normally shall have a terminal degree, or correlative professional experience.
- (6) Shall be qualified to serve on master's and Ph.D. committees.
- (7) Normally shall have shown ability to teach effectively.

e. **To Professor of Practice:**

Shall have significant professional experience and length of service that would enable the individual to be recognized as a national/international expert in the field working at the highest levels.

Teaching and service performance will be reviewed yearly, with a contract issued for a limited period of time based on needs of the school and performance of the individual.

Significant creative activity and/or scholarly publication designed to bring national/international recognition to the School is expected of the holder of this rank.

Significant service to the profession on a national or international level is expected.

f. **Tenure**

The process of providing “stability of employment” or tenure, is the same as that found in the above process for promotion to associate or full professor. The individual must apply for promotion and/or

tenure during the sixth (6th) year at the university as an assistant professor, or in the third (3rd) year as an associate professor if that was the rank at the initial hire. In addition, the individual will have undergone the probationary reviews during the years prior to this final consideration and such record will have pointed to the feasibility of offering tenure.

E. Performance Pay

The criteria for determining merit or performance salary increases in the School are the same as those listed under Section D above. Performance pay (or merit salary increases) is that salary which is given by the university for performance above the normal expected. In the determination of merit pay the Dean must accomplish the following:

1. Each faculty member must be reviewed at least once every twelve months (as designated by the university).
2. Evaluation criteria for determination of merit pay is that established through the School faculty and embodied in these Bylaws, where criteria for teaching, research/publication and service are established.
3. Written evaluation of each faculty member comes through peer evaluation of junior faculty in the annual review, through student evaluation on the class and instructor at the end of each course and may come through solicited and unsolicited letter from outside persons through the normal process of review.
4. The Dean will require each faculty member to submit annually a set of goals for the forthcoming year, and a summary of the previous year's activities in the three areas of teaching, research/creative activities, and service.
5. The individual faculty member's past performance and expectations for the future will be discussed in a personal interview with the faculty member by the Dean. Written confirmation of the evaluation and expected performance for the future will be provided by the Dean.
6. The faculty member will be given opportunity to comment on the evaluation and to add his/her own comments to the statement as part of the official record. Any disagreement on

the part of the faculty member may be taken to the University level.

F. Hearing Procedures for Faculty

Each faculty has the right to pursue grievances through established forums in which complaints may be aired, examined and resolved. The process of such grievance procedures is fully established in the Faculty Handbook, section on Faculty Grievances. The School subscribes to these policies fully and readily makes information available to faculty wishing to pursue such options.

V. School Policies

A. Sabbatical Leaves

1. The School shall do its utmost to encourage and to enable faculty members to take sabbatical leaves as they become eligible. The individual faculty member shall develop an appropriate proposal, and no assignment should adversely affect the on-going teaching, research and service functions of the School.
2. The financial considerations become an important part of the determination of granting a sabbatical since the course offerings should not be reduced because of a faculty member's absence.

B. Summer School Teaching

1. It is recommended that certain core courses be a regular part of each summer curriculum to enable students to complete degree requirements in a timely fashion.
2. If there are one or more faculty who desire to teach than there are classes to offer, teaching assignments should be made according to the following guidelines:
 - a. Those on the faculty the previous year who did not teach summer school should be given preferences for available courses.

- b. If a faculty member eligible to teach elects not to teach in summer school, that person shall be placed at the top of the rotation list for the following summer.
- c. The Dean/Associate Deans has the final decision in making Summer School assignments and should do so to facilitate the best advantage for the School, its faculty, and its students.

C. Course/Instructor Evaluation

- 1. The School shall administer a Course/Instructor Evaluation to all classes (Independent study, internship, thesis/dissertation, etc., excepted.) each semester. These evaluations will remain under the control of the Dean/Associate Deans, the faculty member being evaluated, and to the faculty members (Promotion and Tenure Committee) involved in promotion and tenure decisions as well as annual performance pay considerations.

D. Minimum Duties and Responsibilities of Cronkite Faculty

A. Class Attendance:

- 1. All university-scheduled class sessions should be held and taught by the instructor of record.
- 2. Classes should start promptly and end at the scheduled time.
- 3. Any planned absences should be rare and must be approved in advance by the school Associate Dean, even if a substitute instructor is lined up.
- 4. In case of absences due to illness or personal situations, contact the main office.
- 5. Final exams should be held at the university scheduled day and time.

B. Syllabi:

1. All syllabi should be clear, with goals and expectations detailed.
2. Grading and goals as detailed on syllabi should be adhered to throughout the semester.
 - a. Each syllabus should include the school's precise academic integrity policy and diversity statement.
 - b. Syllabi are to be collected each semester and retained for accreditation purposes.

C. Academic Integrity:

For each class the faculty member should collect and hold the students' signed academic integrity pledges. Faculty are also responsible for insuring students are held to the school's academic integrity policies.

D. Undergraduate Student Workload:

A typical undergraduate student workload for a 3-credit Cronkite School course should average out to approximately six (6) hours per week over the course of the semester (capstone, honor's courses and full-immersion credit experiences may require more).

E. Office Hours:

Full-time faculty must post office hours outside their offices. Office hours should be a minimum of five (5) hours per week.

F. Consulting:

Before any consulting assignment (paid or unpaid) outside of the Cronkite School, full-time faculty and academic professionals must complete a "Notification of Consulting" form (<http://asu.edu/provost/forms/consulting.doc>). For ongoing consulting assignments, the form should be submitted annually.

G. Non-classroom events:

All full-time faculty are expected to attend regularly scheduled faculty meetings, annual retreats and semi-annual convocations (approximately nine (9) events in total each year).

H. Class teaching load:

Normally, a faculty member is expected to teach a maximum of two (2) 3-hour courses per semester if counting teaching as 40% of the workload. It is assumed that two (2) hours outside of class for every hour in class is required for preparation and management of a lecture class and one (1) hour outside of class for every hour of lab instruction is necessary.

Generally it is expected that an academic faculty member will be engaged in more scholarly publication and creative activity and a faculty member employed as a Professor of Practice will be engaged in more teaching and creative activity.

I. Graduate thesis/dissertation advisement, Honors Student advisement:

Those faculty members that are responsible for directing graduate and honors projects shall have those activities credited to their teaching percentages and shall be rewarded appropriately for such additional teaching duties.

VI. To Amend Guidelines/Bylaws

- A. To amend the guidelines or bylaws a written statement of the propose change is to be distributed to each member of the faculty at a regular meeting. The recommendation will be referred to the appropriate committee for study and recommendations.
- B. A vote of the faculty will be taken on the recommendations at the next regular faculty meeting following the distribution of the amendment.
- C. A majority vote of the faculty (as defined under the Membership section of these Guidelines) shall be required to amen the Bylaws.
- D. Amendments to the Guidelines shall become effective upon approval by the faculty.

The above document represents the bylaws of the Walter Cronkite School of Journalism and Mass Communication. It is prepared, presented, and adopted as an organized method of incorporating consistence and equity in the shared governance of the school. While this document must be considered a living one and must be reviewed periodically to better reflect the dynamic culture of the university, it is imperative that, once adopted, there is adherence to the spirit as well as the letter of the document. It is the responsibility of the administration of the school, as well as each and every member of the faculty and staff to remain vigilant to adherence of these bylaws.