

GUIDELINE FOR PROMOTION & TENURE

Nicholson School of Communication and Media

Nicholson School of Communication and Media (NSCM) criteria for tenure and promotion are intended to serve as guidelines and standards. These criteria reflect the broad disciplinary and academic interests of the school and its sub-disciplines. This document serves as a guide for their respective internal and external reviewers.

The criteria for promotion and tenure are specified at the school, college, and university levels. School criteria may be more specific than those of the college or university but must not be inconsistent with them.

The criteria provided at the program area level are intended to supplement those existing at the level of College and University. Employees are referred to the UCF Board of Trustees – UFF Collective Bargaining Agreement (most current), and the College of Sciences’ Criteria for Promotion and Tenure Document for college- and university-level criteria. General instructions for preparing the Promotion and Tenure Dossier are provided by the Office of Faculty Excellence.

GENERAL PERFORMANCE CATEGORIES FOR TENURE AND PROMOTION

Promotion to the rank of Associate Professor requires demonstrated excellence in teaching, service, and research/creative activities. While performance in research and creative activities may be measured differently across disciplines in NSCM, the same expectations for TEACHING and SERVICE apply in all disciplines.

Teaching – All NSCM Disciplines

Teaching at the University is a contractual responsibility of most candidates; as such, the load expected for instruction will be assigned by the Director.

In teaching, the following activities (not rank ordered) are recognized as instructional activities:

- Assigned Classroom Instruction
- Intern Direction and Supervision
- Independent Study and Directed Research Supervision
- Honors Undergraduate Thesis Supervision
- Thesis or Dissertation Committee Membership
- Thesis or Dissertation Chair
- Applied Project Committee Membership
- Applied Project Chair
- Studio Project Committee Membership
- Studio Project Chair
- Participation in Workshops, Seminars, and Other Forums with Focus on Curricular

Interests, Teaching or the Learning Process

- Program and Course Development
- Leadership or participation in study-abroad programs

Evidence provided in the teaching category must include:

- Student Perceptions of Instruction (all courses taught during the tenure-earning period)
- Examples of teaching products (e.g., course syllabi, teaching tools, documentation of teaching awards and recognition, and documentation of grants related to teaching)

Other evidence provided may include:

- Grade Distribution Charts.
- Evidence of professional development in teaching, such as using information gained from Faculty Center for Teaching and Learning (FCTL) events.
- Curriculum development artifacts, such as new courses or curriculum documents.
- Evidence of guest lectures/workshop participation.
- Development or participation in study-abroad programs or international teaching exchange.
- Peer reviews of teaching from internal or external reviewers.
- Evidence of awards such as SOTL, TIP, or NSCM teaching awards or from external organization.
- Evidence of inclusivity and diversity in course content and pedagogical methodologies.

Service – All NSCM Disciplines

A candidate's record should demonstrate an appropriate level of service for promotion to the desired rank, with service to NSCM emphasized over college and university service when seeking promotion to Associate Professor. For faculty seeking promotion to Professor, impactful service to the greater university and profession will be expected. Professional service (examples can include, but not limited to, reviewing for academic journals, service to national or international associations related to your field, organizing, or serving on board of events, such as conferences, game jams, or festivals) and community service related to faculty area of expertise may also be documented.

- **School Service:** Program Coordinator, Graduate Program Coordinator, Program Area Assistant Director, School Associate Director, elected and ad hoc committee assignments.
- **University Service:** Activity devoted to the administrative function, improvement, and/or enhancement of the school, college, and university.
- **Professional Service:** Participation in professional organizations or professional outlets related to faculty members' disciplines or general faculty roles.
- **Public or Community Service:** Activity that utilizes professional background and expertise in the community outside of the University.

Evidence provided in the service category must include:

- A listing of all committee assignments by year and role on committee.

Other evidence provided may include:

- Descriptions and outcomes of highly impactful service assignments.
- Descriptions and outcomes of all other professional or public service activity.
- Descriptions of involvement and engagement with activities that promote inclusivity and diversity within the university, professional, and/or public communities.

Scholarly Research and Creative Activity – All NSCM Disciplines

NSCM faculty may consider several ways to demonstrate scholarly research and creative activity. To satisfy this the requirement of scholarly research and creative activity, faculty may choose to follow one of these three pathways: scholarly research, creative activities, or a combination of both. The pathway chosen by the faculty member should be identified clearly in the candidate's dossier.

Scholarly Research

To advance in rank with scholarly research, a faculty member must provide evidence of a successful research program through publications in refereed outlets. This type of research dissemination can often be unique based on the candidate's area of research and as such further details will be provided below for each area of NSCM. Faculty often work collaboratively on research and the dissemination of scholarly research and share credit. Regarding collaboration, faculty should provide evidence of their role in the creation of the larger project.

In all areas, candidates should be aware:

- Publications should typically have occurred since the previous rank change at UCF, with sustained evidence of research productivity.
- The quantity of publications is not the sole determinant of the level of a candidate's research productivity, as quality and context are considered.
- Faculty who come to UCF with tenure credit may count work completed within the years credited. Similarly, faculty who come to UCF as tenured associates may include work from their previous institution since the previous rank change.

While not an exhaustive list, the following activities are considered research:

- Published refereed research (peer-reviewed journal articles, book chapters, scholarly books)
- Scholarly presentations and refereed conference proceedings.
- Acquisition of grants and contracts (external funding).

Creative Activities

To advance in rank with creative activity, a faculty member must provide evidence of an ongoing record of ideation, production, and dissemination. Creative activities, while often the subject of research publications, are not in themselves publications, but are the result of creative practice

such as film and television production, video game development and design, studying the impact of media on users, designing new interdisciplinary techniques, dissecting, or modifying existing media, as well as many other activities too numerous to list. Faculty often work collaboratively on the production and dissemination of creative activities and share credit. Regarding collaboration, faculty should provide evidence of their role in the creation of the larger project.

While not an exhaustive list, the following activities are considered creative activities:

- Juried creative work exhibited at a conference or festival.
- Awarded external funding for creative project in a key role.
- Awarded internal funding to support creative activities.
- Award, fellowship, and/or residency.
- Show in University or commercial galleries, museums, and media art centers.
- Published through media company such as streaming service or commercial marketplace.

CRITERIA FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR

Teaching – All Program Areas

Candidates for tenure and promotion to Associate Professor must provide evidence of sustained growth and excellence in their teaching. Student evaluations for all courses taught since arrival on tenure track must be provided, along with other evidence such as course syllabi, teaching awards and recognition, teaching-related grants, professional development, peer review of teaching, or other information, which reflects the quality of instruction provided by the faculty member. The evidence provided will be interpreted in terms of the type of courses taught, the level of students, instructor familiarity with the subject matter (new preparation), and other relevant information.

Service – All Program Areas

A candidate's record should demonstrate a record of service. At the level of promotion to the rank of Associate Professor, service to NSCM is emphasized over college and university service. Professional service (e.g., reviewing for academic journals, leadership in/work for national or international associations) and community service related to faculty area of expertise may be documented.

Scholarly Research and Creative Activity – By Program Area

The following sections break out Scholarly Research and Creative Activities by the Program Area. In recognition of the various components of NSCM, and the diversity of approach involved in the pursuit of new knowledge through scholarly research and creative activities, it is expected that impactful performance will be evidenced by indicators of success for the faculty member's discipline. Works must be ranked according to institutional standards of accepted level of adjudication, audience reach, and established venues, and due to the multidisciplinary

nature of NSCM it is the responsibility of candidate to substantiate all claims with clear and compelling evidence.

Program Area: Communication

To advance to Associate Professor rank with tenure, a faculty member must provide evidence of a successful research program through one of the following thresholds, recognizing the perceived quality of work based upon measures listed below may affect the actual number required

- Publish eight (8) scholarly research articles in peer-reviewed publications.
- Author one scholarly book (first edition) AND four scholarly research articles in peer-reviewed publications.
- Author one scholarly book (first edition) OR four scholarly research articles in peer-reviewed publications AND obtain external funding that includes indirect costs.

A peer-reviewed book with a university or other respected academic publisher typically counts as four publications. Publications typically should have occurred since the tenure-earning appointment at UCF (or if granted tenure credit, including those credited years), with sustained research productivity evident.

Quantity of publications is not the sole determinant of the level of a candidate's research productivity. The general expectation for number of publications is accompanied by the stipulation that these will be of high quality at a level appropriate for a research university. Institute for Scientific Information (ISI) designation and impact factors (e.g., peer review, acceptance rate, visibility/significance of outlet, audience, or venue, reach of presentation or publication, etc.) are indicators of quality of scholarly research.

Generally, solo authorship is regarded more highly than joint authorship. However, collaboration is common, particularly for those faculty who have established research teams or secured funding for their research. In cases of joint authorship, author order may denote levels of contribution that have been mutually agreed upon by the co-authors, with being first author viewed as the lead scholar on the study. However, this may not always be the case, and faculty are responsible for providing context, when necessary. Applied scholarly research (i.e., scholarly research that leads to change in practice) is regarded as equally important as academic scholarly research (i.e., scholarly research that helps shape theory). Faculty are responsible for providing context about impact.

Program Area: Film & Mass Media

The Film & Mass Media Program is a community of scholars who conduct research and engage in creative activity. A tenure-earning faculty member may engage in either scholarly research or creative activities or a combination of both. Henceforth, these will be referred to as the research track, the creative track, and the combined track.

Applied scholarly research (i.e., scholarly research that leads to change in practice) is regarded as equally important as academic scholarly research (i.e., scholarly research that helps shape theory).

In scholarly research, both solo and joint authorship are highly regarded. Collaboration is common, particularly for those faculty who have established research teams or secured funding for their research. In cases of joint authorship, author order may denote levels of contribution that have been mutually agreed upon by the co-authors, with being first author viewed as the lead scholar on the study. However, this is not always the case, and faculty are responsible for providing context, when necessary.

In creative activity, collaboration is also common so the faculty member will identify the primary role played in the creation of the project when reporting. Creative works in the film area often take two or more years to complete and disseminate. Therefore, evaluators will consider ideation, production, and dissemination as part of the creative process and should not expect adjudicated work on an annual basis. For example, a film faculty member might complete only one or two projects that have received impactful national recognition within a multi-year time frame. Progress toward ideation and production leading to completion and dissemination should be considered in the early years of a faculty member's tenure track.

Creative works may be exhibited at multiple locations over several years' time. Typically, after five (5) years, works are no longer considered new, but revision of an existing work for further exhibition or distribution may increase its impact or significance. For example, a film that is exhibited for one (1) -two (2) years in film festivals may then be revised for national or international exhibition or distribution on an electronic media channel such as broadcast or streaming.

There are three tracks by which Film & Mass Media Faculty may seek promotion: the scholarly research track, the creative track, and the combined track. The candidate seeking promotion will identify the chosen track in the initial impact statement.

Research Track

To advance to Associate Professor rank with tenure, faculty must meet one of the following thresholds:

- Publish eight (8) scholarly research articles in peer-reviewed publications.
- Author one scholarly book (first edition) AND four scholarly research articles in peer-reviewed publications.
- Author one scholarly book (first edition) OR four (4) scholarly research articles in peer-reviewed publications AND obtain external funding that includes indirect costs.

Quantity of publications is not the sole determinant of the level of a candidate's research productivity. The general expectation for number of publications is accompanied by the

stipulation that these will be of high quality at a level appropriate for a research university. Quality of research can be demonstrated by rigor and impact factors (e.g., peer review, acceptance rate, visibility/significance of outlet, audience, or venue, reach of presentation or publication). Candidates with a high proportion of multi-authored publications should provide evidence of leadership or role on those publications.

Creative Track

The three factors that ultimately carry weight in this track are production, dissemination, and recognition/impact. Although it is appropriate for annual evaluations to consider smaller milestones (such as fundraising and completing steps of preproduction) on the way to production and dissemination, this document focuses on the three factors that ultimately matter when a faculty member is being tenured and/or promoted: the actual creative works completed (production), the dissemination of those works, and recognition/impact of those works.

Production

Faculty seeking promotion via the creative track generally must produce and/or direct one of the following:

- Feature length film.
- Electronic media program with significant complexity, including at least one but not necessarily all of the following: live productions, multiple cameras and sound synch, multiple locations, remote locations with significant lengths of cable runs; complex camera operations such as jibs, cranes, dollies, drones; presence and/or participation of a live audience
- A shorter film and/or electronic media project with significant complexity using innovative methodology, such as: VR/360/180-degree digital camera operation and digital editing; innovations/creative production with celluloid 8mm, 16mm, 35mm and flatbed or reel to reel editing; analog/digital glitch image capture/editing; any evolving technology that challenges conventional film production processes.
- Two or more shorter projects. Short films generally range between 5 and 40 minutes, but the research, pre-production, production, and post-production of a short film should be of high quality, meeting peer review and juried standards. It is the responsibility of the faculty member to fully describe and explain the complexity of the production relative to the duration of the film. In other words, some experimental films shot on celluloid take a long time to edit and generally experimental films are short films involving complex processes.

Dissemination

Faculty seeking tenure/promotion via the creative track generally must have their work regularly disseminated through one or more of the following venues:

- University or commercial galleries, museums, and media art centers.
- Film festivals (provide acceptance rate and duration of existence of festival when possible).
- Media companies, electronic media including commercial and/or public television, cable,

satellite systems and internet, streaming services, Video on Demand (VOD), Digital Video Disc (DVD), etc.

Recognition/Impact

Faculty seeking promotion via the creative track generally have had their expertise acknowledged by their peers or industry professionals. Examples of recognition/impact include, but are not limited to, the following:

- Fellowship or residency.
- Film festival or competition award.
- Acceptance in well-established or prestigious film festivals (provide acceptance rate and duration of existence of festival when possible).
- Innovation and/or impact on the work of others.

Combined Track

Faculty seeking tenure and promotion to Associate Professor via this track would be expected to produce four high quality peer-reviewed scholarly articles OR a scholarly book AND produce/disseminate at least one creative work. Candidates choosing to follow this path are strongly encouraged to communicate their plan to the school director and the Promotion and Tenure Committee early and often.

Program Area: Game and Interactive Media

The Game and Interactive Media Program (GaIM) is a community of scholars who conduct research and engage in creative activity. A tenure-earning faculty member may engage in either research or creative activities or a combination of both. Applied scholarly research (i.e., scholarly research that leads to change in practice) is regarded as equally important as academic scholarly research (i.e., scholarly research that helps shape theory).

First author, or sole author, principal investigator is typically ranked higher, but collaborations are the norm in Digital Media. In cases of collaboration, author order may denote levels of contribution that have been mutually agreed upon by the co-authors, with being first author viewed as the lead scholar on the study. However, this is not always the case, and faculty are responsible for providing context, when necessary. Candidates with a high proportion of multi-authored publications should provide evidence of leadership, or a significant role on those publications. For example, publications in partnerships and in collaborations, and with projects mentoring research assistants of teams of students, will be viewed just as favorably as a sole author.

In *creative activity*, collaboration is also common so the faculty member will identify the primary role played in the creation of the project when reporting. Creative works in the GaIM area often take two or more years to complete and disseminate. Therefore, evaluators should not expect adjudicated work on an annual basis. For example, a GaIM faculty member might have

only one or two projects that have received impactful national recognition within a multi-year time frame.

To advance in rank to associate professor, a faculty member must provide evidence of a successful research program through publications and/or creative activities in peer reviewed outlets. Faculty may choose to focus their scholarship on scholarly publications, creative work, or a combination of both. In Games and Interactive Media, it is generally expected that a candidate will be both generating creative works and producing publications around them.

There are three tracks by which Game and Interactive Media Faculty may seek promotion: the scholarly research track, the creative track, and the combined track.

Scholarly Research Track

Faculty members who choose to emphasize scholarly publications are expected to meet one of the following thresholds:

- Publish eight (8) scholarly research articles in peer-reviewed publications.
- Author one scholarly book (first edition) AND four scholarly research articles in peer-reviewed publications.
- Author one scholarly book (first edition) OR four (4) scholarly research articles in peer-reviewed publications AND obtain external funding that includes indirect costs.

Digital Media is a fast-moving field of study with many of the top venues being in published proceedings; as such, it is expected that faculty will pursue publication in appropriate venues and provide justification for reviewers that may be less familiar with their area. A peer-reviewed book with a university or other respected academic publisher typically counts as four publications and may be counted through the ideation, production, and dissemination stages. Justification of merit should be provided. Publications should typically have occurred since the tenure-earning appointment at UCF, with sustained research productivity evident.

Quantity of publications is not the sole determinant of the level of a candidate's research productivity. The general expectation for number of publications is accompanied by the stipulation that these will be of high quality. Quality of research can be demonstrated by, for example, the rigor and impact of the journals or presses where publications appear, citations, prestigious invitations to present results, etc.

In cases of collaboration, author order may denote levels of contribution that have been mutually agreed upon by the co-authors, with being first author viewed as the lead scholar on the study. However, this is not always the case, and faculty are responsible for providing context, when necessary.

Creative Activity Track

In recognition of the diversity of experimentation involved in the pursuit of new knowledge through creative activity, it is expected that impactful performance of faculty involved in creative activities will be evidenced by indicators of research success for the faculty member's discipline. Creative activities must be ranked according to institutional standards of adjudication, audience reach, and established venues, and due to the multidisciplinary nature of GaIM it is the responsibility of candidate to substantiate all claims with clear and compelling evidence.

Standards for traditional scholarly work and research are well established. GaIM also recognizes creative activity and achievement for tenure and promotion, specifically that which entails ongoing and consistently high measures of accomplishment. Creative work is given the same rigorous external review by which scholarly work is judged, but this type of review may take different forms, including publication/presentation in respected venues of a particular medium.

The three factors that ultimately carry weight in this track are production, dissemination, and recognition/impact. Although it is appropriate for annual evaluations (both AESPs and CPEs) to consider smaller milestones (such as fundraising and preproduction) on the way to production and dissemination, this document focusses on the factors that ultimately matter when a faculty member is tenured and/or promoted: the number of actual creative works completed, the dissemination of those works and recognition/impact of those works.

Production

A project may start through a grant or other funding mechanism, and it may also be experimentation that could lead to broader funding or dissemination opportunities. In such cases, an explanation of the project and its potential future impact should be included.

Examples include, but are not limited to, the following:

- Achieves recognition for scholarship or creative work at the international or national level. Criteria include, but are not limited to:
 - Funding for project (e.g., grant, investor commitment, donation, talent/crew work on a donated or deferred basis, in-kind donations).
 - Commission for creative work in a key role (e.g., writer, project manager, designer, artist).
 - Award, fellowship, and/or residency.
- Be awarded ONE external grant or contract processed through Office of Research and Commercialization (ORC) that provides indirect funds to the NSCM.
- Other: Perform some other noteworthy scholarly research/creative accomplishment that is adequately represented in this evaluation. (Note: Activity must be specified, and faculty must provide satisfactory documentation.)

Dissemination

The expectation for research and creative activities is that such efforts should lead to formal public presentation related to one's professional and/or academic activities. Publication and

public exhibition may include any venue that is refereed, juried, mediated, by special invitation, or meets the accepted professional standard within the discipline, or industry. Scholarship and creative work must be disseminated publicly and evaluated by experts in the field. It is difficult to review creative work across disciplines, so it is incumbent on the candidate to provide evidence of their impact. This should be done through dissemination of the work.

Joint authorship is the norm in the GaIM field, as most scholarly research projects and creative activities are collaborative. Each author of a GaIM paper, presentation, or creative work shares full credit for purposes of evaluation.

Examples include, but are not limited to, the following:

- Disseminates work in a peer-approved venue that results from special/juried invitation or peer review sponsored by:
 - Academic, commercial, or professional presses, publishers, etc.
 - University or commercial galleries, museums, and media art centers.
 - Professional meetings, conferences, competitions, etc.
 - Media companies, electronic media including commercial and/or public television, cable, satellite systems and internet, etc.
 - Recognized arts and media organizations, festivals, competitions, retrospectives, etc.
- Evidence of dissemination on Apple iTunes, Google Play, Steam.com, Itch.io, or others, and in partnership with collaborators as part of a larger collaborative project (e.g., on an organization's official website or app store) and impact (e.g., press coverage, use or attendance, number of downloads).
- Disseminates scholarly research findings or a technical report in an area related to one's area of expertise resulting from a consultation to industry, community, non-governmental organization, professional, or educational agency.
- Makes a keynote or featured presentation at an esteemed national or international conference in the faculty member's discipline.

Guidance for Quantifying Creative Work (non-exhaustive)

- Grants and Contracts – Funded proposals rank above submissions (include ORC reports and UCF Foundation reports to document effort). Secured funding from external organizations is ranked higher than internal sources.
- Type of Venue - International and national activities more highly than regional or local activities. Regional activities are rated more highly than local activities.
- Competition and Composition of Participants - peer-reviewed and competitive creative activities generally rank above non-peer-reviewed and non-competitive creative activities. However, invited publications or presentations or performances that carry prestige will be duly weighted.
- Type and Amount of Contribution - In disciplines where individually conceived scholarly and creative activities are the norm, they will be valued more than group or co-authored works. However, in those disciplines with a tradition of collaborative scholarly and creative activities, they will be considered equal to individually conceived works.

- Acceptance Rates - When available, acceptance rates of adjudicated scholarly and creative activity (e.g., exhibitions, publications, grants, etc.) should be documented and will be considered in the faculty member's research dossier section.
- Time Frame and Timeliness - The review time for submissions may be lengthy (ranging from several months to over a year), as may the time between acceptance of work and its actual exhibition or publication. In cases where publication venues have an unusually long-time delay for notification and/or exhibition/publication, the candidate is advised to provide evidence that explains the length of the review process.

Recognition/Impact

Faculty seeking promotion via the creative track generally have had their expertise acknowledged by their peers or industry professionals. Unlike papers and books, creative works in GaIM may be exhibited at multiple locations over time, with the expectation that the venue increases in reputation or changes in audience with each successive exhibition. Typically, after five (5) years works are no longer considered new, and further exhibition only receives credit as part of a retrospective.

Examples of recognition/impact include, but are not limited to, the following:

- Fellowship or residency.
- Shows, exhibits, or competition recognition and awards.
- Well-established or prestigious festivals (provide acceptance rate and duration of existence when possible).

In some cases, public dissemination is not typical or necessary for a work to be judged as a high accomplishment. In such cases where the work has met the critical standard of adjudicated review, it should be considered the equivalent of a disseminated work. It is understood that these cases are the exception rather than the rule, and that it is the responsibility of the faculty member to address the circumstances.

Combined Track

Faculty seeking tenure and promotion to Associate Professor via this track would be expected to produce four scholarly articles OR a scholarly book AND produce/disseminate at least one creative work. Candidates choosing to follow this path are strongly encouraged to communicate their plan to the school director and seek mentorship from their program.

CRITERIA FOR PROMOTION TO PROFESSOR

To qualify for promotion to Professor, faculty members must demonstrate sustained excellence in research that establishes them as nationally or internationally recognized leaders in their field, excellence in teaching, and impactful leadership.

Teaching – All Program Areas

Candidates for promotion to Professor must provide evidence of sustained excellence in their teaching as described in the section of promotion to Associate Professor. Additionally, candidates are expected to demonstrate sustained effort in mentoring undergraduate and/or graduate students and show academic leadership in teaching and curriculum creation and pedagogical innovation.

Service – All Program Areas

In service, faculty must have a strong record of excellence and impactful leadership outside of their academic unit. This may take the form of service to college, university, community, office holding in national or international professional organizations, or other service to the profession. There must be clear evidence of the impact and quality of the service in industry, the discipline, or the community, regional, national, or international levels in at least one of the following positions:

- Board member, officer, or editor for a well-established academic organization in the discipline.
- Board member or officer for a well-established professional organization aligned with industry.
- Otherwise, demonstrate an impactful commitment to the industry or discipline.

Scholarly Research and Creativity – By Program Area

The following sections break out Scholarly Research and Creative Activities by the Program Area. In recognition of the various disciplines of NSCM, and the diversity of approach or experimentation involved in the pursuit of new knowledge through scholarly research and creative activity, it is expected that impactful performance will be evidenced by indicators of research and/or creative activity success for the faculty member's discipline. Works must be ranked according to institutional standards of accepted level of adjudication, audience reach, and established venues, and due to the multidisciplinary nature of NSCM it is the responsibility of candidate to substantiate all claims with clear and compelling evidence.

The guideline number of publications since promotion to Associate Professor that is required for promotion to Professor is 12. Consideration will be made of the discipline-specific publication equivalencies for each of program in the Nicholson School of Communication and Media. Some disciplines have research tracks for creative and hybrid work. In these tracks, publication requirements may be reduced or eliminated.

Program Area: Communication

In scholarly research, faculty must demonstrate sustained productivity of high quality that has led to a substantial scholarly reputation. Evidence of impact is essential. Possible evidence includes publications in high-quality journals and presses, grant and contract success, prestigious invited presentations or contributions, evidence of influence on other researchers,

awards and other recognitions, editorship of significant journals, panel and board memberships, and similar accomplishments.

Both quality and quantity of publications and their equivalents listed above are important, but precise numbers are impossible to establish in advance. Typically, an acceptable level of published work is reached with 12 articles in refereed research outlets **after promotion to Associate Professor** is expected before promotion to Professor. Generally, such accomplishment will be considered necessary for promotion, although not necessarily sufficient depending on the quality of work, joint and senior authorship, and other factors. The chief consideration is whether the body of scholarship has had significant impact that has led to a substantial professional reputation.

Program Area Film & Mass Media

In scholarly research, faculty must demonstrate sustained productivity of high quality that has led to a substantial scholarly reputation. Evidence of impact is essential. Possible evidence includes publications in high-quality journals and presses, grant and contract success, prestigious invited presentations or contributions, evidence of influence on other researchers, awards and other recognitions, editorship of significant journals, panel and board memberships, and similar accomplishments. Both quality and quantity of publications and their equivalents listed above are important, but precise numbers are impossible to establish in advance. More may be required depending on the quality of work, joint and senior authorship, and other factors. The chief consideration is whether the body of scholarship has had significant impact that has led to a substantial professional reputation.

Likewise, those on a creative track should have demonstrated sustained productivity in creative endeavor. Possible evidence includes competitive selection for broadcast in national or international markets, external funding for creative work, festival prizes and other awards, production by recognized professional production companies, and published reviews in academic or professional publications. Evaluation of creative work is similar to evaluating scholarship. Some sort of peer review or vetting of quality is essential. The duration of a work or the complexity of its methodology should be documented so it may be taken into consideration. The onus is on the candidate to make argument that the quality of creative work is appropriate.

Scholarly Research Track

In scholarly research, faculty must demonstrate sustained productivity of high quality that has led to a substantial scholarly reputation. Evidence of impact is essential. Possible evidence includes publications in high-quality journals and presses, grant and contract success, prestigious invited presentations or contributions, evidence of influence on other researchers, awards and other recognitions, editorship of significant journals, panel and board memberships, and similar accomplishments. Both quality and quantity of publications and their equivalents listed above are considered.

The number of publications required for the scholarly research track should be dictated by the quality of the publications, as measured by accepted metrics in the field. The onus would be on the faculty member to provide the context for the number of publications provided.

In order to be promoted from Associate Professor to Professor via this track, faculty must meet one of the following thresholds post-tenure.

- Publish 12 scholarly research articles in peer-reviewed publications, providing context if the number varies from the general benchmark.
- Author one or more scholarly book(s) (first edition) AND the remaining number of scholarly research articles in peer-reviewed publications.
- Author one or more scholarly book(s) (first edition) AND obtain external funding that includes indirect costs AND the remaining number of scholarly research articles in peer-reviewed publications

A peer-reviewed book with a university or other respected academic publisher typically counts as four publications and may be counted through the ideation, production, and dissemination stages.

Creative Track

The three factors that ultimately carry weight in this track are sustained production, dissemination, and recognition/impact leading to national or international prominence. Although it is appropriate for annual evaluations to consider smaller milestones (such as fundraising and preproduction) on the way to production and dissemination, this section focusses on the factors that ultimately matter when somebody is promoted to Professor: the actual creative works completed (Production), the dissemination of those works, and recognition/impact of those works. When being promoted to Professor in the creative activity track, it is expected that the candidate's creative output will have increased in both quality and quantity as measured by accepted metrics in the field. The onus is on the faculty member to provide context for both the quantity and quality of their work.

Production

A faculty member seeking promotion to Professor via the creative track will produce creative works in any of the following areas post-tenure:

- Feature length film.
- Electronic media program with significant complexity.
- A shorter film and/or electronic media project with significant complexity using innovative methodology.
- Two or more shorter projects.

Although in the Production category there is no distinction between promotion to Associate or Professor, it is in the areas of dissemination and impact that the bar is raised. The expectation is

that the faculty member will garner a reputation for the quality of their work on a national or international level. Faculty are expected to provide the measurable factors that determine the impact of dissemination and impact, including but not limited to:

- Acceptance Rate/Competitive level of venue.
- Duration of the venue's existence.
- Scope, such as international, national, regional, local, etc.
- Market size.

Dissemination

Faculty seeking promotion to Professor via the creative track generally must have their work regularly disseminated through wide-reaching and high-quality venues, such as:

- Commercial galleries, museums, and media art centers.
- Film festivals (provide acceptance rate and duration of existence when possible).
- Media companies, electronic media including commercial and/or public television, cable, satellite systems and internet, streaming services, VOD, DVD, etc.

Recognition/Impact

Faculty seeking promotion via the creative track generally have had their expertise acknowledged by peers and professionals within the industry. Examples of recognition/impact include, but are not limited to, the following:

- Fellowship or residency.
- Awards at film festivals, exhibitions, and/or competitions award.
- Recognition for being innovative and/or impacting the work of others.

Combined Track

Faculty seeking tenure and promotion to Professor via this track would be expected to produce and disseminate at one or more creative work at the national or international level following the established expectations identified in the Creative Activity Track AND contributing to scholarly articles AND/OR a scholarly book AND/OR an external grant that secures indirect costs with an equivalence to the expected 12 scholarly articles. Candidates choosing to follow this path are strongly encouraged to communicate their plan to the school director and seek mentorship in their program. When being considered for promotion to Professor in the Creative Activity Track, it is expected that the candidate's creative output will have increased in both quality and quantity as measured by accepted metrics in the field. The onus is on the faculty member to provide context for both the quantity and quality of their work.

Program Area Games and Interactive Media

In scholarly research, faculty must demonstrate sustained productivity of high quality that has

led to a substantial scholarly reputation. Evidence of impact is essential. Possible evidence includes publications in high-quality journals and presses, grant and contract success, prestigious invited presentations or contributions, evidence of influence on other researchers, awards and other recognitions, editorship of significant journals, panel and board memberships, and similar accomplishments. Both quality and quantity of publications and their equivalents listed above are important, but precise numbers are impossible to establish in advance.

Likewise, those on a creative track should have demonstrated sustained productivity in creative endeavor. Possible evidence includes competitive selection for broadcast in national or international markets, external funding for creative work, festival prizes and other awards, production by recognized professional production companies, and published reviews in academic or professional publications. Evaluation of creative work is similar to evaluating scholarship. Some sort of peer review or vetting of quality is essential. The onus is on the candidate to make argument that the quality of creative work is appropriate.

Scholarly Research Track

In scholarly research, faculty must demonstrate sustained productivity of high quality that has led to a substantial scholarly reputation. Evidence of impact is essential. Possible evidence includes publications in high-quality journals and presses, grant and contract success, prestigious invited presentations or contributions, evidence of influence on other researchers, awards and other recognitions, editorship of significant journals, panel and board memberships, and similar accomplishments. Both quality and quantity of publications and their equivalents listed above are important, but precise numbers are impossible to establish in advance. More may be required depending on the quality of work, joint and senior authorship, and other factors. The chief consideration is whether the body of scholarship has had significant impact that has led to a substantial professional reputation.

The number of publications required for the scholarly research track should be dictated by the quality of the publications, as measured by accepted metrics in the field; the teaching assignment being heavier or lighter in different programs; if the candidate carrying a heavier service load due to leadership assignment; and other extenuating circumstances. The onus would be on the faculty member to provide the context for the number of publications provided, but generally speaking, 12 would be required.

As with promotion to Associate Professor peer-reviewed conference proceedings are highly valued in GaIM as well as books. Justification for publications should be provided. Generally, such accomplishment will be considered necessary for promotion, although not necessarily sufficient. More may be required depending on the quality of work, and other factors. In GaIM it is acknowledged that most scholarly work is accomplished in groups and as such joint authorship is commonplace. The chief consideration is whether the body of scholarship has had significant impact that has led to a substantial professional reputation.

In order to be promoted from Associate Professor to Professor via this track, faculty must meet one of the following thresholds post-tenure:

- Publish 12 scholarly research articles in peer-reviewed publications, providing context if the number varies from the general benchmark.
- Author one or more scholarly book(s) (first edition) AND the remaining number of scholarly research articles in peer-reviewed publications.
- Author one or more scholarly book(s) (first edition) AND obtain external funding that includes indirect costs AND the remaining number of scholarly research articles in peer-reviewed publications

A peer-reviewed book with a university or other respected academic publisher typically counts as four publications and may be counted through the ideation, production, and dissemination stages.

Creative Activity Track

The three factors that ultimately carry weight in this track are production, dissemination, and recognition/impact. Although it is appropriate for annual evaluations to consider smaller milestones (such as fundraising and preproduction) on the way to production and dissemination, this section focusses on the factors that ultimately matter when somebody is promoted to Professor: the actual creative works completed, the dissemination of those works and recognition/impact of those works. When being promoted to Professor in the creative activity track, it is expected that the candidate's creative output will have increased in both quality and quantity as measured by accepted metrics in the field. The onus is on the faculty member to provide context for both the quantity and quality of their work.

Production

Although in the Production category there is no distinction between promotion to Associate or Professor, it is in the areas of dissemination and impact that the bar is raised. The expectation is that the faculty member will garner a reputation for the quality of their work on a national or international level. Measurable factors that determine this could include, but are not limited to:

- Acceptance Rate/Competitive level of venue.
- Duration of the venue's existence.
- Scope, such as international, national, regional, local, etc.
- Market size.

Dissemination

Faculty seeking promotion to Professor via the creative track generally must have their work regularly disseminated through wide-reaching and high-quality venues. Examples include, but are not limited to, the following:

- Commercial galleries, museums, and media art centers.
- Media Festivals (provide acceptance rate and duration of existence when possible).
- Media companies, electronic media including commercial and/or public venues.

Recognition/Impact

Faculty seeking promotion via the creative track generally have had their expertise acknowledged by peers and professionals within the industry. Examples of recognition/impact include, but are not limited to, the following:

- Fellowship or residency.
- Awards at interactive showcases, exhibitions, or competitions.
- The ability to demonstrate innovation and/or impact on the work of others.

Combined Track

Faculty seeking tenure and promotion to Professor via this track would be expected to produce and disseminate one or more creative works at the national or international level following the established expectations identified in the Creative Activity Track AND contributing to scholarly articles AND/OR a scholarly book AND/OR an external grant that secures indirect costs with an equivalence to the expected 12 scholarly articles. Candidates choosing to follow this path are strongly encouraged to communicate their plan to the school director and seek mentorship in their program. When being promoted to Professor in the creative activity track, it is expected that the candidate's creative output will have increased in both quality and quantity as measured by accepted metrics in the field. The onus is on the faculty member to provide context for both the quantity and quality of their work.

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