

Part II, Standard 1. Mission, Governance and Administration

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Executive summary:

SJMC's greatest strength is its clear-cut mission, set for it when it became a free-standing school in 1991 and updated ever since: to be a high-quality, professionally-oriented program serving minority students, dedicated to fostering successful careers in communication, and distinguishing itself through its international involvement, especially in Latin America.

SJMC has grown and succeeded because it takes this three-part mission to heart in everything it does, from transforming its curriculum to hiring new faculty; from fundraising through donations, grants and contracts; to establishing new programs and majors.

The current dean was hired in December 2011 and is a former academic senate member and faculty council chair at his previous institution; he is deeply committed to shared governance, democratic leadership and transparency. The adoption of our current 2015-2020 Strategic Plan, which includes revised Mission, Vision and Values statements, is the culmination of an almost 18-month long process that started in January 2012, when the new dean convened an SJMC staff and faculty retreat to discuss the future of the school.

That initial discussion was focused on and informed by four pressing issues: professional and community engagement, global education, curriculum, and planned growth. The faculty and staff discussions extended throughout the spring, and culminated with the dean's Strategic Vision document, written in the summer and presented in the fall of 2012.

The SJMC leadership team used the dean's vision document and the previous long-range plan to conduct discussions for the new 2015-2020 Strategic Plan, which started in full in spring of 2013.

The school's newly revised mission, vision and values statements stayed close to SJMC's historical commitment to being a globally engaged school that fosters multiculturalism and provides high quality education to mainly minority students. The administration and faculty also reinforced their historical commitment to providing student-centered and up-to-date programs that adhere to ACEJMC's highest quality standards.

Besides the Strategic Plan and newly revised statements, it is worth noting that, through a grassroots and participatory process, the SJMC adopted two new, shared governance mechanisms in the past two years: the school's first constitution and a newly formed faculty assembly. More details on all of these developments are within this standard.

1. Describe the administrative structure of the unit, including to whom the unit administrator reports to within the university. Include names and titles. The information should extend from the lowest level of administrative responsibility within the unit to the institution's chief executive officer.

Within the university, the SJMC dean reports to the provost, who also services as executive vice president and chief operating officer. The provost reports to the university president, who is the CEO of the institution.

The SJMC dean, Raul Reis, is the chief administrative officer of the school. He oversees academic and personnel matters, promotion and tenure, and budgetary and policy concerns. He is the third dean in the history of the school, being named permanent dean in December 2011.

The associate dean, Allan Richards, directs activities, programs, plans, and special projects. He acts in the absence of the dean, and oversees matters concerning accreditation, and monitoring of the academic program, and works closely with the department chairs. The associate dean reports directly to the dean.

In 2013, the school created the post of associate dean for graduate studies and hired Kathy Fitzpatrick to fill that position. She oversees graduate faculty, develops courses and coordinates in policy making and operations with the dean and other associate dean. Her duties are described in detail in Standard 1, Item 9. The associate dean reports to the dean.

The school has two department chairs. The interim chair of the Department of Advertising and Public Relations is Maria Elena Villar. The chair of the Department of Journalism and Broadcasting is Teresa Ponte, who also oversees the Digital Media Studies program. The chairs report to the dean.

The department chairs work with the faculty to ensure the smooth functioning of the departments. The responsibility of each of the department chairs is to make sure that the delivery of the academic program in that particular department is in agreement with the mission of the SJMC, that it meets all of the criteria put forth by the ACEJMC for quality education, and that it is responsive to students within that department.

The chairs' work includes planning, class scheduling, recruitment, budgeting, faculty development and evaluation, oversight of all department activities, and serving on the school's leadership team.

The Director of SJMC Online, Michael Sheerin, oversees the development and operation of online courses as the school moves to putting more classes online, while increasing the quality of

the current offerings. He coordinates this ongoing effort with the university. In this role, he sits on the leadership team.

The Associate Director of the Office of Student Services, Francisco Marrero, leads a staff that: advises SJMC students, maintains academic records, recruits students, conducts orientation, maintains email and related databases for the marketing coordinator, and supervises the scholarship application process. The associate director reports to the associate dean.

The SJMC has a director of development, Haki Halisi, who seeks opportunities for funding of new and existing programs, develops strategic partnerships, solicits funding of scholarships and other student support, and seeks other financial resources. The director collaborates with deans, chairs, faculty on initiatives, and with the marketing coordinator on alumni relations. He reports to the dean.

The school has a full-time marketing coordinator, Philip Tucker, who communicates with students, alumni, the university community, the public and news media on almost every aspect of education and life at SJMC. The coordinator publicizes events, courses and programs to encourage participation; announces faculty, alumni and student recognitions; produces a biweekly e-newsletter called "The Wire" that contains school news and a bi-weekly e-newsletter called "The Ship" which informs students about scholarship and internship opportunities. The coordinator reports to the dean.

The sections below describe in detail the responsibilities of both associate deans, department chairs and associate director:

Responsibilities of Associate Dean (Policy 007)

To ensure the efficient and effective operation of the school, the associate dean shall be responsible for the day-to-day operations of the school, including closely monitoring all academic activities, programs, plans, and special projects.

POLICY:

The major ongoing responsibility of the associate dean is to assist the dean in the academic aspects of the operation of the school and to function as acting dean in the dean's absence.

PROCEDURES:

1. The associate dean shall supervise the graduate and undergraduate curriculum of the school including compliance with all BOG, FIU, and ACEJMC standards its operating policies and statistical reporting requirements.
2. Accreditation: The associate dean has responsibility for ensuring that the school is in compliance with accreditation standards and directing the accreditation process as it involves all departments, faculty, and administrative and student areas.
3. Work with the Faculty Supervisor of Student Services: The associate dean shall oversee the work of the faculty supervisor of student services who shall report to him/her. Those areas of overall responsibility include the following:
 - a. student advisement
 - b. registration
 - c. student records operation
 - d. graduation certification
 - e. student orientation
 - f. recruitment activities and undergraduate publications
 - g. alumni activities

4. **Work with Department Chairs:** To ensure compliance with accreditation standards, the associate dean shall carefully monitor and oversee the academic curriculum. Toward that end, regular communication shall be maintained with department chairs to ensure the following:
 - a. that they understand school and university policies and standards and impart same to department faculty and adjuncts
 - b. that they receive guidance and assistance with department problems or questions
 - c. that they remain in compliance with BOG and ACEJMC outcome requirements
 - d. that they work in conjunction with faculty and the associate dean in any modification of core classes
 - e. that they are responsive to student requests, whenever possible, and respond to student complaints
 - f. that they secure appropriate adjunct faculty and, oversee secretarial support.
5. **Work with Dean:** The associate dean shall meet regularly with the dean, substitute for the dean as necessary, and act in the dean's stead in his/her absence. The associate dean will also keep the dean apprised on a regular basis on the activities of the school.
6. **Class and Course Scheduling and Monitoring:** The associate dean shall have responsibility for the curriculum of the school on all levels and for the overall coordination of scheduling of all classes, coordinating the work of department chairs each semester.
7. **Other Responsibilities:** The associate dean shall carry out other assignments from the dean as these may arise from time to time.

ADMINISTRATION:

The associate dean is responsible to the dean.

Responsibilities of Department Chairs (Policy 009)

The chair serves as the administrative and academic leader of the department. Thus, a primary responsibility is to build consensus among the department on goals, objectives and strategies. Further, the chair serves as the primary facilitator for the advancement of the interests and reputation of the department within the school, university and profession while, at the same time, advancing the interests of the school and university with the faculty and profession.

POLICY:

The chair shall work within the framework of the school's overall program requirements to provide general direction to, and set the tone for, the department.

1. **Department Relationships:** The chair works with the faculty to ensure the smooth functioning of the department. This includes:
 - a. **Planning:** The chair will submit to the dean prior to the beginning of each academic year a department activities plan for that academic year, including specific objectives to be met, any unusual resources needed, etc., and will submit at year's end a succinct report specifying the year's accomplishments.
 - b. **Faculty Development and Evaluation:** Chairs shall meet with each faculty member prior to the beginning of the academic year concerning their professional development plans and their annual assignment of responsibilities. New faculty will be mentored by senior faculty, assigned by the Chair. The Chair will be available to faculty to discuss ways of furthering their professional and scholastic development. Chair will evaluate faculty at the end of each academic year and forward evaluations to the dean's office.
 - c. **Department Secretary:** The chair shall supervise the department's secretarial staff.

- d. Adjuncts: The chair is responsible for securing and supervising all departmental adjuncts and the work they do to ensure it meets the high quality standards of the school. Each chair will ensure that adjuncts receive a formal briefing of their duties and responsibilities.
 - e. Graduate Studies: Chairs or their designees will serve on the SJMC Graduate Committee and assign faculty advisors to graduate students once they have been admitted. In addition, chairs will actively work with their faculty and the manager of student services to recruit graduate students. Chairs or their designees determine the undergraduate courses students must take to substitute for professional experience.
 - f. Compliance with Academic & Personnel Policies: Chairs shall ensure that their faculty are familiar with both SJMC and department policies and procedures. Chairs shall monitor adherence to same in order to assure the smooth running of the department on a day-to-day basis.
 - g. Other: The chair will confer with the dean on faculty recruitment, leaves and sabbaticals, and other areas as requested by the dean's office.
2. Professional Relationships: The chair is responsible for the overall professional involvement of the department. This includes:
- a. Practicing Professionals: The chair should be involved in active relationships with practicing professionals, not only to demonstrate personal and school commitments to the field, but also to keep the school advised of changes in techniques or technology that should be incorporated into the curriculum, to learn of internship or job opportunities for students, to identify prospective adjuncts and to obtain leads to donation of equipment or other support.
 - b. Academic Involvement: The chair shall also be involved in academic professional organizations appropriate to the department and carefully supervise the professional service activities of departmental faculty, ensuring they become involved and known in the profession.
 - c. Student Internships/Placements: The chair shall be responsible for obtaining internships appropriate to the department and disseminating information on same. In addition, the chair shall work with Career Planning and Placement to arrange interviewing and resume workshops as well as career panels. All potential job opportunities will be disseminated.
 - d. Student Contests/Organizations: The chair shall encourage students in the department to take every opportunity possible to enter into external competitions appropriate to the department, including scholarships, writing and campaign competitions. In addition, the chair is responsible for ensuring that the department sponsors the appropriate student organization(s).
3. Internal Relationships: The chair works with the associate dean, who is responsible for the day-to-day operation of the school, on the following internal school matters:
- a. Undergraduate and Graduate Programs: The chair shall work with the associate dean to ensure that the department is meeting all accreditation standards and that quality is met in all curricular offerings in that department.
 - b. Course Scheduling: The chair shall coordinate the scheduling of departmental courses with the associate dean on a three-semester basis to ensure that all students are able to meet their requirements.
 - c. Budget: Once departmental budgets are assigned (following the submission of a formal request to the budget officer), the chair shall advise the dean if additional funding becomes necessary during the year.
 - d. Graduate Assistants: The chair shall make recommendations on the appointment of graduate assistants to the dean.
 - e. Other: The chair shall seek the advice of the associate dean or dean should there be any departmental procedure or policy questions.

4. Internal Relationships: The chair works with the faculty supervisor of student services on internal school matters such as the following:
 - a. Recruitment: In conjunction with the manager of student services, the chair shall be responsible for formulating a year-long recruitment plan for his/her department. Chairs shall participate in university recruitment activities as they relate to their departments.
 - b. Advisement: Chairs shall work with the manager of student services to oversee the career advisement and schedule preparation of all students in their departments.
 - c. Graduation Requirements: Chairs shall respond to any specific student or student services requests regarding graduation requirements.
 - d. Alumni Organizations: The chair will work with the manager of student services in the support of the programs and services of the honorary societies, the SJMC alumni, and assist with the annual SJMC alumni fund-raising drive.
 - e. Internships and Job Placement: The chair should ensure that a working list of available internships is available and that each is a quality experience for the student. Chairs shall ensure that the Internship Guidelines are followed for students in that department.
5. Course Load: The chair shall normally teach no more than four courses per calendar year, timing to be dependent on departmental needs.

ADMINISTRATION:

The chair is responsible to the dean.

Responsibilities of the Faculty Supervisor of Student Services (Policy 010)**POLICY:**

The faculty supervisor of student services has the major responsibility for the academic support and records areas, providing support to the departments and coordinating the work of the Student Services Office.

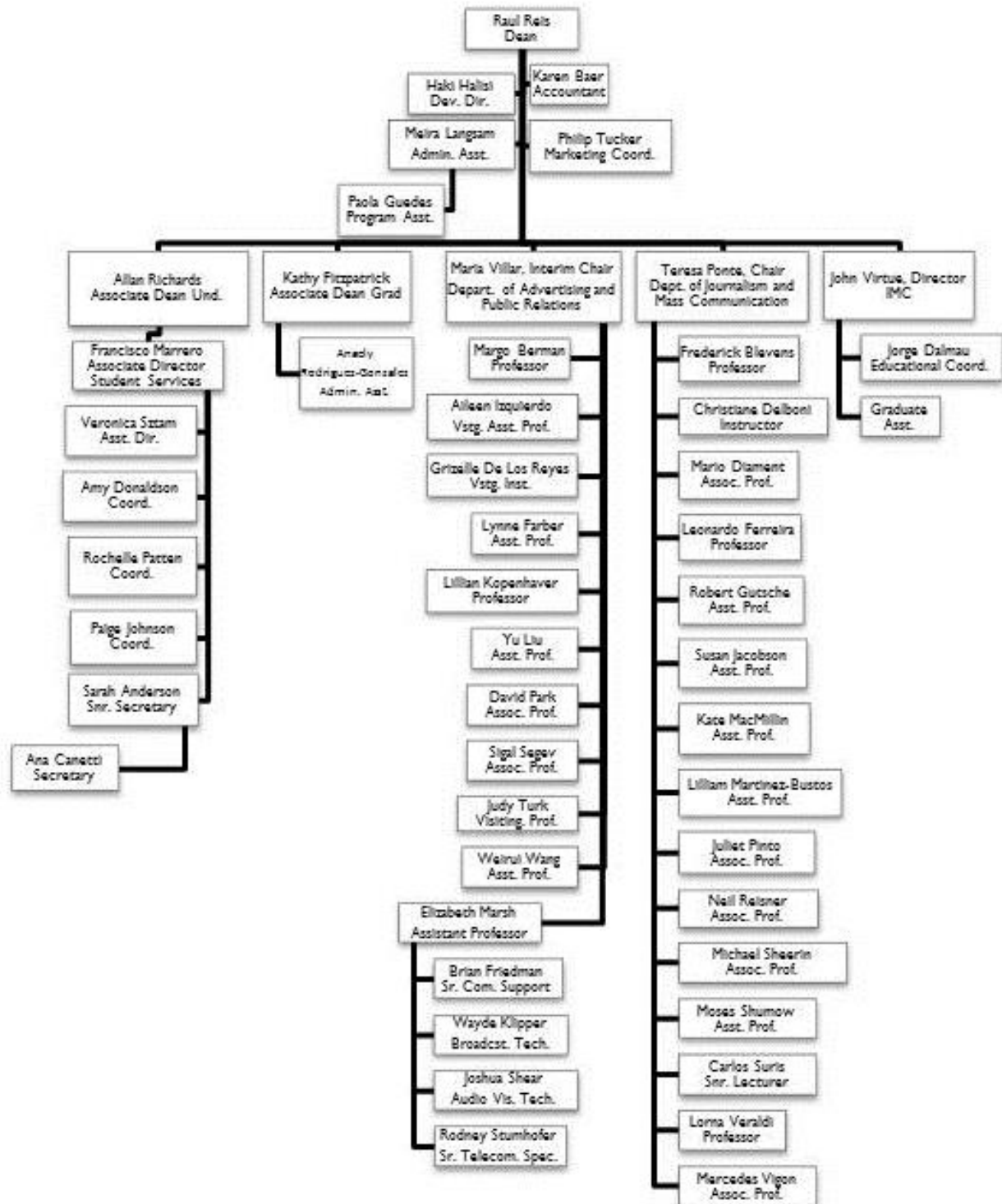
PROCEDURES:

1. Advisement: This individual shall implement the academic advisement policies of the school, utilizing systems that ensure that all students receive academic advisement each semester in the selection of their courses. Other responsibilities include the following:
 - a. initial advisement of all students before transferring them to a faculty adviser
 - b. audit of all previous college work
 - c. interpretation of policies for admission, suspension and probation
 - d. compilation and posting of faculty advisement lists each semester
 - e. implementation of an advisement training program for new and existing faculty
 - f. coordination of sequence advisement packets and supplementary advisement materials
2. Records/Registration/Graduation Certification: This individual shall be responsible for the meticulous maintenance of all student records. This individual shall direct the registration operation each semester. This individual shall monitor students and their records along with faculty advisors and department chairs to ensure that they meet the requirements of accreditation standards and all SJMC admission and graduation standards. Other functions include the following:
 - a. directs the evaluation of transcripts to establish transfer and liberal arts credits and provides lower division course deficiency information for each student
 - b. assesses the students' readiness for graduation by ensuring that liberal arts credits, credits outside the school, and total communication hours are totaled, accurate and ready for final verification before the folders go to the graduation office

- c. coordinate with admissions and registration to secure the most recent lists of students on a regular basis
 - d. relates policies for admissions, suspension, probation, graduation and other related areas
3. Recruitment: Provide assistance in the implementation of the three phased annual recruitment and outreach plan for target populations: FIU freshmen and undecided majors, area community college students and selected high school populations. These efforts will be done in cooperation with the department chairs and faculty. Other related activities include:
 - a. notify community colleges of important dates for entering SJMC students, i.e., MMC 3104 entrance exam, etc.
 - b. distribute SJMC and FIU literature to advisement centers of all branches of area community colleges
 - c. conduct regular articulation conferences with community colleges
 - d. arrange annual visits to all branches of area community colleges, selected high schools and other facilities for recruitment purposes
4. 4. Orientation: This individual shall be responsible for the organization and instruction of MMC 3003 (Mass Communication Orientation).
5. 5. Alumni: This individual shall monitor, update and ensure the accuracy of the SJMC alumni database. In addition, this person shall work the alumni association, schedule regular yearly activities for SJMC alumni, and work with the development director on the annual alumni fundraising drive.
6. 6. Placement: This individual will arrange a career activity each year, working with Career Planning and Placement, as well as interviewing and resume-writing workshops.
7. Scholarships: This individual shall supervise the publicizing of scholarships and ensure that applications are forwarded to the SJMC scholarship committee so that timely awards may be made; this individual also ensures that award letters are sent.
8. Liaison with University Departments: This individual is responsible for maintaining channels of communication with varied university departments, i.e., records, admissions, subject areas.
9. Supervision: This individual shall supervise the student services staff. In addition, while the dean's administrative assistant is responsible for the hiring, scheduling, and overall supervision of reception desk personnel, the manager shall train and supervise special student services projects.

ADMINISTRATION:

This individual has responsibility for the student services office under the supervision of the associate dean.



2. Describe the unit's process for strategic or long-range planning. Attach a copy of the unit's written strategic or long-range plan. This plan should give the date of adoption/revision and any timeline for achieving stated goals. Discuss how the plan provides vision and direction for the unit's future.

The dean, associate deans and department chairs develop the strategic plan. They present it to the faculty for review. Based on feedback, the deans and chairs make revisions and continue the presentation-review process until all parties are in agreement.

The strategic plan incorporates the SJMC's Mission and Vision Statement and Values Statement that guide the goal-setting process, which in turn influences everything from faculty development to curriculum. For example, SJMC works to develop partnerships with foundations and corporations in order to achieve the goal of expanding sources of revenue for the development and advancement of the school, its faculty and staff. SJMC seeks opportunities for international education in order to achieve the goal of advancing the school's position as a global leader in multicultural education and engagement.

The development of the SJMC 2015-2020 Strategic Plan — which includes the updating of our Mission, Vision, Values Statement, Goals and Objectives (below) — is set against this backdrop. The discussion of the Strategic Plan began when the dean convened an SJMC faculty and staff retreat on Jan. 20, 2012. The purpose was to start a discussion about the future of the SJMC that focused on four points: professional and community engagement, global education, curriculum, and planned growth.

Four breakout groups were formed, and they extended their discussions into the rest of the spring semester. At a follow-up meeting on April 5, 2012, the groups presented their findings and suggestions to the whole SJMC.

The dean used the faculty and staff suggestions and recommendations over summer 2012 to write his Strategic Vision document for the SJMC. Drafts of the dean's Strategic Vision document were shared with the faculty and leadership team, and the final document was presented to the whole SJMC faculty and staff on September 6, 2012, at an SJMC meeting attended by FIU President Mark Rosenberg and then-Provost Douglas Wartzok.

The dean's Strategic Vision for the SJMC stayed close to the focal points established by the faculty discussions. The cornerstones of the Strategic Vision were:

1. Innovation and the Future of Communication Education
2. The Teaching Hospital Model
3. Construction of the Media Innovations Complex
4. Global Education; Engagement
5. Resources and Facilities
6. Focused and Balanced Growth

The dean shared the Strategic Vision document with the University at large, with his advisory board, student media, the media at large, alumni, and with foundations that fund mass communication education.

The Strategic Vision document also set the immediate goals for 2013 and 2014, established fund-raising priorities for SJMC, and set the stage for the discussion of the 2015-2020 Strategic Plan.

Discussions for the new strategic plan itself, including revised mission, vision and values statements, as well as goals and objectives, started at a leadership team meeting in March 2013 and was presented at the first general SJMC faculty and staff meeting of the 2013-2014

academic year in August 2013. The discussion first centered on the priorities for the school for the upcoming years (2015-2020).

Subsequently, the two departments discussed and narrowed down the priorities list at successive department meetings, and the leadership team — comprised of the dean, associate deans, department chairs, SJMC Online director and SJMC director of development — reviewed the list and made suggestions for the updated mission, vision and values statements.

SJMC faculty and staff met again on October 3, 2013, specifically to discuss and vote on the mission, vision, and values statements for the 2015-2020 Strategic Plan. The document was unanimously approved and adopted that day. At that meeting, faculty and staff also approved 12 goals and related objectives for the Strategic Plan.

After follow-up departmental and leadership team discussions, the goals were pared down from 12 to five, each with three to four related objectives. The final 2015-2020 SJMC Strategic Plan was unanimously approved at the faculty and staff meeting on January 16, 2014.

Mission Statement (revision adopted on October 3, 2013)

The School of Journalism and Mass Communication is a globally engaged school that excels in educating communication students in a multicultural environment to be critical thinkers, innovative professionals and writers, and leaders in their fields. Our faculty are internationally recognized scholars and professionals who create new knowledge that contributes to understanding and solving community and global issues.

Vision Statement (adopted on October 3, 2013)

The School of Journalism and Mass Communication is a recognized leader in educating the most highly qualified global communication professionals in the Americas and the world.

Values Statement (adopted on October 3, 2013)

We are committed to the advancement of freedom of information and expression, excellence in professional practices and ethical behavior.

Goals (adopted on January 16, 2014)

- Goal 1:** Strengthen the SJMC's reputation nationally and internationally as a leader in media and global communication education in the Americas and the world.
- a. To position administrators and faculty as experts and thought leaders in the fields of journalism and communication.
 - b. To encourage leadership in academic and professional organizations, major conferences and community development.
 - c. To expand ongoing initiatives that enhance the school's reputation as an innovative hub for addressing contemporary issues in journalism and communication, such as the Hispanic Communication Conference and the Kopenhagen Center for the Advancement of Women in Communication.
- Goal 2:** Expand sources of revenue for the development and advancement of the SJMC and its faculty and staff.
- a. To develop an entrepreneurial culture that promotes self-sustaining initiatives.

- b. To develop additional revenue-generating activities, such as market-rate and certificate programs, online curriculum and workshops.
- c. To expand partnerships with foundations and corporations.

Goal 3: Advance the SJMC's pioneering work as an innovative, technologically dynamic, programmatically progressive school.

- a. To increase opportunities for collaboration with academic and professional innovators--for example, the teaching hospital model.
- b. To enhance the school's distinction in writing, oral and visual communication, critical thinking, and digital skills.
- c. To continuously develop curricula that reflect and anticipate changes in English and Spanish language media and the communication industries.

Goal 4: Advance the SJMC's position as a global leader in multicultural education and engagement.

- a. To expand engagement in local and global communities in ways that promote diversity and serve underrepresented populations.
- b. To increase international education opportunities for students and faculty through activities such as study abroad programs and educational exchanges.
- c. To expand the training of Hispanic, Latin American and Caribbean communication professionals.

Goal 5: Work in concert with FIU's mission as a High Research Activity University (RU/H in the Carnegie Foundation for the Advancement of Teaching classification).

- a. To encourage and increase original academic research and creative work to advance knowledge.
- b. To increase opportunities for grants and other resources for professional growth and development for faculty and staff.
- c. To expand graduate programs.
- d. To expand interdisciplinary collaborations.

In Spring 2014, SJMC publicized its revised mission, vision and values statements, as well as its medium-range goals and objectives, and sought out suggestions, comments and recommendations from our different constituencies on how best to fulfill the Strategic Plan.

The school publicized the new document to the Dean's Advisory Board, communication professionals, and all SJMC alumni and students, using mass emailing tools. SJMC set up a Qualtrics survey on a Web page with the document, and invited its constituencies to respond by answering the following questions:

1. What kind of training (programs, courses) should the School of Journalism and Mass Communication at FIU offer to students best to prepare them for careers in the communications industry (broadcasting, advertising, digital media, journalism and public relations)?
2. Looking at our strategic areas and goals/objectives, are they relevant and do they reflect what a School of Journalism and Mass Communication should be focusing on?
3. Responses to the web questionnaire included comments such as:

"FIU is in a unique position to lead, and to train leaders, for the multicultural country we are becoming. The emphasis on innovation is spot-on. As much as the media landscape has changed in the last couple of decades, it has hardly found its new model."

"[The goals and objectives] are relevant. The key is for the students to be work-ready when they graduate and not have to depend in basic training of business tools when they get their first job."

3. Describe the unit's policies and procedures for faculty governance. Provide copies of faculty policy manuals, handbooks or other documents specifying policies, procedures and the roles of faculty and students in governance and in development of educational policy and curriculum. (These may be included in the appendices binder or in a digital file.)

Note: In-depth responses to specific points regarding this general question are provided in a variety of places in the narrative -- and especially in supporting documents -- that follow within this section.

The dean is responsible for developing policies for the unit -- and that is where ultimate responsibility within the university rests. The dean meets regularly with the faculty and the SJMC leadership team for input; the minutes of faculty meetings reflect discussion and votes devoted to formulating such policies.

Most curriculum policies are centered in the departments. Other faculty policies within the SJMC involve the entire school. These policies are discussed by the entire faculty and voted upon in general faculty meetings. Further, the SJMC Policies and Procedures Manual provides evidence of faculty review of school policies. (See APPENDIX C.)

SJMC policies are formulated and updated by faculty committees and approved by the SJMC faculty as a whole before being forwarded to Academic Affairs. The most recent update occurred in July 2010.

The School of Journalism and Mass Communication Faculty Assembly is one leg of the three-legged collegial governance system that also includes the SJMC dean's office and the university provost. The assembly works in collaboration with the SJMC administration to develop curriculum and the policies that govern the school.

The assembly convened in March of 2012 semester on the initiative of the Faculty Senate and the university which set out to collect assembly constitutions from every unit at the University. Prior to that meeting, the assembly had not convened within the memory of senior faculty and had no constitution.

The assembly first elected a chair, vice chair, and committee chairs, who, along with one of the two department chairs, together comprised a steering committee. The task of composing a Faculty Assembly Constitution fell to the steering committee, led by its present chair, professor Neil Reisner, assembly vice-chair. The first year of assembly deliberations was spent writing and refining the constitution based on documents developed by assemblies in other university units and the suggestions SJMC faculty at subsequent meetings.

The constitution, adopted in May 2013, sets out in general the role of faculty in guiding the SJMC insofar as it can develop and recommend curriculum, provide input and recommendations regarding appointment of new faculty and the appointment and evaluation of school

administrators. It sets out the rights and obligations of faculty members of the SJMC's departments with regard to those departments.

And it establishes a number of committees. In addition to the steering committee, these are the promotion and tenure; promotion and professional practice; curriculum; and graduate committees. The assembly may also establish ad hoc committees as deemed necessary.

The assembly also appoints members of the faculty senate and university committees dealing with curriculum and the library, among others.

Indeed, since it was convened, the assembly has considered and made recommendations on a policy for allocating summer classes, adopted the Quality Matters training and course certification for online courses, provided input on the appointment of several faculty members, and considered revisions to SJMC policies on student internships.

The Faculty Assembly constitution (See APPENDIX D.) was ratified by a quorum of the Faculty Assembly on Sept. 3, 2014.

The assembly met five times during the 2013-2014 school year:

- Sept. 3, 2013
- Jan. 14, 2014
- Feb. 17, 2014
- March 24, 2014
- June 4, 2014

4. How often did the faculty meet during the most recent academic year?

In addition to the SJMC Faculty Assembly described above, the dean periodically convenes the whole faculty and staff to discuss issues of interest to the school. Traditionally, there have been--at a minimum--two of such meetings each year, at the start of the fall semester in August and at the start of spring semester in January.

Other meetings are scheduled if there are issues to be discussed that affect the school as a whole. Faculty meetings for each department are held on a regular basis and as need demands. Departments schedule monthly meetings

The school as a whole three times during the 2013-2014 academic year on, Aug. 22 and Oct. 3, 2013, and Jan. 16.

In addition, the SJMC has a leadership team consisting of the dean, associate dean, associate dean of graduate studies, department chairs, development director, and director of online studies. The team meets every week and as needed to discuss school and university procedures, curriculum, innovations, grant proposals and policies.

5. List faculty membership on and responsibilities of the unit's standing and ad hoc committees. (The list should include the names of faculty serving on each committee.)

The SJMC has two committees which vote on faculty status: the Tenure and Promotion Committee for those on tenure-earning appointments; and the Professional Practice Faculty Review Committee, which votes on individuals seeking promotion.

In addition, the school has the following committees:

- **Scholarship:** seeks and reviews applications for all scholarships and awards them
- **Library Acquisitions:** recommends purchases to the University Library
- **SJMC Undergraduate Admissions:** considers appeals to the school's entrance requirements
- **GSC Graduate Admissions:** discusses policies related to the school's graduate programs including recruitment, admissions criteria, etc.
- **Technology:** chaired by the SJMC coordinator of technology, this group discusses school-wide needs and policies relating to multimedia and equipment and makes recommendations on the role technology should occupy in the curriculum
- **Hearst Distinguished Lecture Series:** faculty committee selects speakers for each semester for this endowed series and works with the SJMC marketing coordinator to plan the events for the year.
- **Strategic Planning:** chaired this year by the advertising and public relations chair and composed of two faculty members from each department as well as the associate dean. This committee meets every two years to evaluate the strategic direction of the school and make recommendations to faculty.
- **Multimedia Innovation Lab (MIL):** It develops projects between and among students, faculty and outside organizations.
- **Communications Week Planning:** Faculty and ex-officio staff members plan a week-long of talks, events and recognition of student and alumni accomplishments.
- **SJMC Media Arts Film Festival (MAFF):** Faculty and administrators plan the annual event, which showcases and supports media work within the FIU community and to create a unique learning environment with industry professionals.

Membership of all committees is representative of the school as a whole and of the divergent interests we serve.

A list of all SJMC faculty committee assignments is attached for 2014-2015. At the first Faculty Assembly meeting each year, all SJMC committees are discussed and nominations/volunteers are taken for all of them. There is a broad range of faculty on a broad range of committees.

From year to year ad hoc committees are set up to deal with special issues or needs of the school. In the 2014-2015 year, the dean, associate deans and department chairs generated a new strategic plan. The approved report is found in Section 2.

The SJMC's Curriculum Committee meets prior to the submission of all curriculum changes (including new course and degree proposals and changes to existing courses) to the Curriculum Committee of the FIU Faculty Senate. The chair of the SJMC Curriculum Committee serves as the SJMC representative to the Faculty Senate Curriculum Committee.

The SJMC Curriculum Committee consists of six members, including the chair. Three are from Journalism and Broadcasting and three from Advertising and Public Relations. Members of the committee for the academic year 2104-2015 are as follows:

2014-2015 SJMC COMMITTEE APPOINTMENTS

(as of Oct. 6, 2014)

Tenure and Promotion

Maria Elena Villar(2015)
David Park(2015)
Juliet Pinto (2015)
Lorna Veraldi (2016)
Frederick Blevens (2016) - Chair

Professional Practice Faculty Review

Fred Blevens (2015)
Margo Berman (2015)
Mario Diament (2016)
Lorna Veraldi (2016)
Michael Sheerin (2016)

University Instructor Review

Elizabeth Marsh (2015)
Teresa Ponte (2015)
Leo Ferreira (2015)

Graduate

Grizelle De Los Reyes
Fred Blevens
Leo Ferreira
Kathy Fitzpatrick
Aileen Izquierdo
Ted Gutsche
Teresa Ponte, ex officio
Maria Elena Villar, ex officio
Veronica Van Derys-Sztam, ex officio

Scholarships & Awards

Lynne Farber (2015)
Kate MacMillin (2015)
Mario Diament (2015)
Haki Halisi, ex officio
Sarah Anderson, ex officio
Philip Tucker, ex officio
Chris Delboni (2016)
Lilliam Martinez-Bustos (2016)
Margo Berman (21016)
Neil Reisner (2016)

Library Acquisitions

Carlos Suris (2015)

SJMC Curriculum

Sigal Segev (2015)
Michael Sheerin (2015)
Moses Shumow (2015)
Carlos Suris (2015)
Fred Blevens (2016) - Chair
Grizelle De Los Reyes (2015)

Elizabeth Marsh (2015)
Margo Berman (2015)
Juliet Pinto (2016)

SJMC Undergraduate Admissions

Ted Gutsche (2015)
Francisco Marrero, ex officio
Yu Liu (2016)
Chris Delboni (2016)
Teresa Ponte (2016)

GSC Graduate Admissions

Aileen Izquierdo
Maria Elena Villar (2015)
Yu Li (2015)
Weirui Wang (2015)
Kathy Fitzpatrick

GSC Online Graduate Admissions

Aileen Izquierdo
Kathy Fitzpatrick
Michael Sheerin
Judy Turk

SLJ Master's Admissions

Leo Ferreira
Teresa Ponte
Mario Diament
Mercedes Vigon
Lilliam Martinez-Bustos
Carlos Suris

GSC-MAS Admissions

Grizelle de los Reyes
Maria Elena Villar
Rep from Miami Ad School (TBD)

Faculty Marshall

Neil Reisner (2015)
Mercedes Vigon (2016) (alternate)

Hearst Distinguished Lecture Series

Lillian Kopenhaver (2015)
Kate MacMillin (2015)
Moses Shumow (2015)
Neil Reisner (2015)
Phil Tucker, ex officio

Technology

Elizabeth Marsh (2015)

UNIVERSITY COMMITTEES

FIU Sabbatical Leave

David Park (2016)

FIU Online Faculty Advisory Board

Michael Sheerin (2015)

FIU CMURCA (Council of Mentored Undergraduate Research and Creative Activity)

Weirui Wang

FIU Carnegie Very High Research (VHR)

Leonardo Ferreira

Faculty Reporting System Implementation Team

Teresa Ponte

FACULTY SENATE COMMITTEES

Faculty Senate Representatives 2 plus alternate

Neil Reisner (2016)
Maria Elena Villar (2016)
Juliet Pinto (alternate) (2016)

Curriculum

Fred Blevens (2016)

Library

Moses Shumow (2015)

Academic Policies & Personnel

Frederick Blevens (2015)

Honorary Degree & Awards

Lynn Farber (2016)

Undergraduate Council

Lilliam Martinez-Bustos (2016)

Graduate Council

Frederick Blevens (2015)

NOTE: This list does not include ad hoc departmental committees or search committees.

6. Describe the procedures for selecting unit administrators.

Department chairs are hired for renewable four-year terms. (See Appendix C, Policy 008, "Appointment and Evaluation of SJMC Department Chairpersons," for appointment procedures.)

In the fall of 2013, SJMC hired a permanent chair of the department of advertising and public relations following a search. This followed a period of two interim chairs, faculty members who agreed to additional duties for a limited time. The new chair was identified by a search committee, interviewed by faculty during an on-site visit, and made an offer in accordance with university policy. The chair elected to leave at the end of his first year for personal reasons. A search for a new chair began in 2014 with the goal of a start date of fall 2015.

Also in the fall of 2013, SJMC hired its first associate dean of graduate studies. Procedures for the appointment of associate and assistant deans throughout the university vary. The candidate was selected using the same process for choosing the department chair.

SJMC's previous dean returned to the faculty in the spring semester of 2012 after eight-and-one-half years of leading the school. University policy dictates that the provost establish a search and screen committee chaired by a dean and appoint faculty from the unit, along with student and community representatives.

The provost formed the committee during the 2010-2011 academic year. The university hired an executive search firm and the provost reviewed recommended candidates. Faculty and staff met selected candidates. On Dec. 1, 2011, Raul Reis officially became the third dean in the school's history.

Appointment and Evaluation of SJMC Department Chairpersons (Policy 008)

SJMC chairpersons will be appointed for four-year renewable terms by the dean of the school. He will do so in consultation with SJMC faculty and the provost. Please note that recent FIU policy regarding department chairpersons extended the chairs' terms from three to four years, superseding SJMC policy and procedures in this area. (See Appendix C.)

PROCEDURES:

1. Whenever a vacancy occurs for an SJMC department chair, the dean will form a faculty committee to advise him on filling the vacancy. If the search extends beyond SJMC, the Search and Screen Committee shall fulfill this function. The majority of the committee will be from the department for which a chair is sought.
2. The dean will share the recommendation of the faculty committee and other relevant information with the provost and seek his advice and consent before a decision to appoint is made.
3. SJMC department chairs will serve four-year terms that are renewable. A chair will be reappointed if, in the dean's judgment, the incumbent's performance justifies reappointment.
4. Faculty in each department will evaluate the chair's performance annually by means of the Faculty Senate online evaluation process. These annual faculty evaluations will be considered by the dean when a chair wishes to serve an additional four-year term and during annual performance evaluations.

ADMINISTRATION:

The dean supervises the appointment and evaluation of the SJMC chairs.

7. Describe the process for evaluating unit administrators and summarize the results of the most recent evaluation.

The FIU Faculty Senate makes an evaluation available online to faculty each spring to evaluate all administrators in the unit. That includes the dean, associate dean and chairs. The results are tabulated by the Office of Planning and Institutional Research. If the response rate is too low, results are not reported.

FIU operates a faculty assessment of administrators system (FAAS), an on-line system that provides a list of administrators whom faculty members may assess, collects assessment responses/comments, and summarizes and reports assessment results while maintaining the participant's anonymity.

The summarized numerical data are available for all those reporting to a given individual to see. For example, faculty can see data related to their chair and dean. The comments are only seen by individuals at higher levels. Comments on chairs are seen by deans and the Provost, but not by chairs; comments on deans are seen by the Provost, but not by the deans.

Scores are provided to the dean for the associate dean and chairs. These are used as part of the overall evaluation of those individuals along with the information they provide on the activity reports for fall and spring semesters. The policy, "Evaluation of the Dean and Associate Dean," is below.

Due to lack faculty support these evaluations were suspended for at least two years. The evaluation was held spring 2014, and results have not yet been disclosed.

The dean evaluates the chairs and the associate dean. The provost evaluates the dean, following receipt of the evaluations completed by faculty. The dean is also required to put together a work plan for the school which is due each May/June in which the provost requests a complete report of goals and accomplishments for that year for the school as well as goals for the next three years. Appointments are set up with each dean, the provost and the vice president for Academic Affairs to review the work plan and goals.

Evaluation of the Dean and Associate Dean (Policy 003)

An evaluation of the school dean(s) will be conducted annually.

POLICY:

The evaluation of administrative personnel is conducted each year by the Faculty Senate.

PROCEDURES:

Evaluation questions are placed online in spring.

ADMINISTRATION:

The Faculty Senate has responsibility for this area.

While the FIU Faculty Senate makes a survey available online each spring to evaluate all administrators in the unit, this process at SJMC includes the dean, associate dean and chairs, not graduate program directors or coordinators. Because the dean evaluates the chairs and the associate deans, graduate program coordinators are evaluated by their respective departmental chairs in consultation with the associate dean of graduate studies.

8. Describe the unit's process for timely and equitable resolution of complaints and concerns expressed by faculty, staff or students.

SJMC adheres to university policy and collective bargaining agreements on informal and formal complaints expressed by students, faculty and staff. They are as follows:

STUDENT COMPLAINTS

For informal academic grievances, the university's official policy is as follows: Undergraduate students must attempt to resolve informally an academic grievance as soon as possible. A student must initiate informal resolution procedures by contacting the professor (or administrator as the instructor of record) no later than ten (10) business days after classes begin in the semester following that in which the complaint arose or the grievance will be deemed untimely. The student must first attempt to resolve the academic grievance through an informal meeting with the professor.

If the matter cannot be resolved, or if the professor cannot be reached, the student must meet next with the department chair. If the student's grievance is against a committee, the student must meet with the committee chairperson. If the matter cannot be resolved, the student must meet next with the department chair. The informal grievance process is terminated at the department level except when the department chair is the subject of the complaint in which case the grievance continues to the college or school dean. A mutually agreeable resolution shall be formalized through a notation in the student's file/record which is initialed by the student and the professor or college or school dean.

For formal academic grievances, the university's official policy is as follows: The academic grievance procedure within the Office of Undergraduate Education is initiated by filing a written complaint with the Dean of Undergraduate Education or designee. The complaint must be filed within fifteen (15) business days of the date the informal resolution process ends, or within twenty (20) business days after classes begin in the semester following that in which the complaint arose--whichever is later.

After receipt, the Dean of Undergraduate Education or designee, in consultation with the chairperson of the Undergraduate Education Grievance Committee, will review the complaint to determine whether it falls within the scope of this policy and whether a formal hearing is warranted. When there are disputed issues of material fact which must be determined, a formal hearing is warranted. If the complaint does not fall within the scope of this policy, then the student shall be so notified in writing.

A. Undergraduate Student Academic Grievance Committee

Where a complaint falls within the scope of this policy and there are disputed issues of material fact to be determined, the Dean of Undergraduate Education or designee will refer the matter to the Undergraduate Student Academic Grievance Committee. The grievance committee will be composed of five members, two of whom should be undergraduate students selected by the Dean of Undergraduate Education or designee from a list of names supplied by the Student Government Association (SGA) and/or the academic deans. The other members of the committee shall be three full-time faculty who have experience with undergraduate programs. They will be selected from lists supplied by the academic deans and/or the Faculty Senate. The faculty members of the committee will include two faculty from academic units outside of the school/college where the student is enrolled and where the grievance has been filed. The chairperson of the committee will be jointly selected by the Dean of Undergraduate Education or designee and the chairperson of the Faculty Senate.

B. Procedure

A hearing shall be scheduled as soon as possible but no later than 45 business days* after receipt of the grievance. The grieving party and the professor shall be notified by the Dean of Undergraduate Education or designee in writing, of the date and time in which to appear for the formal hearing. The hearing shall be conducted with such formality as is necessary to insure the proceeding is fair and in a manner that allows both sides of the dispute to be presented. The hearing shall be recorded. At the conclusion of the hearing, the members of the committee shall have the opportunity to deliberate outside the presence of the parties. A written report including findings of facts, conclusions and recommendations shall be prepared and forwarded to the Dean of Undergraduate Education or designee. The Dean of Undergraduate Education or designee shall issue a written decision within fifteen (15) business days* of receipt of the committee's report. The student and the professor will be sent copies of the Dean of Undergraduate Education's determination by certified mail.

C. Appeals

Any decision of the Dean of Undergraduate Education may be appealed by either the grieving student or the professor where there is evidence that a significant impropriety in the review process occurred. The appeal must be in writing, specify in detail the alleged procedural impropriety, and must be filed in the Office of the Provost within ten (10) business days*, of the date of receipt of the Dean's decision. The Provost or a designee shall review the appeal and the record of the formal hearing and issue a decision within twenty (20) business days*. The decision of the Office of the Provost is final.

The procedure for formal complaints by graduate students follows the same steps with the dean of the university graduate school referring the matter to the graduate student academic grievance committee. That dean issues a written decision and appeals are heard by the provost or his or her designee.

The university has a separate rule to prohibit sexual harassment. This rule includes both an informal and a formal procedure for handling sexual harassment complaints; the choice of procedure will depend on the nature of the complaint and the wishes of the complainant. Sexual Harassment complaints are filed with the Office of Equal Opportunity Programs.

FACULTY AND STAFF COMPLAINTS

The university encourages informal resolution to a complaint or work-related concerns employees may have either with their supervisor or within their department. Employees are encouraged to first speak with their supervisor and give the supervisor an opportunity to address the issue. However, if the complaint involves a current supervisor and the person does not feel comfortable discussing it with him or her, the individual is encouraged to contact the next level supervisor/department head or Employee & Labor Relations, which is part of the university's human resources division.

If an employee is not satisfied with the decision a supervisor has made, that person has the option to contact the next level supervisor or Employee & Labor Relations (ELR) for assistance. If the employee contacts ELR, a representative will meet with him or her to discuss the nature of the complaint and recommend solutions to the matter at hand.

If an employee requests that the meeting be kept confidential, ELR will oblige to the extent allowed under law. If an employee discloses illegal activity, including discrimination or sexual harassment, ELR is duty bound to report such matters and conduct full scale investigations. ELR will make every attempt to keep the complainant's identity anonymous but cannot make such guarantees.

Retaliation against an employee who has filed a complaint is prohibited. An employee who feels that he or she has been the subjected of retaliation should contact Employee & Labor Relations immediately.

Procedures for filing a complaint

- **Step 1:** An employee should discuss his or her concerns with that person's supervisor. The individual should clearly communicate your issues and suggest a remedy to your complaint. Your supervisor will take this information into account and notify you of his/her decision.
- **Step 2:** If the employee is not satisfied with the supervisor's decision, the individual should bring the matter to the next-level supervisor with the complete explanation of the dissatisfaction of the supervisor's decision.
- **Step 3:** If the employee is not satisfied with the second-level supervisor's response, that individual may contact a representative in Employee & Labor Relations.

Grievance Filing Process

If a complaint is not resolved by an informal discussion, the employee may file a grievance consistent with the provisions of the Collective Bargaining Agreement. The Employee & Labor Relations Department administers the formal grievance and arbitration process for all in-unit employees, except faculty. This process is followed according to the provision of each Collective Bargaining Agreement with American Federation of State, County and Municipal Employees/AFL-CIO.

The 2013-2016 Collective Bargaining Agreement between United Faculty of Florida and the FIU Board of Trustees provides in Article 28 a formal Grievance and Arbitration for faculty. It states in part that the University and United Faculty of Florida agree that problems should be resolved, whenever possible, before the filing of a grievance but within the time limits for filing grievances. Participants also are encouraged to informally resolve problems at each step in the grievance process.

When that is not possible, these procedures are the sole and exclusive method except where explicitly specified elsewhere in the agreement. A grievance may have three stages:

- **Step 1:** Hearing by the dean or designee
- **Step 2:** Review by the Provost or designee
- **Step 3:** Arbitration

The agreement details each step.

Professional master's program:

9. Describe the role of the graduate director or other persons assigned to the professional master's program.

Not applicable.

10. Attach a copy of the written strategic or long-range plan for the professional master's program.

Not applicable.

11. Describe the unit's policies and procedures for faculty governance of the professional master's program. Provide copies of faculty policy manuals, handbooks or other documents specifying policies, procedures and the roles of faculty and students in governance and in development of educational policy and curriculum of the profession master's program. (If these documents are the same as those provided in response to Q. 3, there is no need for duplication. Note the passages and pages specific to the professional master's program.)

Not applicable.