

Part II, Standard 4. Full-Time and Part-Time Faculty



Dr. Jami Fullerton, Professor and Peggy Welch Endowed Chair in Strategic Communication, (left) is a world-renowned expert in public diplomacy. Dr. Ted Kian, Associate Professor and Welch-Bridgewater Chair in Sports Journalism, (right) is one of the country's most prolific sports media researchers.

EXECUTIVE SUMMARY

- The School of Media & Strategic Communications gained two endowed professorships over the past five years: the Peggy Welch Endowed Chair in Strategic Communication and the Welch-Bridgewater Endowed Chair in Sports Media.
- The school's personnel committee reviewed and revised the Reappointment, Tenure and Promotion Policy for the first time in 15 years.
- The school gained two new faculty lines over the past five years and appointed several new tenure-track faculty members. Two searches are currently under way.
- On average 70 percent of courses are taught by full-time faculty members.

During the visit, the unit should provide the following documents in the workroom:

- curriculum vitae of each full-time faculty member (Full-time faculty refers to those defined as such by the unit.)
- résumés of adjunct or part-time faculty, and of graduate students serving as teachers of record, teaching during the fall 2013 semester
- records on faculty promotion and tenure

Please respond to each of the following instructions:

1. Describe how the unit selects full-time and part-time faculty and instructional staff.

Since 2008, several opportunities for hiring tenure-track faculty members arose because of either new faculty lines or retirements. The hiring process is always the same and consists of:

- Request for Authorization to Fill Position: This is a first step in the hiring process where a motivation for the need to fill the position, why it could not be accommodated in another way and the salary parameters are stated.
- Request to Staff: Once authorization has been received, a Request to Staff the position is completed. In this process, the go-ahead to proceed with advertising the position is given, the salary parameters, skills needs and other details are determined, and a copy of the advertisement and where it will be placed is approved.
- A Search Committee is appointed, according to the OSU stipulated procedures as set out in the OSU Faculty Handbook (see Appendix 18). In SMSC, the Personnel Committee reviews the ad and appoints a representative on the Search Committee. The Search Committee serves at the pleasure of the Director. The Director appoints the rest of the committee members, most of whom would represent the discipline in which the new appointee will serve but also ensures representation from other, related disciplines.
- As soon as an application is received, the candidate is invited to complete the Voluntary Self-Identification Form, which the Office of Equal Employment Opportunity receives.
- Once the deadline for applications has passed, each Search Committee member receives a copy of all the applications and a grid summarizing the applicants' qualifications in terms of qualifications, teaching experience, research and service (see Appendix 19).
- The Search Committee Chair collates all the relevant information in a grid for easy reference that also summarizes the pool of candidates (see Appendix 19).
- Once this step has been completed, the Search Committee meets to discuss each candidate's qualifications for the position and to shorten the list to those candidates who fit the profile. This pool can be seven to 15 candidates.
- Next, the Search Committee chair and the Director visit with the Affirmative Action Officer of the College of Arts & Sciences, who reviews the pool and the curricula vitae, the data the Search Committee has provided and ensures the pool is representative of the population of applications.
- Once the Officer has approved the pool, a short list of seven to 10 candidates is identified. Search Committee members interview each of the applicants via Skype and give feedback on the candidate's fit for the criteria set out in the advertisement.
- Based on these interviews, three or four candidates are invited to do a campus interview. (See Appendix 20 for a typical interview schedule). Candidates do a teaching presentation, a research presentation and have meetings with the Search Committee, other faculty members, the Director and an Associate Dean of the College of Arts & Sciences. Students are provided a survey instrument to evaluate the applicant's teaching presentation.

- At the conclusion of all the interviews, each faculty member is provided with a survey evaluating the candidates on their teaching and research and is asked to rate and rank order the candidates. (See Appendix 21 for all evaluation surveys.)
- Faculty members meet to discuss the candidates and provide oral feedback to the Search Committee.
- The Search Committee considers all the feedback from students and faculty members and then votes on the candidate to be offered the position.
- After the vote, the Search Committee chair makes a recommendation to the Director, who makes the final determination on the appropriate candidate.
- If the Director determines an impasse exists, she or he can determine to stop the process and start a new search or could consider all the feedback and go ahead with an appointment. Normally, the Director will agree with the recommendations of the Search Committee.
- The Director's decision is final in that the appointment does not have to be approved at the College level because the College believes its role has been fulfilled in terms of screening of the candidate pool, review of the position and of the salary.
- The candidate is made a written offer and given about two weeks to make a decision.

As mentioned before, visiting professor positions are sometimes concluded based on a national search, with the same process as above, which was the case recently for two visiting professors. Typically visiting assistant professors and lecturers are short-term appointments based on two important factors:

- Possession of at least a master's degree in a related field.
- Relevant professional experience.

Because these are typically short-term appointments, recruitment is waived because it is unrealistic and expensive to conduct a national search. Fortunately, being an institution of higher education, the OSU Stillwater campus offers surprising qualifications and skills, and OSU has been generous in allowing staff members to serve as teaching adjuncts. Twice highly talented students who had completed their master's degrees were appointed as visiting assistant professors with the understanding they will at some stage move on to a doctoral program.

On rare occasions, lecturers who have only a bachelor's degree will be invited to teach a course based on their expertise. Under this in-residence program, during the past six years SMSC has appointed a photography lecturer, a web editor, a field production specialist and a Pulitzer Prize winner who taught Public Affairs Reporting.

2. Provide examples of published advertisements for faculty openings in the past six years (before the self-study year) that show required and preferred qualifications of candidates.

See Appendix 22.

3. Describe the unit's expectations of faculty members in teaching, research, creative and professional activity, and service.

Faculty members fall into one of four categories, which determine expectations of their performance:

- Tenure-track and tenured faculty members are evaluated on teaching, research/creative activity and service. Tenure-track professors have a 2/2 teaching load to provide time for research and publication.
- Clinical professors are evaluated on teaching and service. Clinical professors have a 4/4 teaching load.
- Visiting assistant professors have a 4/4 teaching load and have no research or formal expectations of service, except when specifically agreed upon.
- Lecturers typically teach one or sometimes two courses and have no service or research expectations.

Please see the School's Reappointment, Promotion and Tenure policy document in Appendix 11. Faculty adopted this version Oct. 25, 2013.

Faculty in the School of Media & Strategic Communications must fulfill requirements of the School, the College and the University to earn reappointment, tenure and promotion. Care is taken to ensure that the general requirements are consistent among these separate documents, but changes are made at higher levels from time to time that necessitate adjustments to the unit's policies. An example of this in the past five years has been the establishment of Cumulative Reviews for all tenured faculty members, requiring a report on faculty activities from the past five academic years. (See Appendix 23 for the SMSC Cumulative Review Policy and Procedure.) The first cumulative reviews within the School were completed in the 2009-10 academic year.

During the past five years, the School has examined policies and procedures regarding reappointment, tenure and promotion. This examination included discussion about how faculty is evaluated and what work is recognized in such critiques. In the 2011-12 academic year, faculty approved new evaluation categories and criteria for the Director to use when writing yearly faculty evaluations that in turn are used in the reappointment, tenure and promotion process (please see the School's RPT document for an explanation of these categories and criteria). In the 2012-13 academic year, faculty approved revisions to the rest of the School's Reappointment, Promotion and Tenure document. One of the significant revisions updated performance criteria, such as the recognition of faculty multimedia projects as a creative work. This marked the first significant update to the School's overall document since the 2001-02 academic year.

In the past, the vague nature of the evaluation criteria for tenure and promotion created considerable confusion in the School. This was one of the most important reasons the Personnel Committee took on the difficult task of rewriting the School's tenure and promotion document. In the new RPT document, the School has tried to be more specific in terms of expectations for faculty teaching, research and service, specifying artifacts that will count toward research and scholarship. Faculty also agreed that for tenure and promotion purposes a faculty member should be *Excellent* in either teaching or research and *Good* in the other. Service requires a minimum evaluation of *Good*.

4. Describe the normal workload for a full-time faculty member. Explain how workloads are determined. If some workloads are lighter or heavier than normal, explain how these variations are determined.

Workloads for faculty members are fairly consistent, with allowances for certain classes and situations that require more intensive lab work or supervision of lab instructors. Full-time faculty members generally teach 15 credit hours over two semesters (a 3/2 load). This workload has been a consistent policy in the School for many years and is adjusted only in special circumstances. The instructor of record for MC 2003 Media Style and Structure, for example, teaches two large lecture sections (about 80 students each) in the fall and spring semesters. In addition, this person supervises the work of eight lab instructors, meets with them regularly and oversees grading for consistency and monitors their day-to-day teaching. We have determined teaching this one course in equivalent to at least two more traditional courses, so this faculty member was given relief from one course per semester and handles what is essentially a 1/2 teaching load. The coordinator of the graduate program, likewise, has considerable responsibility beyond what happens in the classroom and is given course relief to help cover that work. The director of graduate studies teaches what is essentially a 2/2 load. Faculty appointed to the Welch-Bridgewater and Peggy Welch endowed chairs are also given one course relief (2/2 workloads) to promote academic research and publishing.

Workloads for visiting positions include a slightly higher teaching load as personnel in these positions, for they typically do not carry a research or service obligation. Current policy for visiting faculty sets workloads at 4/4 (24 credit hours) or, in some cases, a 4/3 load (21 credit hours) in instances where classes covered carried unusually high enrollments or were unusually work intensive (i.e., lab sections).

5. Describe the unit's processes and criteria for evaluating the performance of full-time and part-time faculty and instructional staff. Provide course evaluation forms, peer review forms or other documents used in evaluations.

University policy dictates that each course taught during the Fall Semester is to be evaluated through the Student Satisfaction with Instruction system (SSI) (see Appendix 24 for the OSU Guidelines issued by the Office of the Provost). The University Student Survey of Instruction form (see Appendix 25) is used in the evaluation, though individual departments and schools may develop an instrument that more adequately meets the needs of the instructional unit. If a department or school develops an instrument, the Dean's Office for the college under which the unit operates must approve it.

The School of Media & Strategic Communications requires all faculty and graduate teaching assistants use the University questionnaire. The Director urges all faculty members to evaluate each course every semester, including summer and evaluation forms are provided to every instructor for every course each semester. Teaching assistants and adjunct faculty members also are evaluated, and these evaluations play an important role in their reappointment.

Faculty members agreed the Office Administrator should type up the written comments of each course because once the numerical evaluations are completed, the original surveys become the property of the instructor and the comments are no longer available to the Director. These

comments play an important role in the Annual Appraisal and Development process in the School and provide guidance to the Director on how to advise faculty members to improve teaching if necessary. Copies of all quantitative and qualitative course evaluations are kept confidential and become part of the instructor's personnel file.

Teaching performance is one of the areas of discussion with all faculty members during the annual Assessment and Development process. The purpose of the Assessment and Development meetings is to evaluate a faculty member's performance and set goals for the next year.

Student teaching evaluation scores are not the sole means of assessing a faculty member's teaching performance. Instructional evaluations also come from the biannual Alumni Survey OSU conducts and a faculty member's ability to improve existing courses or develop new courses that improve the overall curriculum also are important factors when considering a faculty member's teaching performance.

Research activity is evaluated in terms of the expectations as set out in the Tenure & Promotion Policy, which also determines the evaluation criteria and what counts as research or creative activity. For faculty members who have a research responsibility, research is as rigorously evaluated as teaching. The Director considers research output during the year in terms of peer-reviewed publications and peer-reviewed presentations, and work in progress. Sole or first authorship also is an important consideration, as is the quality and prestige of the publication in which it appeared.

Service is evaluated based on:

- Service to the profession.
- Service to the University.
- Service to the College of Arts & Sciences.
- Service to the School of Media & Strategic Communications.
- Service to the community.

None of these categories is necessarily more important than the other because it is not possible to do service in every category. However, nationally and internationally prominent service and leadership positions in professional organizations receive special mention and consideration.

SMSC follows the OSU Policy for Annual Appraisal and Development (see Appendix 26). The process is:

- On March 1, faculty members provide a self-evaluation of their teaching, research and service (whichever categories are relevant) for the previous calendar year.
- The Director reviews the self-evaluation and writes an evaluation of performance, using the evaluation criteria faculty members had agreed on and that are set out in the School's RTP policy.
- The faculty member is provided with a draft of this letter three days before a meeting with the Director takes place and has an opportunity to comment on the letter.
- During the meeting, the Director and faculty member review the Director's assessment. If the Director finds the faculty member's objections reasonable, changes are made to the letter. The letter is again reviewed and the Director and faculty member sign the OSU Annual Faculty Appraisal and Development Program Form in each other's presence.

- If the faculty member does not agree with the Director's assessment, he or she is provided an opportunity to write a rebuttal. The Director will typically include the faculty member's rebuttal in the assessment document and specify why there is not agreement. Both sign the OSU Annual Faculty Appraisal and Development Program Form, even if there is disagreement because the form does not indicate agreement but that the conversation took place.
- Typically, the A&D documents are submitted to the College on April 1; the Dean reviews, signs and returns them to the School.
- A copy of the assessment and signed form is kept in the faculty member's personnel file. These annual assessments are an integral part of all tenure and promotion processes in the School and College, as well in the five-year cumulative review process.

6. Describe the process for decisions regarding promotion, tenure and salary. Provide relevant faculty handbook sections and any supplementary promotion and tenure criteria and procedures adopted by the unit.

See a copy of the OSU Reappointment, Tenure and Promotion Policy in Appendix 27 and the SMSC Reappointment, Tenure and Promotion Policy in Appendix 11.

The School of Media & Strategic Communications, in keeping with general University policies, maintains a disciplined process for reappointment, tenure and promotion. The Director and the College meet with candidates who are scheduled to go through any of these processes. The process is discussed in minute details with each individual and the required documents and deadlines are reviewed.

Promotion and evaluation of assistant professors on the tenure track

Assistant professors are appointed for an initial contract period of four years. During the third year of the first term, members of the Personnel Committee and the Director evaluate the faculty member's performance and make a recommendation to the Dean of the College of Arts & Sciences to reappoint the faculty member for a second term of three years or issue a report of intention not to reappoint. The candidate has an opportunity to review the recommendation letters from the Personnel Committee and the Director.

Before the recommendation goes to the Dean, the College of Arts & Sciences' Tenure and Promotion Committee evaluates the School's recommendation and makes a recommendation to the Dean on the reappointment of the candidate. The Dean in turn reviews all the recommendations and makes a recommendation to the Provost. The Provost makes the final decision and informs the faculty member accordingly.

If the assistant professor is reappointed at midtenure, the same procedure is followed in the sixth year of the assistant professor's appointment when the candidate goes up for tenure and promotion to associate professor. The only change in procedure is the appointment of three to four external reviewers to review the candidate's research performance.

Procedures again call for the members of the Personnel Committee to gather dossiers on faculty making application for tenure and promotion, evaluate the dossiers against the needs and requirements of the School of Media & Strategic Communications, the individual's performance in relation to assignments and the candidate's statements on teaching and research performance. The Personnel Committee makes a recommendation to the Director on what action should be taken. The Director has the authority to overrule the committee's recommendation and submit a different recommendation to the College of Arts & Sciences. Members of the College of Arts & Sciences Personnel Committee evaluate the School's recommendations and make their recommendation to the Dean. The Dean also makes an independent appraisal of the candidate and recommendation to the Executive Vice President, who makes a final recommendation to the Board of Regents. At all points along the way, the faculty member is kept apprised of the status of the recommendations.

Promotion to rank of full professor

Associate professors who wish to go up for promotion to full professor can decide when they feel ready to be promoted. However, associate professors are not ordinarily considered eligible for promotion in rank before serving five to seven years on the faculty. If a recommendation for promotion in rank to full professor is made to the College of Arts & Sciences and it is turned down, the faculty member cannot request a review of the promotion in rank in the next year.

The same process for promotion to full professor is followed as for tenure and promotion to associate professor, with the exception that the expectations for performance are higher at this level. SMSC's policy on promotion to full professor requires candidates to be outstanding in research and teaching and good in service.

Procedures on Salary Administration

Salary adjustments are merit based and are made on the basis of annual Appraisal and Development performance evaluations. Faculty members not on the tenure track receive an across-the-board increase the College determines.

Typically, the College gives the School a lump sum that can be applied to salary increases and provides guidelines for salary increases that address performance and salary compression. The Director has considerable leeway in assigning increases as long as the total amount is not exceeded. Faculty members' Annual Appraisal and Development reviews since the latest salary increase play a critical role in salary increases. The School's Director prepares salary recommendations based on the faculty member's performance evaluation as well as inequities in distribution of salary because of compression, discrepancies between male and female positions, or other factors. The School Director prepares the recommendations and submits them to the Dean of the College of Arts & Sciences.

7. Describe faculty members' activities outside the unit in service to the campus or university.

Faculty members of the School of Media & Strategic Communications are actively involved in service to the broader University community to the extent time allows. Below is a breakdown by faculty member.

Barbara Allen

- Chapter Adviser, National Association of Black Journalists, Oklahoma State
- Youth program coordinator, National Association of Black Journalists conference

Jeremy Davis

- Director for video boards at OSU women's basketball and wrestling events
- Videographer for Oklahoma State Athletics, Stillwater, Okla.

Matt Elliot

- Member Council for Advancement and Support of Education

Jami Fullerton

- 2011-12 Reappointment, Promotion & Tenure Committee for the College of Arts & Sciences
- 2010 OSU-Tulsa Strategic Planning Committee
- 2010 Search Committee for Dean of the College of Osteopathic Medicine
- 2010 Hosted visiting scholars, Dilara Istybayeva and Azel Zhanibek, from Kazakhstan for a one-month stay in Stillwater
- 2009-10 University Committee for Enrollment and Recruiting
- 2009 Faculty Mentor for Junior Faculty Development Program (JFDP) participant Tarana Mahmudova
- 2008-09 Dean's committee for the selection of Endowed Chairs and Professorships

Jack Hodgson

- Co-instructor for the Broadcast Course of the OSU Alumni Association's Grandparents University (June 2003-present)
- Faculty Adviser: Oklahoma State Sailing Club
- Member of the OSU Media Board, Chair for 2012-13

Derina Holtzhausen

- President of Phi Beta Delta Epsilon Upsilon Chapter, 2013-14
- Served as external chair for one department head search, one department head reappointment and as the A&S representative on an endowed chair search.
- Served as representative of the Social Science Departments of the College of Arts & Sciences on the Search Committee for Dean of College of Arts & Sciences
- Serve as a Fulbright Scholar Adviser
- Serve as member of the OSU President's Commission on the Status of Women
- Participated in OSU Safe Zone Training on LGBT issues
- Member of the OSU Student Media Board
- "Communicating Assertively." Guest Speaker at the 2013 Annual Presentation of the Office of Women's and LGBT Affairs, OSU Office of Multicultural Affairs

Stan Ketterer

- SMSC representative for Arts & Sciences Faculty Council for three years
- Reviewed and ranked about 30 freshman scholarship applications each year from March 2010 to present for the College of Arts & Sciences scholarship program

Edward (Ted) M. Kian

- Participated in OSU Safe Zone Training on LGBT issues

Ken Kim

- 2011 Chair of Oklahoma State University Korean Faculty Association
- 2011-present: Advise Oklahoma State University Korean Student Association

Bobbi Kay Lewis

- Arts & Sciences Faculty Council, Chair, 2013-14
- OSU Innovative State, Faculty Adviser, 2011-13
- Arts & Sciences Faculty Council, Vice Chair, 2012-13
- Faculty Associate, JB House, OSU Department of Residential Life, 2009, 2008, 2007
- Faculty Associate, Stout Hall, OSU Department of Residential Life, 2010
- Presenter, “ADA- Civil Rights vs. Legal Headache” OSU Human Resources Training Seminars, 2009, 2008, 2007, 2006
- Presenter, “Disability: Issues and Paradigms” OSU Human Resources Training Seminars, 2009, 2008, 2007
- Presenter, “Disability Etiquette” OSU Human Resources Training Seminars, 2009, 2008, 2007
- Presenter, “Living with a Disability at OSU” OSU Human Resources Training Seminars, 2009, 2008
- Member, Oklahoma State University Campus Committee on Access, 2009, 2008, 2007, 2006
- Faculty Associate, Media House, OSU Department of Residential Life, 2011-13

John McGuire

- 2008 Member, Committee on Student Organizations
- 2006-12 Outreach for Public Relations Office
- 2013-14 Member, Ad Hoc A&S Committee

Lori McKinnon

- Strategic Planning Committee, OSU-Stillwater, Spring 2011
- Branding Success Capital Campaign, OSU success campaign launch, Spring 2012

Ray Murray

- Served as a proctor for the Dow Jones Internship, November 2012 and October 2013
- Adviser to Her Magazine, January 2012-present
- Faculty member to the Grade Appeals Board, 2009-11
- Faculty member/Chairman of the Student Media Board 2010-12
- Served on the Faculty Council Athletics Committee, 2008-11

Cynthia Nichols

- Children’s Miracle Network Dance Marathon, OSU Chapter Adviser, 2011-12
- Arts & Sciences Student Technology Fee Committee, 2011-present

Gina J. Noble

- Adviser for OSU Homecoming Public Relations Steering Committee, Fall 2012
- Pickens Plan Town Hall Meeting Adviser, Fall 2009

Juliana Nykolaiszyn

- 2012-15 Member, OSU Student Conduct Committee
- 2010-13 Member, OSU Termination Hearing Board

Joey Senat

- 2012-present, Member, Student Publication Board

Mike Sowell

- 2010 Member, College of Arts & Sciences Grade Appeals Board

8. Units should demonstrate that full-time tenured, tenure-track and fixed-term faculty have taught the majority of courses for the three years before the site visit.

Percentage of courses taught by full-time faculty:

Year	Number of Courses	Course Taught by Full-Time Faculty	% Courses Taught by Full-time Faculty
2012-13	149	99	66%
2011-12	130	92	71%
2010-11	121	84	69%

9. In cases where full-time tenured, tenure-track and fixed-term professional faculty are not teaching the majority of courses, the unit should explain how its staffing plan accomplishes the goal of reserving the primary responsibility for teaching to the full-time faculty.

Not applicable.