

Bylaws
School of Communication Studies
University of Tennessee, Knoxville
Revised December 2, 2021

ARTICLE I. GENERAL

The School of Communication Studies is a unit of the College of Communication and Information in the University of Tennessee, Knoxville. The administration of the School shall be consistent with the Bylaws of the College of Communication and Information and the *Faculty Handbook* of the University of Tennessee, Knoxville. Nothing in these bylaws shall abridge the respective powers and prerogatives residing in the University Faculty or the University Administration.

ARTICLE II. SCHOOL GOVERNANCE, POLICIES AND PROCEDURES

A. Membership

The full-time tenured/tenure-track faculty members shall decide on matters of concern to the School, especially in curricular matters and Faculty affairs.

1. Membership Qualifications: All persons holding appointment in the School at the rank of Assistant Professor, Associate Professor, or Professor are voting members. Administrators with academic rank are voting members.

B. Conduct of School Business

1. The Director shall schedule regular meetings of the faculty during the fall and spring semesters. Additional meetings may be called by the Director or by a majority of the faculty.
2. A quorum shall exist when two-thirds of the full-time voting faculty are present at a scheduled School meeting.
3. Decisions concerning curriculum and program change are the responsibility of the faculty of the School. Ordinarily, proposals for curriculum or program change shall originate in the Curriculum Committee, be discussed at a scheduled meeting, and if approved by majority vote be submitted to the appropriate curriculum review bodies. A proposal for curriculum or program change that is not recommended by the Curriculum Committee may be submitted for

faculty consideration at a School meeting by the Director or by a faculty member.

4. Decisions concerning matters other than curriculum and program revision that are of substantial import to the work of the faculty of the School—including such matters as allocation of operating funds and appointment of academic year or part-time or limited-term faculty—shall be made, whenever possible, in consultation with the faculty. Ordinarily, the decisions of the Director shall reflect the judgment of the faculty as expressed by majority vote in School meetings. Where a decision of the Director differs from the expressed judgment of the faculty, the Director shall explain that decision and provide an opportunity for the faculty to respond.
5. The Director shall give the faculty timely notice of each scheduled meeting, and shall invite the faculty to submit matters of interest for inclusion on the agenda. Ordinarily, the Director shall present to the faculty at least five days before each scheduled meeting an agenda listing those matters to be presented for their consideration.

C. Workload

The assigned workload for full-time faculty consists of a combination of teaching, advising, research, and service. All faculty members (non-tenure, tenure-leading, and tenured) will negotiate workload expectations for the coming year and review attainment of expectations for the previous year with the School Director during their annual performance review. Workload expectations are distinguished from retention, tenure, and promotion expectations. The School of Communication Studies Workload Policy appears in Appendix A of the School Bylaws.

ARTICLE III. COMMITTEES

A. Standing Committees

1. A standing Committee on Curriculum shall conduct periodic reviews of curriculum and degree programs, shall consider proposals from faculty members for curriculum and program changes, and shall report its recommendations concerning curriculum and program change to the faculty.

2. The members of the Curriculum Committee shall be appointed by the Director at the first faculty meeting of each academic year and shall be subject to confirmation by the faculty. Prior to the formation of the Committee, the faculty shall be given an opportunity to indicate preferences for committee service. The Chairperson of the Curriculum Committee shall be elected by the voting members of the committee.
3. A standing Committee on Assessment shall conduct periodic reviews of learning outcomes associated with the overall program of study in the School as well as the learning outcomes associated with courses. The Committee on Assessment will report the results of their work to the faculty and relevant University units.
4. The Director may appoint an Administrative Committee whose members would normally include the Associate Director, Director for Graduate Studies and the Director for Undergraduate Studies. The terms of these appointments are normally three years for the director appointments and five years for the Associate Director position. Appointments are renewable for an additional consecutive term. Ordinarily, a person must cycle off for at least one term before being reappointed to the same position. Changes in the positions of the Administrative Committee memberships shall not normally coincide with one another.
5. Search Committees in the School shall be appointed by the Director in consultation with the voting members of the faculty. Ordinarily, search committees will be composed of three voting members of the faculty. Search Committees shall report to the faculty their recommendations along with pertinent information regarding applicants. Service on search committees must conform to campus policies as outlined by the Provost's office and the Office of Equity and Diversity.
6. The Director shall appoint other committees as needed to assist with School activities.
7. The chairperson of each committee (except the Administrative Committee) shall present a report of the committee's activities to the faculty at least once during each regular academic term, and at the end of each academic year shall present a written report that will be kept in the School office.

8. The Director shall be a non-voting member of the Curriculum Committee and of other committees.

Service on Search Committees must conform to campus policies as outlined by the Provost's office and the Office of Equity and Diversity.

ARTICLE IV. FACULTY EVALUATION

Faculty evaluation will include assessment of scholarship, teaching, and service. The assessment will reflect the workload assignments of the individual faculty member.

A. Policies

1. Annual Reviews. Each faculty member will receive an annual review. In the tenure and promotion year, faculty members will not be eligible for evaluations other than those required by the tenure and promotion procedures.
2. Assessment of overall performance must reflect the faculty member's rank and assignments. Based on the results of the overall performance evaluation, faculty members will be placed in one of five categories:
 - Far exceeds expectations for rank
 - Exceeds expectations for rank
 - Meets expectations for rank
 - Falls short of meeting expectations for rank
 - Falls far short of expectations for rank

B. Procedures

1. On an annual basis, the Director shall meet with each faculty member to establish goals and objectives for the following performance appraisal period (normally an academic year). The goals and objectives agreed upon between the faculty member and the Director will be kept on file in the School office.
2. During the annual performance appraisal meeting, each faculty member will provide appropriate documentation (through self evaluation, peer evaluation, and other relevant

reporting sources) as to the extent to which his/her goals and objectives have been met. The submission of the documentation should conform to current University procedures. In addition, faculty members will bring to the attention of the Director any changes in assigned duties and responsibilities during the performance appraisal period. Following a review of the performance criteria, the Director will complete the evaluation process in the Faculty Review System.

3. The completed evaluation must be electronically signed by the Director and the faculty member. The faculty member's signature does not constitute approval of the evaluation. Rather, it signifies notification of the results of the performance evaluation. Faculty members may attach rebuttals to the online review.
4. Criteria for performance evaluations involving tenured/tenure-track faculty members include research/creative activities, teaching, and service. This review will be based on the three evaluation components listed above.
5. Criteria for performance evaluations involving non-tenure-track faculty (NTTF) members shall be limited to the teaching criteria listed below unless otherwise noted in the NTTF's letter of appointment.
6. The Dean will conduct an annual review of the Director's performance.

C. Definition of Categories

Faculty members will be reviewed in the categories of teaching, research, and service using the professional goals stated in the most recent annual review as a guide. The following serves as a guideline for evaluating performance in the areas of scholarship, teaching, and service.

1. **Teaching Criteria.** This area will be measured by peer review of teaching and/or course materials, University developed teaching evaluation instruments, and self-evaluation. In judging the faculty member's performance in teaching, student evaluations may not be assigned greater weight than peer evaluations. The instructional activities of

the faculty member will be reviewed using the following guidelines:

- Far Exceeds Expectations for Rank. Course evaluations (i.e., University developed student evaluations) are far above the mean for the University, and course materials are thorough, clear, and useful to students. Peer evaluations are outstanding. The faculty member will have developed innovative approaches to teaching that may involve technology, in-class activities, experiential learning, or other state of the art teaching techniques. Faculty member receives teaching or advising award. Dissertation and thesis advising will also be considered.
- Exceeds Expectations for Rank. Course evaluations (i.e., University developed student evaluations) are above the mean of the University, and teaching materials are thorough and advance the learning objectives of the students. Peer evaluations are good. Faculty member is evaluated as exceeding School expectations for advising. Dissertation and thesis advising will also be considered.
- Meets Expectations for Rank. Course evaluations may range from slightly below to slightly above the mean of the teaching evaluation instrument. Peer reviews, if available, are satisfactory. Dissertation and thesis advising will also be considered.
- Falls Short of Meeting Expectations for Rank. Course evaluations (i.e., University developed student evaluations) are consistently near the lowest range, and course materials are minimally acceptable. Peer reviews indicate that improvement is needed. Dissertation and thesis advising will also be considered.
- Falls Far Short of Expectations for Rank. Peer and course evaluations (i.e., University developed student evaluations) are consistently in the lowest range. Course materials are of poor quality. Peer evaluations indicate that performance is unacceptable. Dissertation and thesis advising will also be considered.

2. **Research Activities Criteria.** The research output for tenured/tenure-track faculty should include peer reviewed journal articles, scholarly monographs, grant/contract research activity, peer reviewed conference proceedings, books, peer reviewed book chapters, or other appropriate disciplinary outlets. The quality of the output will be measured based on one or more of the quality assessment factors described in this section. It is the faculty member's responsibility to provide justified evidence of the quality of the publications venues. Scholarly publications should include a mix of single authored and co-authored works as appropriate.

The scholarly activity of the faculty member will be reviewed using the following guidelines:

- Far Exceeds Expectations for Rank. Has published more than two refereed items during the previous year in national or international outlets. Grants, books, book chapters, and presentations at international, national, and regional association meetings will also be considered.
- Exceeds Expectations for Rank. Has published two to three items during the previous year in a national or international outlet. Grants, books, book chapters, and presentations at international, national, and regional association meetings will also be considered.
- Meets Expectations for Rank. Has published or presented two refereed items during the previous year in regional, national, or international outlets. Faculty members engaged in writing scholarly books and making demonstrable progress may also be considered for meets expectations.
- Falls Short of Meeting Expectations for Rank. Has an on-going research/creative activity program but has failed to submit manuscripts for publication, to present at a conference, or to submit a grant proposal over the past year.
- Falls Far Short of Meeting Expectations for Rank. Consistent failure to engage in a program of on-going research/creative activity.

Service Criteria. The service activities of the faculty member will be reviewed using the following guidelines:

- **Far Exceeds Expectations for Rank.** Has chaired major committees at the local, state, national, or international level for a professional or scholarly organization, or has held more than one leadership position as an officer, journal editor, or executive director of an academic or professional association. Has performed well in more than one College and School committee assignments. His/her work brings national distinction to the faculty member and to the School. Outreach activities on the part of the faculty member will be considered.
- **Exceeds Expectations for Rank.** Has completed more than two service activities at the local, state, national, or international level for a professional or scholarly organization, or has participated in an important leadership role within a professional association. Has performed well in College and School committee assignments. Outreach activities on the part of the faculty member will be considered.
- **Meets Expectations.** Has performed well in two service activities involving School and College committee assignments. Outreach activities on the part of the faculty member will be considered.
- **Falls Short of Meeting Expectations.** Has made little contribution to School or College committee assignments beyond simply attending meetings.
- **Falls far Short of Meeting Expectations.** Has not met School and/or College committee obligations. No evidence of service to academic or professional associations.

ARTICLE V. Appointment, Retention, Tenure, and Promotion of Faculty

- A. The policies for Appointment, Retention, Tenure, and Promotion of tenure line and non-tenure track faculty in the School of Communication Studies shall conform to the procedures set forth in the UTK Faculty Handbook.

B. The School complies with the policy stated in the University of Tennessee Faculty Handbook regarding appointment to Faculty Rank. The criteria for appointment of tenure-track faculty are drawn from the Manual of Faculty Evaluation.

1. Professors are expected to:

- Hold the doctorate or other terminal degree of the discipline, or present equivalent training and experience appropriate to the particular appointment
- Be accomplished teachers
- Have achieved and to maintain a nationally recognized record in disciplinary research / scholarship / creative activity/ engaged scholarship
- Have achieved and to maintain a record of significant institutional, disciplinary, and/or professional service or outreach engagement
- Serve as mentors to junior colleagues
- Have normally served as an associate professor for at least five years
- Have shown beyond doubt that they work well with colleagues and students in performing their university responsibilities

2. Associate professors are expected to:

- Hold the doctorate or other terminal degree of the discipline, or to present equivalent training and experience as appropriate to the particular appointment
- Be good teachers
- Have achieved and to maintain a recognized record in disciplinary research / scholarship / creative activity/ engaged scholarship
- Have achieved and to maintain a record of institutional, disciplinary, and/or professional service or outreach engagement
- Have normally served as an assistant professor for at least five years
- Have demonstrated that they work well with colleagues and students in performing their university responsibilities

3. Assistant professors are expected to:

- Hold the doctorate or other terminal degree of the discipline, or to present equivalent training and experience as appropriate to the particular appointment
- Show promise as teachers
- Show promise of developing a program in disciplinary research / scholarship / creative activity that is gaining external recognition
- Have a developing record of institutional, disciplinary, and/or professional service
- Show evidence that they work well with colleagues and students in performing their university responsibilities

In all of these ranks, concerned and effective advising and responsible service to the university are understood to be part of the normal task of a university faculty member.

C. Expectations for tenure and promotion

All faculty in the School of Communication Studies are expected to be actively and consistently engaged in research, teaching, and service. In addition to the criteria outlined in the Faculty Handbook the following lays out expectations for tenure and promotion to Associate Professor in the School of Communication Studies.

1. All Assistant Professors are currently hired by the University of Tennessee with a full tenure clock. The normal course for promotion to Associate Professor with tenure is to spend 5 years as an Assistant Professor, and come up for tenure during their 6th year.
 - **Research Expectations:** By the time of the tenure application, an assistant professor is ordinarily expected to have produced eight to ten scholarly articles including articles in press and at least one grant proposal. However, other criteria, such as external funding, book chapters, research complexity, journal impact factors, etc., will be taken into account. Scholarly output should include a mix of single and co-authored works as appropriate. The School of Communication Studies pays attention to achieving publication in highly visible journals, but does not mandate publishing in journals with certain impact factors. The publications of a tenure candidate should demonstrate that the

faculty member's research work has extended beyond the research conducted for their doctorate degree.

- **Teaching Expectations:** By the time of the tenure application, an assistant professor is expected to contribute significantly to the teaching mission of the School. This is done by teaching in ways specified above such as by earning peer evaluations or other University mandated evaluations that match or exceed College norms. By the tenure application, according to the UT Faculty Handbook, faculty members will have undergone two peer teaching reviews; positive outcomes on both of those reviews are expected.
- **Service Expectations:** By the time of the tenure application, an assistant professor is expected to contribute appropriately to the service mission of the School. The assistant professor should have a clear record of departmental committee membership, and should be serving the College's service needs after the third year in ways identified above. Disciplinary service is similarly important, and provides evidence of a Department member's national reputation.

2. In addition to the criteria outlined in the faculty handbook, the following provides expectations for promotion to Professor.

1. **Research Expectations.** Professors are ordinarily expected to produce at least ten journal articles including works in press after being promoted to associate professor and secure at least one funded internal or external grant. However, other criteria, such as external funding, book chapters, research complexity, journal impact factors, etc., will be taken into account. The quality of the scholarly output will be measured based by more than one measure of quality assessment.
2. **Teaching Expectations:** By the time of the application to full professor, an associate professor is expected to contribute significantly to the teaching mission of the School. The quality of instruction will be assessed by more than one measure of quality such as peer evaluations, university developed student surveys, etc. Ordinarily faculty seeking promotion are expected to receive positive outcomes from peer evaluations and earn University evaluations that match or exceed College norms. In addition, faculty seeking

promotion are expected to have successfully chaired graduate thesis and dissertation committees. By the time of the application, faculty members for promotion to full professor will have undergone two peer teaching reviews.

3. **Service Expectations:** By the time of the application to professor, an associate professor is expected to have contributed significantly to the service mission of the School. The associate professor should have a clear record of leadership involving School committees, and should be serving the College's service needs. Disciplinary service is important, and leadership positions in professional associations provides evidence of a School member's national reputation.

D. Non-tenure track teaching positions.

The School complies with the policy stated in the University of Tennessee Faculty Handbook regarding appointment of non-tenure-track teaching positions at the rank of lecturer, senior lecturer, and distinguished lecturer. The School conforms to the procedures for hiring non-tenure-track faculty as noted in the Faculty Handbook.

E. Procedures for appointment, retention, and tenure and promotion.

1. All actions of the School concerning appointment, retention, tenure, and promotion of any academic personnel shall conform to the standards and procedures set forth in the University of Tennessee Faculty Handbook and approved by the UTK Chancellor, Provost, Council of Deans, and the Non-Tenure Track Faculty Advisory Council.
2. After consultation with the faculty at a convened meeting, the Director will discuss job descriptions for faculty appointments with the Dean. The Director will appoint a search committee to handle correspondence, publicity, diversity, and on-campus interviews. When an appointment to a tenure-track position is contemplated, all members of the School of that rank and higher rank shall be consulted at a convened meeting before any offer of employment is made.
3. Faculty may be considered for promotion and/or tenure upon recommendation of the Director or notice from the

Academic Affairs Office. An untenured assistant professor must be considered for tenure no later than his/her sixth year of service in that rank. A lecturer may be considered for promotion to Distinguished Lecturer rank if he/she has a minimum of five years as a Lecturer; a Distinguished Lecturer may be considered for promotion to Senior Lecturer rank after a minimum of three to five years as a Distinguished Lecturer.

4. Faculty members to be considered for retention, tenure, or promotion shall be notified in writing by the Director of the School before the faculty committee is to act upon the matter; and shall be invited to submit materials for their personnel file and to propose the names of two or more people outside the university to serve as references. The Director shall solicit opinions from at least two of the people so named and from at least three others outside the University whose names are proposed by members of the School.
5. The Director in consultation with the faculty member involved is responsible for providing documentation for faculty review as outlined in the Manual for Faculty Evaluation from the Office of the Provost. After material has been compiled for the promotion/tenure file, the faculty member involved must sign off on the dossier indicating that he/she has viewed it and that the document is complete and accurate (excluding external letters of reviews).
6. The promotion and tenure committee of the School consists of the tenured faculty. All faculty members of the School who have tenure shall be called to a meeting expressly for the purpose of voting on retention and/or tenure. A vote shall be by individual secret written ballot after appropriate discussion. Faculty members may vote on promotion decisions for ranks equal to or lower than their own.
7. In each case --retention, tenure, or promotion -- the call of the meeting shall be issued not less than two weeks before the consultation, and members who expect to be absent may submit sealed ballots in advance. Immediately after a vote is taken, the ballots (including absentee ballots, if any) shall be counted and the number of votes for and against shall be announced before the meeting is adjourned.

8. A simple majority of the committee will constitute the recommendation of the faculty.

F. The School Director shall submit to the Dean of the College of Communication and Information the following:

- The number of votes for and against the recommendation.
- The school recommendation based on the vote of the faculty in the case of tenure.
- Statement of the reasons for the School recommendation.
- The Director's own recommendation.

G. The Director shall inform all faculty members who were eligible to vote on the matter of the Dean's final recommendation concerning retention, promotion, or tenure.

H. Eligible faculty will recommend tenure and promotion on the basis of excellence in teaching, research, and service. Eligible faculty members will evaluate the quality of work in each of these areas as covered in the School workload policy:

1. Teaching. Specific items to be considered under the general category of teaching include the following:

- Classroom instruction.
- Thesis and dissertation advising and committee membership.
- Program advising.
- Independent study tutorials.
- Student course evaluations.
- Peer teaching evaluation (see Peer Review Guide for UT Teaching).
- Proposal writing for grants and grants obtained to promote teaching innovation and excellence.
- Course materials such as handouts, syllabi, and exams.

2. Research/Creative Activity. Evidence of the quality of research, publications, and creative achievements is to be gathered by the faculty member and the Director. The evidence will be assessed by the faculty eligible to vote on tenure or promotion decisions. Specific items to be considered under the general category of research include the following:

- Books, book chapters, and refereed monographs.

- Refereed articles in academic journals.
- Refereed presentations at conferences.
- Monographs of conference proceedings.
- Video/audio recordings, photographic exhibits, and computer programs.
- Published reviews of scholarly works.
- Proposal writing for research grants and grants obtained.
- Creative works and patented inventions.
- Articles in trade journals, both online and hard copy, relevant to the discipline
- Invited scholarly presentations and encyclopedia entries.
- Creative activity, especially that which is funded, distributed or critically reviewed within a communication discipline.

3. Service. Evidence of the quality of service to the School, College, University, and professional associations are to be gathered by each faculty member and the Director and assessed by eligible faculty. Specific items to be considered under the general category of service include:

- a. Committee work as a chairman or member.
- b. Adviser to a student organization or publication.
- c. Peer teaching evaluation service
- d. Contest judging.
- e. Presentations and workshops for scholarly, professional or constituent groups.
- f. Offices and active membership in professional and scholarly groups at the local, state, national, and international levels.
- g. Editorial board membership.
- h. Proposal writing for grants and grants obtained to promote service activities.

I. NTTF retention process shall be initiated by the Director. Ordinarily, the Director shall recommend to the faculty the retention or non-retention of NTTF faculty during the spring semester to take effect in the following fall semester. The Director shall share performance evaluations with the tenure-line voting faculty and base recommendations for retention or non-retention on the outcome of performance evaluations that are conducted through the Faculty Review System.

NTTF faculty will be notified in writing of the outcome of the retention process following a retention vote of the tenure-line voting faculty members.

ARTICLE VI. RATIFICATION AND AMENDMENT OF BYLAWS

Section A. These Bylaws shall be ratified by a two-thirds vote of the faculty present and voting at a meeting called for this purpose.

Section B. These Bylaws may be amended by a two-thirds vote of the faculty present and voting. The text of the proposed amendment to the Bylaws shall be submitted to the faculty with the agenda for the meeting at which the amendment will be considered.

Approved 3/11/2019

APPENDIX A

**School of Communication Studies
Faculty Workload Policy
2018**

The faculty workload policy in the School of Communication Studies identifies the duties and responsibilities associated with a faculty appointment. Faculty duties and responsibilities center on three areas: Research, teaching, and service. The following policy statement makes explicit the responsibilities each faculty member is assigned. Moreover, this document makes explicit the specific duties and responsibilities that have been agreed upon for the different ranks within the Unit. All evaluation criteria are to be discussed between the faculty member and the Unit’s Director and will be consistent with the UT Faculty Handbook and will include the Handbook’s categories for evaluating performance.

Responsibility	Full Time Lecturer	Other Lecturer	Tenure Track	Tenured Assistant / Associate	Tenured Full
<i>Teaching -- Classes/Semester & Day-to-day Advising*</i>	4/4	As contracted	2/2	2/2	2/2
<i>Research/Creative Activity --Units*</i>	0	0	2	2	2
<i>Service (School, College, University, Profession) – Percent of Time*</i>	10%	0%	10%	10-20%	10-20%

* Specific expectations are discussed with the Director and agreed upon yearly. These may vary with the research focus and other obligations of each individual. Guidelines Faculty should negotiate exceptions to these norms with their School Director in writing and in advance of the academic year. The examples listed below are illustrative and not meant to be complete or exclusionary. These may vary with individual effort and will be negotiated individually with the Director. Faculty efforts should support the School’s effort to be recognized internationally as a program of excellence.

Research Units: Tenure-leading and tenured faculty are expected to earn two units of research each calendar year to meet expectations; tenure-leading and tenured faculty must earn at least one unit of research each calendar year from a reviewed publication to exceed expectations. Below is a list of reviewed and invited/non-reviewed items. Unless otherwise noted, each counts as a single unit of research and creative activity.

- Reviewed publication in a trade, regional, national, or international journal or conference proceedings
- Reviewed encyclopedia entry, translation, monograph, book chapter, or edited book

- Reviewed paper or poster presentation at a national or international conference
- Reviewed paper or poster presentation at a local or regional conference (½ unit)
- Reviewed Non-print medium (video/digitally taped, recording, film, photographic/computer exhibit)
- Reviewed popular press book
- Reviewed, research-based book (2 units)
- Invited/Non-reviewed article in a trade, regional, national, or international journal or conference proceedings
- Book Review in a trade, regional, national, or international journal (½ unit)
- Invited/Non-reviewed encyclopedia entry or translation (½ unit)
- Invited/Non-Reviewed monograph, book, or book chapter
- Invited/Non-Reviewed Non-print medium (video/digitally taped, recording, film, photographic/computer exhibit)
- Completed External Grant Proposal
- Completed Internal Grant Proposal (½ unit)
- Technical report to funding agency or organization
- Book Contract (½ unit)
- Textbook

Teaching: All faculty are expected to teach. Tenure-leading and tenured faculty are expected to earn two (2) units of teaching; tenure-leading and tenured faculty may exceed expectations by earning a third unit from advising graduate and undergraduate students. Evaluation of teaching will be handled through the evaluation manual available in the School office. The evaluation manual is consistent with the UT Faculty Handbook including the categories for evaluating performance. Below is a list of teaching items. Unless otherwise noted, each counts as a single unit of teaching.

- Classroom instruction (an undergraduate course with more than 50 students or a graduate course with more than 20 students earns an extra ½ unit)
- Chairing a completed thesis or dissertation
- Advising undergraduate students (faculty who advise more than 25 students earn an extra ½ unit)
- Completing an independent study, directed readings, or internship course
- Reviewed instructional materials (print or media)
- Invited/non-reviewed instructional materials (print or media)
- Internal grant focused on classroom instruction or new course development

Service: All faculty are expected to do at least 10% service. In the School of Communication Studies, a 10% service responsibility is operationalized as two units of service. Full-time instructors and tenure-track faculty are expected to earn two units of service to meet expectations. An associate or full professor is expected to perform two to four units of service. Below is a list of service options. Unless otherwise noted, each counts as a single unit of service.

- Committee work at the school, college, university, industry, local/regional, national, or international level related to communication and information field
- Committee work at the school, college, university, industry, local/regional, national, or international level not related to field (½ unit)
- Serving as a member of a completed thesis or dissertation
- Officer in a professional association
- Editor of journal (2 units)
- Associate Editor of a journal
- Editor of conference proceedings
- Evaluation of peers' teaching
- Advisor to student organizations or publications
- Student or professional contest judging
- Invited presentations to professional, academic, or community groups
- Invited/Elected reviewer for conferences, journals and trade press
- Editorial Board member
- Invited paper or panel presentation at a regional, national or international conference
- Program reviewer
- Tenure and Promotion Reviewer for external candidate

The research output for tenured/tenure-track faculty should include peer reviewed journal articles, scholarly monographs, grant/contract research activity, peer reviewed conference proceedings, books, peer reviewed book chapters, or other appropriate disciplinary outlets. The quality of the output will be measured based on one or more of the quality assessment factors described in this section. It is the faculty member's responsibility to provide justified evidence of the quality of the publications venues. Scholarly publications should include a mix of single authored and co-authored works as appropriate.